



EQ-i^{2.0}
assess. predict. perform.

Workplace

Report

Sample Participant

April 6, 2023



Beyond Assessments

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v.3.0.

EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

Self-Regard is respecting oneself while understanding and accepting one's strengths and weaknesses. Self-Regard is often associated with feelings of inner strength and self-confidence.

Self-Actualization is the willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

Emotional Self-Awareness includes recognizing and understanding one's own emotions. This includes the ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on one's own thoughts and actions and those of others.

STRESS MANAGEMENT

Flexibility is adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

Stress Tolerance involves coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner.

Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.



SELF-EXPRESSION

Emotional Expression is openly expressing one's feelings verbally and non-verbally.

Assertiveness involves communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

Independence is the ability to be self directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed autonomously.

DECISION MAKING

Problem Solving is the ability to find solutions to problems in situations where emotions are involved. Problem solving includes the ability to understand how emotions impact decision making.

Reality Testing is the capacity to remain objective by seeing things as they really are. This capacity involves recognizing when emotions or personal bias can cause one to be less objective.

Impulse Control is the ability to resist or delay an impulse, drive or temptation to act and involves avoiding rash behaviors and decision making.

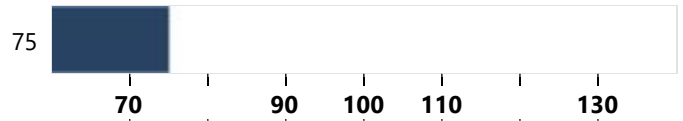
INTERPERSONAL

Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

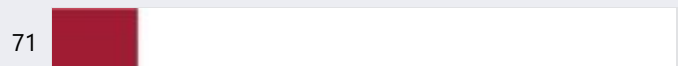
Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

Social Responsibility is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.

Total EI



Self-Perception Composite



Self-Regard
Respecting oneself; confidence



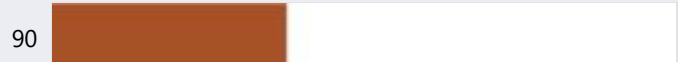
Self-Actualization
Pursuit of meaning; self-improvement



Emotional Self-Awareness
Understanding own emotions



Self-Expression Composite



Emotional Expression
Constructive expression of emotions



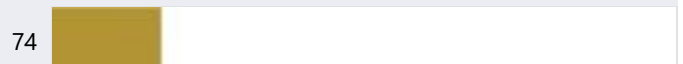
Assertiveness
Communicating feelings, beliefs; non-offensive



Independence
Self-directed; free from emotional dependency



Interpersonal Composite



Interpersonal Relationships
Mutually satisfying relationships



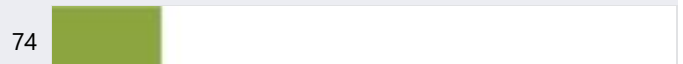
Empathy
Understanding, appreciating how others feel



Social Responsibility
Social consciousness; helpful



Decision Making Composite



Problem Solving
Find solutions when emotions are involved



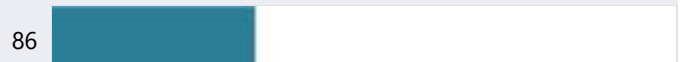
Reality Testing
Objective; see things as they really are



Impulse Control
Resist or delay impulse to act



Stress Management Composite



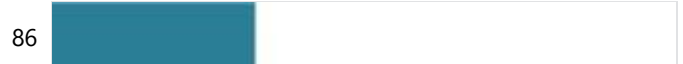
Flexibility
Adapting emotions, thoughts and behaviors



Stress Tolerance
Coping with stressful situations

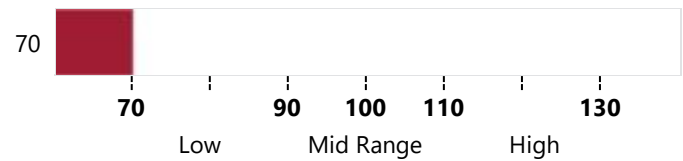


Optimism
Positive attitude and outlook on life



Self-Regard

Self-Regard respecting oneself; confidence.



What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Your result suggests that self-regard may be an area where you would benefit from improvement. Your uncertainty in your own abilities may translate into decreased performance and resistance to taking on greater challenges at work. You may be:

- generally more conservative in your estimation of your capabilities.
- unable to recognize your strengths or forgive yourself for your weaknesses.
- lower in self-confidence and feelings of self-adequacy.

Impact at Work

Emotional Implications. The emotional implications of low Self-Regard extend further than many people realize. Your result suggests that you may feel inferior, less talented, or less capable than your colleagues. You may also have lower motivation to achieve your fullest potential, a less positive outlook on your strengths and weaknesses, or you may struggle to confidently express yourself when working with others.

Social and Behavioral Implications. Your internal struggle with who you are and who you hope to be is often perceived as a lack of confidence by your colleagues. You tend to avoid interactions where you are less confident or use email to avoid face-to-face conversations at work. In terms of presenting yourself, you may use uncertain or wishy-washy language, a softer, shy posture, or avoid eye contact. Based on your less confident approach to work, you may be passed over for leadership opportunities because you often hide your skills and talents.

Strategies for Action

Self-Regard Inventory. Conduct a Self-Regard Inventory on your job performance.

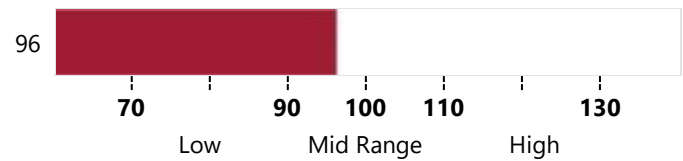
- List your strengths and areas for improvement. For every strength listed, ensure you are fully using each one in your role. The more you practice using your strengths, the more you will realize your true potential and resulting confidence in these areas.
- For each improvement area, assign a strength that can be leveraged. For example, draw on your strong technical expertise to present your opinion confidently in meetings.

See it, Think it, Do it. Low self-regard can be visible to your peers so in addition to developing self-regard on the inside, you also need to consider how you represent yourself to others. When you feel self-doubt creeping in:

- SEE what success would look like to you (e.g., I will close this sale with only a 5% discount).
- THINK about how you will achieve success; tell yourself (and others) that it is possible to reach it.
- DO execute on your plan for success and present yourself accordingly (e.g., confident posture — even if you are on the phone, maintain eye contact, use a steady-paced voice, ask others to hold you accountable).

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement.



What Your Score Means

Self-actualization can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. Your result suggests that you are passionate about your work and life outside of work and take pride in setting and achieving challenging goals. Although you may believe that you can accomplish more, your result may mean that:

- you place value on training and keeping your expertise sharp.
- you appear to be working or acting with a plan in mind.
- for the most part you believe you are leading a rich and fulfilling life.
- at times you turn on “autopilot” mode, going through the motions of your job without truly striving to excel.

Impact at Work

Emotional Implications. Your success, happiness, and life satisfaction can probably be traced back to the fact that most of the time you do what you enjoy. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that your talents are being put to good use.

Social and Behavioral Implications. Your consistent drive to improve yourself, while pursuing personally relevant objectives, helps to create a fulfilling and varied life. This perpetual drive is often perceived by your colleagues as being organized, directive, deliberate, and purposeful. In addition, self-actualized individuals value the actual process of achieving their goals as much or more than the final outcome. Therefore, you may find both short- and long-term planning, projecting, and scoping activities are likely natural processes for you.

Strategies for Action

The Small Things We Enjoy. Sometimes you just need to look at your job under a microscope to develop an even deeper passion for what you do.

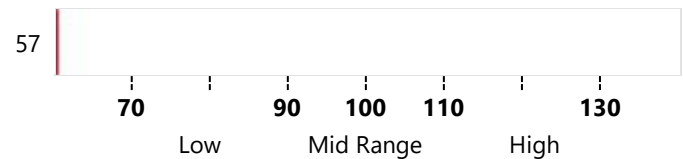
- Write down some of the things you do in your job that are motivating for you. No matter how small, everything makes the list. Review this list once a week; Monday is usually a good day. Remind yourself that even the small things (like having a client compliment you on your presentation) can push you to do your very best.

Protect Your Time. Since you already know what you’re passionate about, you need to protect the time you have scheduled for these activities so they do not fall lower on your list of priorities.

- Block off time in your calendar, well in advance, for those activities you enjoy, especially if they are the vulnerable, non-work related type. Seeing an appointment in your calendar, even if it is for lunchtime yoga, will help you keep your time commitment.

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions.



What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Your result indicates that fully understanding your emotions and their causes may be an area of challenge for you. It is likely that you:

- are comfortable experiencing some emotions, but others make you uneasy.
- superficially experience emotions, allowing them to just happen without thoughtful evaluation.
- keep emotions separate from work, or fail to use them to enhance your effectiveness.
- may fail to notice the impact your emotions have on others.

Impact at Work

Emotional Implications. Your experience of emotions may be very black and white: either you are angry, or you are not. As a result, you may not recognize the complexity of your emotions or their triggers, so to others your emotions may seem heightened or exaggerated. You may either miss them entirely or are marginally aware of their existence, making it hard to accurately predict your emotional future or reactions.

Social and Behavioral Implications. In social situations, your lower Emotional Self-Awareness may be noticeable in the way you express your emotions because you may not fully understand the emotion or its impact before you express it. Under times of stress your mood may impact your performance and that of your teammates. Also, because emotional triggers and responses often elude you, you may find yourself in uncomfortable professional encounters, where you have understood the tangible facts of the situation but perhaps overlooked somebody's emotional state.

Strategies for Action

Emotion Diagnosis — What You Don't Recognize, You Can't Manage! Paying attention to how you are feeling may need to start out as a manual process of diagnosing how an emotion feels.

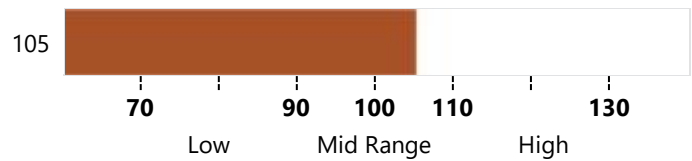
- Record the strongest emotions you experience. Note the thoughts and physical sensations that accompany them.
- Then, recognizing that every heightened emotion has "lighter levels," pay close attention to small shifts in this emotion the next time it arises. When it intensifies or weakens, write down your description of this new level of emotion and its triggers. What caused the change and what does this tell you?

Emotional Email. Reading your emails is an easy and non-obvious place to practice your emotional self-awareness. Emails usually elicit some type of emotion like frustration, surprise, or happiness.

- Over the next few days, record in two words what you feel (e.g., discouraged and tired) after you read a noteworthy email. Next to each emotion, write one physical feeling or a change in your body that you experienced with the emotion (e.g., slack posture, big sighs).
- Notice what sensations accompany certain emotions. Research the emotions you experience most often to find out if there are other sensations you should be aware of.

Emotional Expression

Emotional Expression constructive expression of emotions.



What Your Score Means

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Your result portrays someone who is emotionally expressive, bringing your true feelings to the surface with relative ease. Sharing your emotions with others, as you do, helps you achieve your goals and builds stronger relationships with your colleagues. Consider the following characteristics of your result:

- you are comfortable expressing many emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- on a few occasions, you may have difficulty articulating or sharing certain emotions; the right words or expressions may elude you.

Impact at Work

Emotional Implications. Think of Emotional Expression as the *action part* of the emotional experience. You typically act on the emotions you experience; however, there are a few emotions or circumstances where you do not feel comfortable being open. You should strive for a more balanced expression of emotions; that way you don't appear to be more comfortable expressing one extreme (e.g., happiness) over another (e.g., sadness).

Social and Behavioral Implications. Successful relationships flow from a willingness to openly exchange thoughts and feelings. Your result suggests that not only are you capable of expressing your emotions in a meaningful way, but you are also usually eager to share these thoughts and feelings. Your relationships with your colleagues and clients have open channels for communication; you clearly express your feelings creating an environment where others feel comfortable doing the same with you. There may be certain relationships or conditions where you feel less comfortable expressing yourself; it is important to determine where and why you hold back your true feelings.

Strategies for Action

Ask an Expert. Write down a few emotions that you have trouble expressing at work.

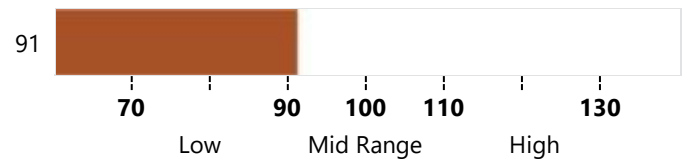
- Research them first. Find out what triggers these emotions in you and what prevents you from sharing them openly (e.g., "I feel offended and brushed off when my ideas are not accepted by the team. I haven't said anything because I don't want to disrupt the team's harmony.>").
- Find someone you know who is quite talented at expressing this emotion. Ask for their advice on how they clearly articulate emotion and overcome their fear of emotional expression.

Expression Check-In. Use your skills in Empathy, Interpersonal Relationships, and Emotional Self-Awareness to watch others' responses when you express emotions.

- The next time you express what you feel, pay more attention to how the other person is reacting. Notice their facial cues, the tone of their voice, and their body language — does it match what you would expect? For example, are they as happy as you are about your promotion, or do they appear threatened by the change?
- This check-in will help remind you that expressing your emotions is not entirely about you — it is also about taking care of others while showing them what you feel.

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive.



What Your Score Means

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Your results indicate that you are operating at the middle of this line, being able to clearly articulate your emotions and needs while respecting the relationships you have with others. Some of the following characteristics may apply to you:

- you are firm and direct when necessary.
- you are positioned to achieve your goals by articulating your needs.
- you bear in mind others' feelings and consider them when voicing your opinion or thoughts.
- you either back down or become slightly aggressive in times of mounting pressure.

Impact at Work

Emotional Implications. For the most part, you are able to stand your ground and ensure your voice is heard. The implication of doing this as well as the average person is that there will be obvious times when you back down from your normally confident position. Something is being triggered at an emotional level that causes you to "cave in"; using your self-awareness to identify why this is the case will be beneficial.

Social and Behavioral Implications. Your level of Assertiveness suggests that you have the knack for finding the right words at the right time to get your point across without dominating or manipulating your work environment. This includes communicating feelings, beliefs, and thoughts openly, allowing your team to see where you stand on a decision. Although there are still some instances where you could be more assertive (e.g., under pressure or scrutiny), you likely have many great ideas that for the most part are shared and contribute to the direction of your organization.

Strategies for Action

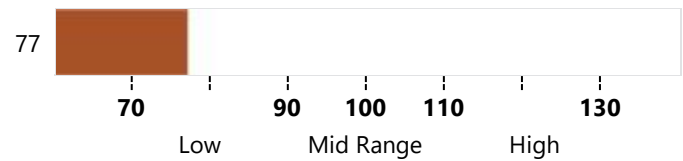
Identifying Cave Points. What is it about certain situations that cause you to be less assertive than you wish to be? Lack of subject matter expertise? A more senior person is present? Unsure of your convictions?

- Identify the reasons for why you "cave" when you do.
- Use this information to proactively eliminate your cave points. For example, the next time you have a meeting on an unfamiliar topic, gather research ahead of time so you can confidently voice your thoughts on the subject.

Assertive Body Language. To continue to ensure your assertive behavior is socially acceptable, be extra conscious of your body language, tone of voice, and emotional language when delivering your message (particularly if you are low in Emotional Expression and Emotional Self-Awareness); they may skew the message that you are trying to put forth, even if you intend to be assertive with the content you are discussing.

Independence

Independence self-directed; free from emotional dependency.



What Your Score Means

Being independent means you are capable of feeling, thinking, and working on your own. Your results show that you are not regularly showcasing your independence; instead you often look to others for advice, reassurance, and direction. In your work environment, this can be particularly obvious when you need to make decisions. Although there is nothing wrong with consultation, regularly not taking the role of primary decision maker when it is appropriate to do so is a sign of emotional dependency. Consider the following interpretation of your results:

- you like guidance and direction from others on how to do your job.
- you prefer to defer decision making to someone else.
- you see yourself as a supportive follower, going “with the grain” rather than against it.

Impact at Work

Emotional Implications. You can think of independence as the stage for showcasing your other EI abilities. If you are unable to think or act freely, you are less likely to demonstrate to your colleagues that you have other strengths in EI. You may feel you have many great qualities (and you do) but others are unlikely to notice them.

Social and Behavioral Implications. Your score on Independence suggests that you are susceptible to the influence of your colleagues and superiors. Although you have a marked preference for working with others and making decisions in collaboration with other people, your reliance on these people may suggest that you would be resistant or uncomfortable if required to work autonomously. In conversations or meetings, you may find yourself adopting the same emotions as others in the room or easily conforming to others’ decisions. While this can give the impression of being a great team player, it is at the expense of you putting forth your own independently generated ideas.

Strategies for Action

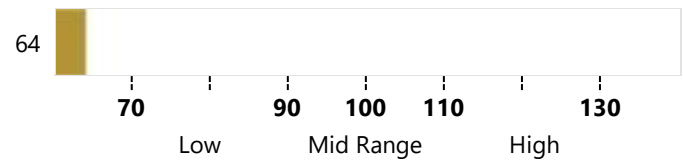
Stop the Self-Talk. Self-talk, that voice inside your head, can be both a motivator toward and a discourager from you being independent. If your self-talk is filled with a fear of making a mistake or thoughts of self-doubt, you will be unlikely to take independent action. The next time you find yourself making excuses for why you shouldn’t act or decide on your own, write down all the arguments against each of your self-talk excuses. For example: “What if I make the wrong decision?” — “Well, I have consulted subject matter experts and completed my own research, so I am well informed. And if it is the wrong decision, then the worst that will happen is ____”.

Holding Yourself Accountable. The next time you need to make a decision, build in some personal accountability by stating to others that you will be the primary decision maker and that you are gathering input to be well-informed prior to making the decision.

- By simply stating up front that you are the final decision maker, you will be less likely to pass the buck to someone else for the final decision.
- You can still gather information and feedback prior to making the decision; just be aware that no one is going to give you the answer — you need to do that on your own.

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships.



What Your Score Means

This subscale is about developing and maintaining mutually satisfying relationships and your result suggests that this could be challenging for you. Your view of relationships may be transactional; you see relationships in terms of how others can help you, instead of building bonds that include mutual give-and-take. Unless you work alone, close relationships are crucial to your success and you may be missing opportunities to share your team members' expertise and resources. Some characteristics of your result are:

- you may have many acquaintances but few cherished, supportive friends or colleagues.
- you likely understand how others can help you, but know few details about them personally.
- you may rely on your own devices to get the job done, rather than asking for help.

Impact at Work

Emotional Implications. If you do not frequently draw on interpersonal skills you will struggle to showcase your other EI capabilities. For example, any EI skills you have will not be evident to your colleagues if you do not regularly engage them in authentic interactions. Also, the deeper and more active your relationships are, the more you will recognize others' emotions and the more adept they will become at recognizing yours.

Social and Behavioral Implications. If you have difficulty developing relationships or are generally dissatisfied with the quality of the relationships you do have, you may be limiting your personal and professional potential. Most of the time you need to get work done through others and if you are not easy to approach, it is likely that others avoid sharing information with you or feel little commitment to fulfilling their part of your shared objective. You may be seen as too preoccupied with your work to engage in personal conversation, missing the chance to get to know others, their expertise, and talents.

Strategies for Action

Be Personal. Personal questions don't always have to be intrusive in nature, you can easily rephrase a work-related question in a way that allows the other person to open up.

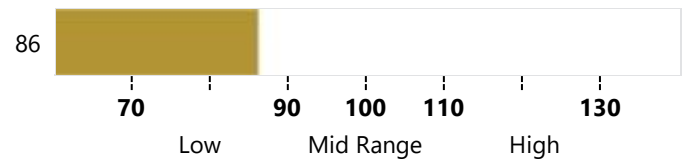
- Try switching from closed-ended questions (e.g., "Is your part of the report complete?" or "Did you have a good weekend?") to open-ended questions (e.g., "How have you been finding your part of the report?" or "What plans do you have for the weekend?").
- Brainstorm a list of questions that spark conversation and keep it handy so you can show your interest in the individual and not just in the work they do.

Learn Your Comfort Zone. You may be uncomfortable in certain social situations, but are there some that you are okay with?

- Write down how you interact with others when you are in a comfortable environment. For example, are you more talkative with close friends? Can you joke with your family?
- Try applying some of these strategies to other, less comfortable situations. For example, if you joke with your family try using lighthearted humor when you feel uncomfortable meeting new people.

Empathy

Empathy understanding, appreciating how others feel.



What Your Score Means

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Your result indicates that empathy might be difficult for you to consistently display. You may find it hard to step into someone else's shoes, particularly when your view is radically different. While you may prefer to remain slightly detached this may be at the expense of creating collaborative relationships. With a result such as yours, you may find:

- when you make decisions, you are more focused on facts than others' feelings or reactions.
- you misread others' thoughts and emotions.
- it is difficult for you to articulate another's perspective.
- others' emotions often elude you or catch you by surprise.

Impact at Work

Emotional Implications. Underusing Empathy puts you at risk in all other interpersonal skill areas. You may be seen as shallow if you do not genuinely relate to others' feelings. Also, failing to seek out how coworkers feel about a decision means you may miss valuable emotional data leaving you only half prepared to make a decision with only hard facts and no predictions for resulting emotional reactions.

Social and Behavioral Implications. Because you may have difficulty understanding how others feel, you run the risk of damaging otherwise effective working relationships. For instance, when it comes to resolving conflict, managing change, or making tough decisions, if you fail to take into account colleagues' feelings, you leave them feeling alienated and undervalued. Additionally, you cannot predict how others will accept change if you cannot address the emotions they are experiencing (e.g., fear or excitement?). Engaging in active listening and mirroring body language can go a long way toward improving how you are perceived and your level of understanding for the other person's experience.

Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Those with high empathy can do this even if they do not agree with what the speaker feels.

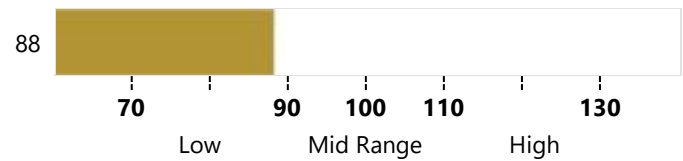
- In general, listen more than you speak at work. Try it in your next meeting and record the approximate amount of time you spent listening versus speaking.
- When you find yourself jumping in to speak: stop, listen, and reflect back what you have heard before offering your thoughts or opinion.

Connecting on a Personal Level. If you know colleagues on a personal level you will better understand what causes their emotions and be in a better position to see situations from their perspective.

- With some of your lesser known colleagues, take the time to connect with them on topics outside of their field of work (e.g., children, sports, current events, traveling).
- Then, during the next situation that calls for empathy on your part, draw upon this background information to show your sensitivity to their needs (e.g., "You must really be feeling stressed with two sick kids at home and I know your wife is away at that conference. How can I help?").

Social Responsibility

Social Responsibility social consciousness; helpful.



What Your Score Means

Social responsibility is that moral compass which directs your behavior toward promoting the greater good and contributing to society and one's social groups. Your result suggests that you are more often self-aspiring than you are truly altruistic, often putting your interests ahead of others'. While certain situations require you to look out for number one, constantly obliging your own needs gives the impression that you are more of an individual achiever than a team player. Based on your result, you may:

- entertain more individualist views than collectivist views.
- be more competitive than collaborative when working as part of a team.
- see yourself as separate from most societal or organizational issues (e.g., global warming or employee morale).

Impact at Work

Emotional Implications. Your lower Social Responsibility allows your emotions to get the better of you in two ways. First, if you are not strongly compelled to take responsibility for others, you may harm relationships by expressing emotions you would have otherwise controlled or dampened. Second, if you don't often help others with their struggles you won't know how tough others have it thus overreacting to your own struggles.

Social and Behavioral Implications. Your infrequent socially responsible actions could mean you put your individual needs and objectives ahead of your team's goals. Although there is a time and a place for making "you" the priority, it is important to recognize that your colleagues may not see you as a team player or at least not concerned with achieving common goals. Losing sight of your organization's goals and broader vision may compromise your ability to effectively contribute to the greater good.

Strategies for Action

Be a Contributing Member. Although we are often required to work in teams to accomplish organizational goals, when we don't agree with the philosophies or procedures that are required to meet these goals we can find ourselves contributing less than we should.

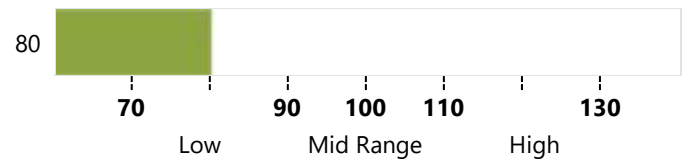
- If you are lacking commitment to your team, identify needs or goals that are common to all teammates. Be creative; come up with goals that might be supportive of, but not the same as, the overall team objective.
- Determine which needs or goals you believe in, are inspired by, and can contribute to. Talk to the team or a manager about the barriers you see, but also show your willingness to contribute by bringing solutions.

Gaining a Broader Perspective. What have you done recently to help people who need a hand?

- Research two ways that you could support a cause that you care about (e.g., health and wellness in the workplace, child poverty, a political party, employee morale).
- Write down what you want to learn from each experience. How will you gain a new perspective on your life? For example, if you are struggling financially, donate your time at a homeless shelter to gain a new perspective on what it means to be without.

Problem Solving

Problem Solving find solutions when emotions are involved.



What Your Score Means

Problem Solving looks not at the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. This is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

- you may prefer others to make decisions for you.
- you may struggle to keep a clear focus on the problem at hand.
- much of your time and energy is spent worrying about problems rather than trying to solve them.
- you may feel that you have little control over the outcome of solving a problem.

Impact at Work

Emotional Implications. You are likely derailed by your emotions when it comes to decision-making. Rather than leveraging the impact an emotion can have on your ability to solve a problem, you fall victim to your own emotions, such as worry, anxiety, and fear. In your case, you likely end up paralyzed, exerting effort into worrying about a problem rather than generating the most effective emotion to help in solving it.

Social and Behavioral Implications. To others, you may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. Rather than taking action to resolve a problem as quickly as possible, your emotions may cloud your thinking causing you to worry, feel overwhelmed, or avoid solving the problem altogether. Although you may eventually reach sound solutions, it is difficult for people to see you in a leadership capacity where decisiveness and execution are paramount.

Strategies for Action

Define a Problem. By keeping your focus entirely on the definition of the problem, you eliminate the tendency to worry about everything extraneous to the issue (e.g., the problem's history, how upset others are).

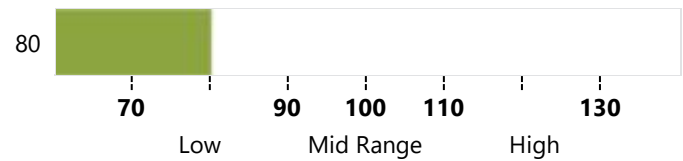
- Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts or language).
- Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

Watch Your Limit! Our brains typically handle seven chunks of information. Whether we are memorizing or deciding between many options, seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyzes you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

Reality Testing

Reality Testing objective; see things as they really are.



What Your Score Means

Call it “being grounded” or “tuned into the situation,” Reality Testing is seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans or goals. Your result suggests that you often lose your objectivity in favor of seeing things how you wish them to be. Decisions you make and interactions with others could all be based on unrealistic information that has been colored by your biases. Your result suggests:

- you tend to view a situation from only one perspective.
- you set goals and objectives that are seen as unrealistic to those you work with.
- overly positive (extreme happiness) and negative (high anxiety) emotions may color the way you view a situation or make it difficult for you to focus.

Impact at Work

Emotional Implications. Your ability to accurately assess another’s emotional state or a situation may be skewed by your underdeveloped reality testing skills. More than others, you may fall victim to gathering information that fits your preexisting assumptions, and as a result finding evidence to support what you want to see versus what actually exists.

Social and Behavioral Implications. When your emotions or personal bias prevent you from remaining objective, you may be compromising your credibility in the eyes of your colleagues. In business today, you must walk the fine line between setting lofty stretch goals and realistic, achievable goals that everyone can commit to. You gravitate toward the unrealistic side of this line and as a result pursue goals that others would consider farfetched and not aligned with the operating environment. In extreme cases, your perception of reality may cause impairment in work functioning as you tend to see situations as you wish them to be rather than as they truly are.

Strategies for Action

Stop the Self-Talk. Reducing the irrational self-talk that clouds your judgment will help strengthen Reality Testing.

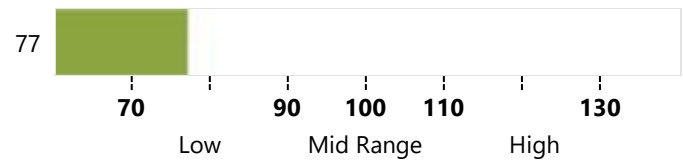
- When you are required to make a decision, size up a situation, or give advice, go through a mental SWOT analysis as soon as you find yourself relying on pre-existing assumptions (e.g., “I’ve had bad experiences with consultants, so I am sure this new consultant will be even worse.”).
- Find evidence for strengths, weaknesses, opportunities, and threats. Then ask a trusted colleague to go through the same SWOT process to make sure what you identified is confirmed by an outside source.

Practical Actions. Breaking a problem or decision down into small, practical steps can help you stay focused on the reality of the situation and not what you wish would happen.

- Practical actions are specific steps that need to be taken, resources that need to be gathered, or buy-in you need to secure in order to make a decision.
- Listing practical actions helps you to stay grounded under pressure by keeping your focus on specific tasks required to reach a bias-free decision.

Impulse Control

Impulse Control resist or delay impulse to act.



What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Your result shows someone who is more often impulsive and impatient than composed and controlled. You may respond in unpredictable ways to your emotions, making your coworkers uncertain as to how you will react. Your result may indicate a tendency to:

- be very involved and talkative during meetings or conversations.
- be impatient for action, antsy to move into the execution stages of projects.
- be high-strung or touchy.
- have an “act now, think later” approach to solving problems and making decisions.

Impact at Work

Emotional Implications. Your lower Impulse Control may cause you to ignore the information present in emotions. Your experience of emotions is spontaneous; they appear and are gone with little warning and usually fail to accurately direct your behavior. Your anger is likely just anger. For example, you may miss the cause of your anger, your body’s expression of anger, or how others are reacting to your anger.

Social and Behavioral Implications. Over the long haul, your inability to delay temptation and avoid rash decision making can easily overwhelm your colleagues. Chasing the next great idea may lead them to believe you lack focus, discipline, and the commitment to an established direction. On a more day-to-day basis, your impulsivity may come across as interrupting others, erratically changing priorities or timelines, “winging” presentations, or sidetracking conversations with unrelated topics. If your team resists your ideas, or you regret things you have said or done, you need to find ways to be more focused and deliberate in your job to avoid isolating yourself from others.

Strategies for Action

Five Deep Breaths. Your best weapon against impulsive behavior is forcing yourself to take pause before you jump into action.

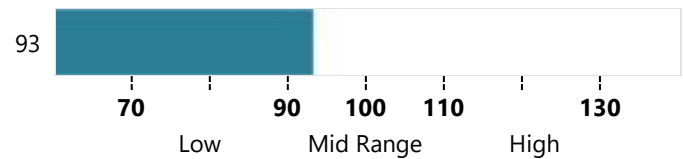
- Take five deep breaths the next time you feel yourself being impulsive or interrupting someone. Five deep breaths.
- Give yourself this permission to pause. During this short 30 seconds or so, ask yourself what alternative actions there are for you to take.

Voice of Reason. People with low Impulse Control usually have one internal voice and it usually says “go for it!”. You (and your colleagues) may benefit from increased focus by listening more to your voice of reason.

- Look at your current workload and find a task or project where it is imperative you see it through to completion.
- Anticipate points in the project plan where you may lose your focus or be tempted to change priorities or processes.
- For each of these instances, prepare yourself now for possible impulsivity with some counter arguments; build a case for why it is important to stay the course. These counter arguments to rash decisions become your voice of reason; bring them to meetings when you need a reminder to first evaluate a new direction before you “go for it!”.

Flexibility

Flexibility adapting emotions, thoughts and behaviors.



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. You appear to be accepting of change and shifting priorities in your workplace. You embrace learning new things and remain open to others' opinions and new ways of thinking. While you likely value progress and innovation, there are some situations where you stick to your tried and true methods preferring predictability over spontaneity. Some indicators of your result are:

- a willingness to respond to changes in the workplace (e.g., structural changes, new technology, evolving market needs).
- you are as inclined as most people to enjoy change and find it refreshing.
- you show some hesitation to change at times, most likely when you are under stress or experiencing anxiety.

Impact at Work

Emotional Implications. Your Flexibility suggests that although you frequently adapt your thoughts, emotions, and actions, there are still times when your emotions prevent you from accepting change. As for many businesspeople, being a specialist in your profession is a lifetime pursuit, but keep in mind that it also creates an inherent "rigidity." Your emotional attachment to "your ways" can prevent you from adapting with the business.

Social and Behavioral Implications. Your result suggests you regularly tolerate change and may even thrive when change is required. Your tolerance for change is likely welcomed by your organization and is a skill that is desired in today's fast-paced and progressive culture. You may be seen as a champion of change — promoting the benefits of adjustment and garnering buy-in from amongst your peers. While there are some moments where you prefer sticking with the status quo, this is something that could be easily improved upon in your case.

Strategies for Action

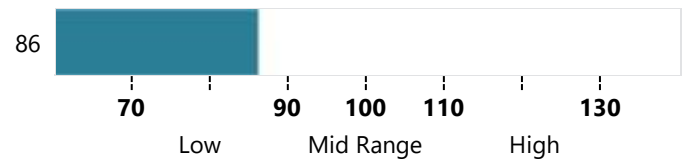
The Plastic Brain. Most research suggests that our brains have a lifelong plasticity, that even in our adulthood we can learn new complex things. Why then has it been so long since we attempted to learn something completely new?

- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practice and mistakes that come with taking on a new skill. Remember learning how to ride a bike?
- Once you start attaching positive emotions to the small successes you experience in this new area, you will find yourself becoming even more accepting of change in other areas of your life.

Ask for Help. When you find yourself being resistant to change, take some time to solicit the opinions of trusted coworkers and genuinely embrace their views on a particular problem and how they would approach it. Particularly when under stress, you may find yourself going down the same road you always travel, but if you take the time to try out even one new strategy or technique, you will broaden your skill base and enhance your ability to cope with change.

Stress Tolerance

Stress Tolerance coping with stressful situations.



What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Your result indicates that most often your attempts to cope with stress are associated with feelings of anxiety and nervousness. Your repertoire of coping strategies may be limited and it is unlikely you can focus on choosing the appropriate strategy for the situation. Some characteristics of your result are:

- emotions may get in the way of your ability to cope with stress.
- areas of EI weakness are often apparent during times of stress.
- pressure or competition at work is likely to hinder your performance.

Impact at Work

Emotional Implications. Being low in Stress Tolerance gives your emotions the opportunity to take control of you. This may compromise your ability to think clearly and select a coping strategy when you encounter stress. You may not be able to manage your emotions and use them to your advantage. For example, feeling a positive emotion can help you brainstorm solutions to help alleviate your stressful situation.

Social and Behavioral Implications. The way in which one copes with stress can vary from person to person. However, given your result, you may display an angry or agitated disposition, or become heated or overly emotional in difficult situations. As a result, others may see you as fragile or unable to handle tough news. How often do you think the truth is withheld from you due to your lower tolerance for stressful circumstances? You may also respond to stress by becoming withdrawn, showing little energy or emotion. In either case, you run the risk of isolating yourself from the support of close relationships, further compounding the stress in your life. Watch for a tendency to develop nervous habits, overeat or sleep excessively, isolate yourself from others, neglect responsibilities, or attempt to cope by using drugs and alcohol.

Strategies for Action

Finding Control. Perceiving that you have control over a situation is one of the greatest alleviators of stress and its harmful side effects (e.g., high blood pressure).

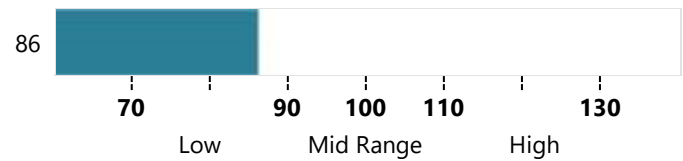
- Coping strategies will help arm you with personal control and power over stress. Research coping strategies that you see your peers use and keep a log of all strategies you can use to combat your next stressful situation.
- Having a physical reference point, like this list of strategies, will help give you control by providing you with a choice of coping options.

Social Buffer. Friends, family, and close work peers can provide a buffer from the effects of stress on your well-being. Reminding yourself of all the social resources at your disposal can arm you with coping strategies to quickly draw upon when stressed.

- Take inventory of the resources (e.g., friends, colleagues) you have at your disposal and the strengths each resource brings to your relationship.
- Then, identify how each person can help alleviate stress and what strengths they bring to help you better cope. For example, while one friend may run with you to take your mind off of a stressful day, you may need a close colleague to actually provide a solution as they know your workload the best.

Optimism

Optimism positive attitude and outlook on life.



What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere to enabling you to view change as a positive thing. Your result indicates that you are less optimistic than most in your life, perhaps taking a more pessimistic attitude toward work and other people. Some characteristics of your result are:

- you tend to see the world with a “glass half-empty” approach.
- you expect and plan for the worst, feeling better when contingency plans are in place.
- your goals and performance targets are likely very conservative.
- you’re not as hopeful about the future as most.

Impact at Work

Emotional Implications. Less optimistic people such as yourself may place more emphasis on negative emotions than positive emotions. This means you aren’t attending equally to the whole spectrum of emotions you could experience when something goes wrong. The implication is that you begin to become more comfortable being upset or angry at your own faults than you are being excited about the challenge of overcoming an obstacle.

Social and Behavioral Implications. Your disposition may be discouraging to your colleagues, especially during times of brainstorming, creativity, and blue-ocean thinking. You may immediately see the negative aspects of an idea, rather than allow the team to contemplate it for its merits. While your team may benefit from moments where you play the role of “devil’s advocate,” doing so too frequently dampens innovation and goal setting. Optimism allows you to look toward the future, particularly when times get tough. Watch that you aren’t pulling yourself and your team into the dregs of the current situation by not communicating a compelling vision for what the future holds.

Strategies for Action

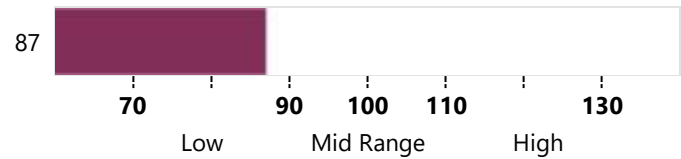
Realistic Optimism. You are halfway to becoming an optimist; you already have a keen eye for the worst-case scenario, now you just need to define the best-case scenario!

- This can take a long time to change, but it is possible!
- Every time you find yourself preparing for or fearing the worst possible outcome, write it down and put it away.
- Then, write down the best, yet realistic, outcome. Plan for this instead. Talk about this as if it is the future. Seek feedback from your colleagues on how realistic this situation is.
- After all your planning is done for the best outcome, only then should you bring back the worst possible scenario and plan for it (if you even think it is still a possibility).

Vicarious Optimism. When the chips are down and things aren’t going well, it is often helpful to reflect back to a time when you have overcome a similar challenge in the past. However, there are times when our personal experiences aren’t enough. An alternative strategy is to identify with someone — a friend, colleague, or even someone in the media — who has faced a similar challenge and successfully navigated their way through it. If they can do it, so can you!

Well-Being Indicator

Happiness satisfied with life; content.



How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.

Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Happiness

Because Happiness is so interconnected with all EI abilities, and in particular the four noted below, you may find further development opportunities if you explore how these contribute to your level of Happiness, and vice versa.

Your result in Happiness suggests that you may find it difficult to enjoy life or show enthusiasm and cheerfulness towards life in general. Also, your lower Happiness may dampen any shining strengths you have in other EI skill areas making it difficult for others to see past your discontentment. You may:

- Experience periods of apathy or discontent.
- View life as being all about work and not play.
- Withdraw from social situations, friends and colleagues.

Additionally, your level of Happiness may be related to current life circumstances. For example, perhaps a part of your life has been affected by the death or illness of someone close to you, a change at work, a problem with a close relationship, or financial setbacks. If a specific life circumstance is indeed the cause of your unhappiness, dealing with that circumstance by leveraging your EI strengths will be fundamental for moving forward and experiencing increased contentment.

Self-Regard 70

Happiness is a by-product of believing in oneself and living according to your own values. Your low Self-Regard may lead you to question your values, performance, and decisions, ultimately lowering your happiness.

- Reflect on past accomplishments by identifying skills that enabled you to be successful.
- What do you admire most about yourself? Why? What do you like the least?

Optimism 86

In the face of setback and disappointment, one's ability to regroup and reclaim a happy state is contingent on their level of optimism. Because your Optimism is low, you are unlikely to adopt a positive outlook or view the good in your life as personal, permanent and justifiable.

- Take an inventory of the good in your life. Make a list of all things positive, personal, and permanent, celebrating even the smallest aspects.
- Identify two strategies that can help you better cope with setbacks.

Interpersonal Relationships 64

Well-developed relationships help shield and buffer us from the negative effects of life's daily demands. Your lower result in Interpersonal Relationships suggests that you may not have a strong, supportive network who can help restore your happiness when you need it the most.

- Who are your closest friends and family? How likely are you to confide in them? Why or why not?
- How often do you interact with others to complete a transaction versus having a meaningful interaction?

Self-Actualization 96

Happiness is derived from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of Self-Actualization, but further improving upon it will help promote feelings of life achievement and overall happiness.

- Identify what you value most in life. Looking at your schedule are you spending the right amount of time on the most valuable activities?
- What legacy will you leave behind?