

## Emotional Intelligence Profile

360 report

Sample

Case study 1

23 March 2015



# Your Emotional Intelligence Profile 360 report

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# About this report

This report is based upon the **Emotional Intelligence** 360 assessment, which collects and evaluates perceptions of your personal and interpersonal effectiveness. Ratings are based on your responses and the responses of your raters.

The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report should be treated as confidential.

## How to use this report

Feedback has been collected from up to five perspectives; **self, line manager, peers, direct reports** and **others**. All 360 items are rated against a **1 to 7** scale:

- |                                  |                                 |
|----------------------------------|---------------------------------|
| 1 – hardly, if ever (5% of time) | 4 – frequently (60% of time)    |
| 2 – rarely (20% of time)         | 5 – usually (80% of time)       |
| 3 – sometimes (40% of time)      | 6 – nearly always (95% of time) |
|                                  | 7 – no opportunity to observe   |

### Important tips:

- Feedback is provided against the 360 items only.
- Open and honest feedback is rare but is vital for personal development. All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Emotional Intelligence can be developed; use the feedback to clarify your current strengths and areas for future development.

The purpose of this report is to help you increase your Emotional Intelligence through a clear understanding of your personal and interpersonal impact.

# Introduction to Emotional Intelligence

Emotional Intelligence is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Emotional Intelligence provides a framework for understanding how you manage yourself to be 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**).

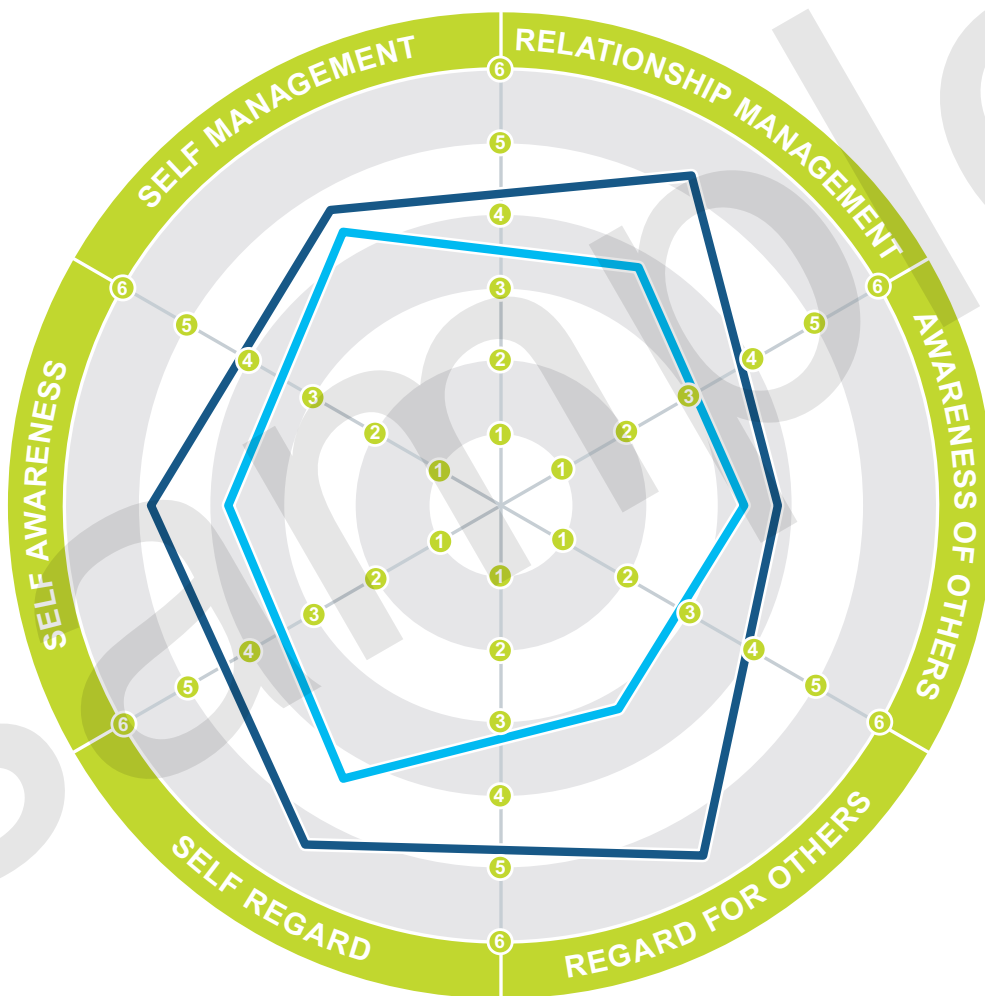
Your Emotional Intelligence is influenced by your attitudes. In particular, your attitude towards yourself (**Self Regard**) and your attitude towards other people (**Regard for Others**). To make developmental changes stick, it is important to develop the right attitudes along with your behaviours.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

	Personal Intelligence	Interpersonal Intelligence
Behaviour	Self Management	Relationship Management
Feeling	Self Awareness	Awareness of Others
Attitude	Self Regard	Regard for Others

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

# Your Emotional Intelligence 360 overview

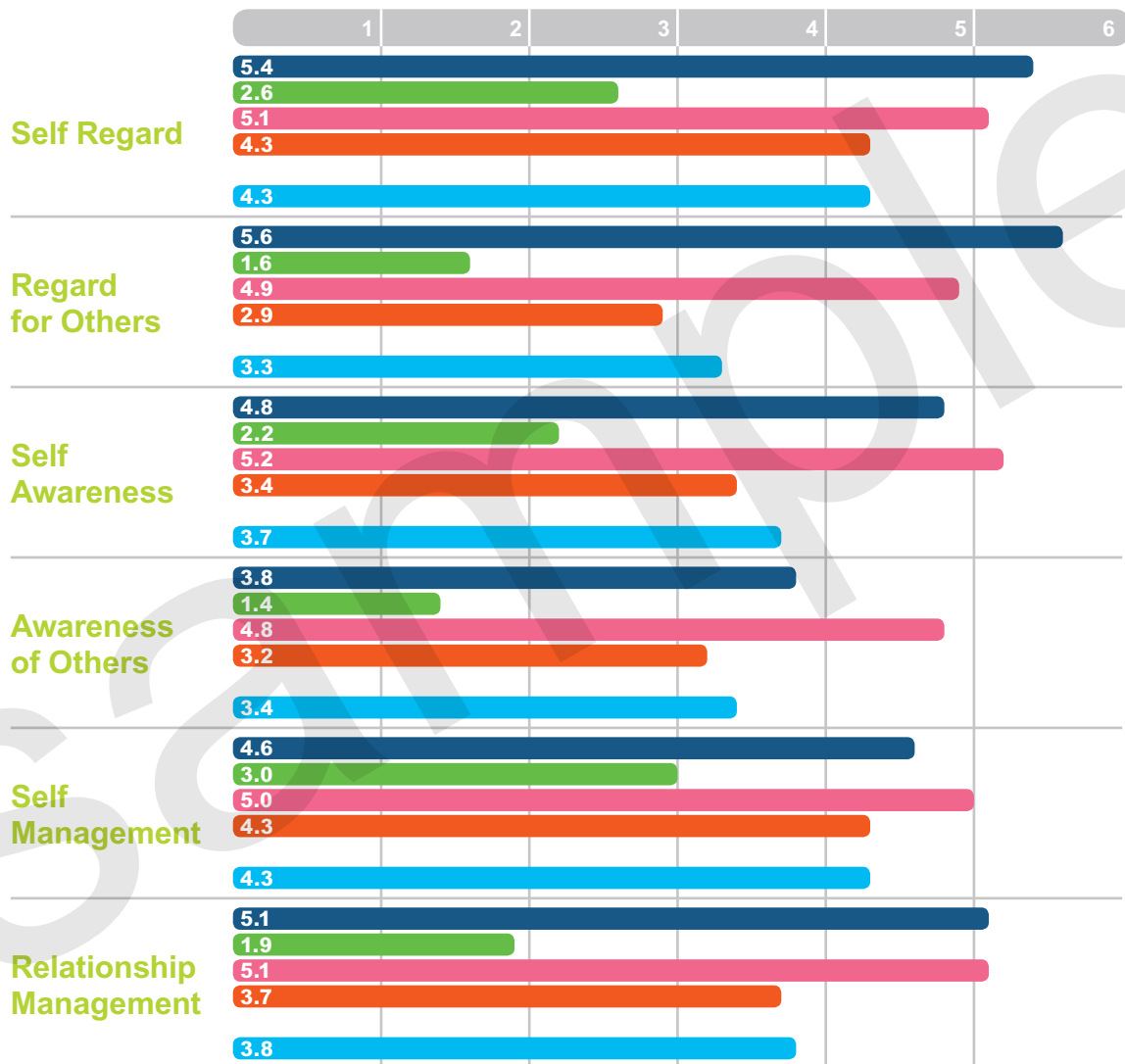
The diagram below displays the average rating from yourself and all your raters against the Emotional Intelligence framework. This diagram enables you to see any gaps in perception between yourself and your raters.



■ Self rating    ■ Average rating (excludes self rating)  
 1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
 4 – Frequently    5 – Usually    6 – Nearly always

# Your rater groups

The tables below display the average ratings given against the Emotional Intelligence framework by your different rater groups. These tables enable you to see any gaps in perception between yourself and your rater groups.



■ Self rating   
 ■ Line manager   
 ■ Peers  
■ Direct reports   
 ■ Others  
■ Average rating (excludes self rating)

1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
 4 – Frequently    5 – Usually    6 – Nearly always

# Your strengths

The table below displays the five items that received the **highest** average rating from your raters. These items may indicate areas of strength.

Avg. rating	Item	Scales
5	Acts in a dependable and reliable manner	Self Management
5	Is self-assured and displays self-confidence	Self Regard
4.7	Is clear on what is important and how to make things happen	Self Management
4.6	Displays emotional resilience and bounces back quickly from disappointment	Self Management
4.6	Displays authenticity	Self Management

 Average rating (excludes self rating)

1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
4 – Frequently    5 – Usually    6 – Nearly always



# Your development areas

The table below displays the five items that received the **lowest** average rating from your raters. These items may indicate areas for development.

Avg. rating	Item	Scales
3.0	Shows appreciation of others	Regard for Others
3.1	Is accepting and tolerant of others	Regard for Others
3.1	Seeks to understand what matters to others	Awareness of Others
3.1	Demonstrates empathy towards people	Awareness of Others
3.1	Displays appropriate trust in others	Relationship Management

**Average rating (excludes self rating)**

1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
4 – Frequently    5 – Usually    6 – Nearly always

# Your hidden strengths

The table below displays up to five items that show the biggest difference; where others rated you **higher** than you rated yourself. These items may indicate areas of hidden strength.

Self rating	Avg. rating	Item	Scales
3	4.6	Displays authenticity	Self Management
4	4.6	Displays emotional resilience and bounces back quickly from setbacks	Self Management
3	4.3	Demonstrates enthusiasm and energy	Relationship Management
2	3.3	Shows tact and sensitivity in dealing with people	Awareness of Others
2	3	Shows awareness of the impact their behaviour has on others	Self Awareness

Self rating    
  Average rating (excludes self rating)

1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
 4 – Frequently    5 – Usually    6 – Nearly always

# Your blind spots

The table below displays up to five items that show the biggest difference; where others rated you **lower** than you rated yourself. These items may indicate your blind spots.

Self rating	Avg. rating	Item	Scales
6	3	Shows appreciation of others	Regard for Others
6	3.1	Is accepting and tolerant of others	Regard for Others
6	3.4	Seeks and responds to feedback	Self Awareness
6	3.6	Demonstrates regard for others' capability	Regard for Others
6	3.7	Is open with people	Relationship Management

Self rating
  Average rating (excludes self rating)

1 – Hardly, if ever    2 – Rarely    3 – Sometimes  
 4 – Frequently    5 – Usually    6 – Nearly always



## Regard for Others

	Self rating	Avg. rating	Line manager							Peers							Direct reports							Others*													
			1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7							
Demonstrates regard for others' capability	6	3.6	1												2					1	2			1													
Values people's differences	5	3.3	1												2					1	1	1			1												
Shows compassion and genuine care towards people	5	3.3	1												2					2	1	1															
Is accepting and tolerant of others	6	3.1	1											1	1					2	1			1													
Shows appreciation of others	6	3	1												2					2	2																



## Awareness of Others

	Self rating	Avg. rating	Line manager							Peers							Direct reports							Others*											
			1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					
Listens well	5	3.9	1											2				1	1		2														
Shows a sincere interest in people's well-being	4	3.6	1											2				1	1	1	1														
Shows tact and sensitivity in dealing with people	2	3.3	1											2				1	1		2														
Demonstrates empathy towards people	5	3.1	1										1	1				2	1		1														
Seeks to understand what matters to others	3	3.1	1										1	1				1	2		1														





## Relationship Management

	Self rating	Avg. rating	Line manager							Peers							Direct reports							Others*										
			1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7				
Demonstrates enthusiasm and energy	3	4.3			1										2					1	2		1											
Works collaboratively and effectively with others	5	4	1											1	1				1	1		1	1											
Displays a realistically optimistic attitude	6	4	1											1	1					2		1												
Handles conflict effectively	5	3.9	1											2					1		1	1	1											
Is open with people	6	3.7	1											1	1				1	1	1	1												
Inspires and motivates others to perform well	6	3.7	1											1	1				1	1			1	1										
Effectively builds and maintains good working relationships	5	3.7			1									2					2		1	1												
Displays appropriate trust in others	5	3.1	1											1	1				1	1	1		1											

# Your rater comments

The following comments are made by your 360 feedback raters.

## What you should **stop** doing

'Sample name' is quite happy when things are going well but is sometimes too critical when I make a small mistake. He is also a bit quick to find fault.

I have worked with 'sample name' for a few years and think he is very professional, but maybe doesn't always get the best out of others. Maybe could be more sensitive to how others feel especially when we are all under so much pressure.

It would be nice to be given a bit more thanks when I have done a late shift.

'Sample name' can be a bit inflexible when we have a disagreement about something – such as the new operating procedures, which he wouldn't budge on his opinion or consider the alternative approach which I think would have been better for everyone concerned.

## What you should do **differently** or **start** doing

See previous comments I made.

I would recommend 'sample name' attends a course on communication skills or team leadership – he has so many great skills but doesn't always coach others or pass them on. This would also help 'sample name' to delegate more work rather than feeling the need to take so much on himself.

He is a very hard task master and probably is valued by his own boss, but for the rest of us it can feel too much and I sometimes go home feeling drained and unhappy after a days work.

Am very happy with the results 'sample name' is getting which has made a big impact on our division this year – perhaps next year he can work on his people skills and get the same performance and motivation from his colleagues.

## What you should **continue** to do

Thanks for recommending me for a promotion – gave me a lot of confidence.

When 'sample name' makes an effort to communicate he can be really nice and fun, would like to see more of this... please!

A great year for 'sample name' and some excellent results – this is the bottom line for our business, but I think it will be more difficult to sustain this level unless 'sample name' learns to delegate work more and get the team more involved.

Keep us all updated more regularly – we could probably help if you asked us.

Sample

# Appendix

## Your personal development

Answer the questions below to begin mapping out a **personal development plan**.

### Your reflections

- What have you learnt or become aware of from reading your Emotional Intelligence Profile 360 report?

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### Your strengths

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your company's advantage?

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### Your development

- How are your development areas limiting or hindering your performance?
- What actions can you take to address your development areas?

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## Your actions

Action	Support I will need	How I will measure success	By when

Your Emotional Intelligence Profile 360 report provides you with valuable feedback. By sharing your profile with your manager, you will be providing them with vital information to help them support your development.

Following your discussion with your manager, please update your personal development plan.