



Snapshot

Sam Sample

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Senior Managers

Private and confidential



eip3

Emotional Intelligence Profile

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About this report

Thank you for completing the Emotional Intelligence Profile (EIP) questionnaire.

Snapshot is a short report designed to give you a quick reference as to your strengths and development areas in Emotional Intelligence.

This report consists of six parts:

Part 1 - An introduction to Emotional Intelligence

A brief explanation on the different aspects of Emotional Intelligence and why it is crucial for self-development.

Part 2 - An introduction to the Emotional Intelligence scales

A list of the sixteen EIP scales for you to rate yourself against.

Part 3 - A summary of your strengths and development areas

A summary of your three highest scoring scales (strengths) and your three lowest scoring scales (development areas) of Emotional Intelligence.

Part 4 - How to build on your strengths

Identifies three scales of Emotional Intelligence that you scored relatively higher on. These are areas of potential strength for you. For each strength you are given three suggestions on how to make best use of this.

Part 5 - How to develop your Emotional Intelligence

Identifies three scales of Emotional Intelligence that you scored relatively lower on. These are areas of potential development for you. For each area of development you are given three suggestions on how to improve this.

Part 6 - What you can do next

Provides information and references to learn more on Emotional Intelligence and how to develop it further.

Emotional Intelligence focuses you on the personal changes you may choose to make in order to get the best out of yourself and truly engage, inspire and motivate others.

This is a confidential report for the named individual. The report is intended as an aid to self-development and should not be used as part of a selection process or as a comparison between candidates.

Part 1 - An introduction to Emotional Intelligence

Emotional Intelligence is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. These attitudes and behaviours are changeable and can all be developed. The Emotional Intelligence Profile provides a framework for understanding how you manage yourself to be both personally and interpersonally effective.

Personal Intelligence

Being effective at picking up what is going on inside of you (**Self Awareness**) and taking appropriate actions to manage yourself (**Self Management**).

Interpersonal Intelligence

Being effective in picking up what is going on for other people (**Awareness of Others**) and taking appropriate action to manage them (**Relationship Management**).

Your Emotional Intelligence is influenced by your attitudes. In particular, your attitude towards yourself (**Self Regard**) and your attitude towards other people (**Regard for Others**). To make developmental changes stick, it is important to develop attitudes that enable effective behaviours. The relationship between the various parts of Emotional Intelligence is shown in the diagram below.



These six broad areas of Emotional Intelligence are further separated into sixteen scales as described in Part 2. Part 3 of this report identifies the three scales you scored highest on (your strengths) and the three scales you scored lowest on (your development areas).

Part 2 - An introduction to the Emotional Intelligence scales

Before reading the rest of your report, familiarise yourself with the sixteen EIP scales. Tick which of these scales you feel might be relative strengths (S) and which you feel might be relative development areas (D) for you. Try to identify at least three strengths and three development areas.

S D Attitude scales

1 **Self Regard** is the degree to which you accept and value yourself.

2 **Regard for Others** is the degree to which you accept and value others as people.

Feeling scales

3 **Self Awareness** is the degree to which you are in touch with your body, feelings and intuition.

4 **Awareness of Others** is the degree to which you are in touch with the feelings of others.

Behaviour scales

5 **Emotional Resilience** is the degree to which you are able to pick yourself up and bounce back when things go badly for you.

6 **Personal Power** is the degree to which you believe that you are in charge of and take responsibility for your outcomes.

7 **Goal Directedness** is the degree to which your behaviour is related to your own long-term goals.

8 **Flexibility** is the degree to which you feel free to adapt your thinking and your behaviour to match changing situations.

9 **Connecting with Others** is the extent and ease with which you are able to make significant connections with other people.

10 **Authenticity** is the degree to which you invite the trust of others by being principled, reliable, consistent and known.

11 **Trust** is your tendency to trust others, but to the right degree.

12 **Balanced Outlook** is how well you manage to balance optimism and realism.

13 **Emotional Expression and Control** is how well you balance emotional expression with emotional control.

14 **Conflict Handling** is how well you handle conflict or how assertive you are.

15 **Interdependence** is how well you manage to balance taking yourself and taking others into account.

16 **Reflective Learning** is the extent to which you reflect on what you and others feel, think and do and alter your behaviour accordingly.

Part 3 - A summary of your strengths and development areas

Strengths

Of the sixteen EIP scales your three highest scoring scales are shown below. These may be useful strengths for you to make use of, as described in Part 4 of this report.



Connecting with Others

Connecting with Others is the extent and ease with which you make significant connections with other people. This scale will help you to build both the depth and breadth of your relationships.



Emotional Expression and Control

Emotional Expression and Control means feeling free to express your emotions but also being in charge of when and how you do this. Having this appropriate balance will help you to think clearly, communicate effectively, influence and lead others and build trusting relationships.



Regard for Others

Regard for Others is the degree to which you accept and value others as people, as distinct from liking or approving of what they might do. Having higher Regard for Others will enable you to connect with others, build trust, handle conflict and work as part of a team.

Development areas

Of the sixteen EIP scales your three lowest scoring scales are shown below. These may be areas you wish to develop, as described in Part 5 of this report.



Emotional Resilience

Emotional Resilience is the degree to which you are able to pick yourself up and bounce back when things go badly for you. Developing your Emotional Resilience will help you to cope with life's challenges, remain calm in a crisis and think through problems rationally.



Personal Power

Personal Power is the degree to which you believe that you are in charge of and take sole responsibility for your outcomes, rather than viewing yourself as the victim of circumstances and/or of other people. Developing your Personal Power will help you to act with confidence, feel empowered and influence others.



Interdependence

Interdependence is how well you manage to balance taking yourself and others into account. Developing greater Interdependence will help you to collaborate with others, build relationships, be a more effective leader and get the best out of others.

Part 4 - How to build on your strengths

This section describes the three scales of Emotional Intelligence that you rated yourself highest on and how to apply these strengths.

Connecting with Others

Your score on Connecting with Others indicates that this may be a relative strength of yours. Connecting with Others is the extent and ease with which you make significant connections with other people. This scale will help you to build both the depth and breadth of your relationships.

Which of these describe you?

- You form close connections and trusting relationships.
- You are confident and comfortable engaging with people.
- You invest time and energy into building and maintaining relationships.
- You are open with people, sharing your feelings and acknowledging vulnerabilities.
- You listen to people and show appreciation.

In what other ways do you demonstrate high Connecting with Others?

Suggestions on how to use this strength

- 1 Develop your relationships:** Consider how you could use your ability to connect with others more widely; such as team working, stakeholder management, customer relations, negotiations, networking, mentoring and mediation.
- 2 Listen more deeply:** Develop advanced skills in Connecting with Others, such as making a conscious effort to identify the emotions behind someone's comments and reflecting these back to them.
- 3 Seek feedback from others:** Push yourself further and ask others how you come across to them. Are you sometimes too open and do you make yourself too vulnerable? Are you sometimes seen as being too informal with people?

✕ Emotional Expression and Control

Your score on Emotional Expression and Control indicates that this may be a relative strength of yours. Emotional Expression and Control means feeling free to express your emotions but also being in charge of when and how you do this. Having this appropriate balance will help you to think clearly, communicate effectively, influence and lead others and build trusting relationships.

Which of these describe you?

- You are even-tempered and emotionally balanced.
- You display emotional maturity and don't over-react.
- You motivate others through enthusiasm and appreciation.
- You are comfortable expressing your full range of feelings.
- You control your feelings when necessary to do so.

In what other ways do you demonstrate high Emotional Expression and Control?

Suggestions on how to use this strength

- 1 Inspire others:** Use your strengths in emotional management to inspire and connect with others. Identify what people are passionate about and ensure you match and reflect their emotional tone in your communication to them. For example, overtly state your commitment, show encouragement and listen attentively when appropriate.
- 2 Notice your quieter feelings:** Identify what situations cause a strong emotional reaction in you and learn to notice and manage these feelings early. For example, frustration before it becomes anger and anticipation before it becomes anxiety.
- 3 Create an atmosphere of openness:** Be an example to others, show that you are comfortable with expressing emotions but can do so in a calm and mature manner even during times of stress. This will encourage others to be open with you while also remaining calm and relaxed.

Part 5 - How to develop your Emotional Intelligence

This section describes how you can develop the three scales of Emotional Intelligence that you rated yourself lowest on, relative to the other scales.

Emotional Resilience

Your score on Emotional Resilience indicates that this may be an area for personal development. Emotional Resilience is the degree to which you are able to pick yourself up and bounce back when things go badly for you. Developing your Emotional Resilience will help you to cope with life's challenges, remain calm in a crisis and think through problems rationally.

Do you do any of the following?

- Do you take a while to bounce back from disappointments?
- Do you tend to exaggerate problems when under stress?
- Can you become despondent or take things to heart after setbacks?
- Do you tend to ruminate on issues or be unforgiving towards yourself?
- Do you harbour negative feelings such as anxiety and stress?

Which aspect of Emotional Resilience would you most like to develop?

Your development suggestions

- 1 Look after yourself:** If you are feeling the effects of stress on your physical health, particularly if you are living an unhealthy lifestyle, look after yourself physically, such as exercising and eating healthily. Also build in time for renewal, such as going for a walk, meeting friends or quiet reading.
- 2 Keep problems in perspective:** Ask for support from a trusted individual. Talk through your concerns to gain a different perspective and establish a rounded view of the issues.
- 3 Notice what causes you stress:** Note down how you reacted and the events leading up to a stressful situation. You may then start to identify the initial triggers, how to avoid these, or how to prepare to deal with them more effectively in the future.

Part 6 - What you can do next

This section of the report provides information and references to learn more about Emotional Intelligence and how to develop it further.

The Snapshot report is designed to give you a quick reference as to your strengths and development areas in Emotional Intelligence. If you would like to go further in exploring and developing your Emotional Intelligence we would recommend accessing the full EIP report through your administrator along with some individual feedback and coaching. The full EIP report includes your scores and an in-depth analysis on the sixteen EIP scales listed in Part 2.

Development activities

Was there a difference between your expected strengths and development areas in Part 2 of this report and your actual EIP results in Part 3? If so, you may find it useful to read the following free chapter on how to develop Emotional Intelligence and the other EIP scales:

www.psonline.com/EI-dev

References

If you would like to know more about the EIP and its applications we would recommend the following:

Maddocks, J. (2018). Emotional Intelligence at Work – How to make change stick. Cheltenham: Spa House Publishing.

Neale, S., Spencer-Arnell, L. & Wilson, L. (2011). Emotional Intelligence Coaching: Improving Performance for Leaders, Coaches and the Individual. London. Kogan Page Limited.

Sparrow, T. & Knight, A. (2006). Applied emotional intelligence: The importance of attitudes in developing emotional intelligence. Chichester: Wiley.

If you would like to know more about Emotional Intelligence we would recommend the following:

Goleman, D. (1996). Emotional intelligence; why it can matter more than IQ. New York: Bantam Books.

Griffin, J. & Tyrrell, I. (2013). The Human Givens. A new approach to emotional health and clear thinking. East Sussex: Human Givens Publishing.

Rock, D. (2009). Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day. New York: Harper Business.

For more information on the EIP questionnaire please visit
www.psonline.com/assessments/emotional-intelligence-profile