



# Emotional Intelligence Profile

## Snapshot

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# About this report

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

EIP Snapshot is a short report designed to give you a quick reference as to your strengths and development areas in Emotional Intelligence. For details on the full EIP report refer to Part 6.

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 highest scoring three scales (strengths) and your lowest scoring three 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	
<input type="checkbox"/>	<input type="checkbox"/>	<b>Attitude scales</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>1 Self Regard</b> is the degree to which you accept and value yourself.
<input type="checkbox"/>	<input type="checkbox"/>	<b>2 Regard for Others</b> is the degree to which you accept and value others as people.
<input type="checkbox"/>	<input type="checkbox"/>	<b>Feeling scales</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>3 Self Awareness</b> is the degree to which you are in touch with your body, feelings and intuition.
<input type="checkbox"/>	<input type="checkbox"/>	<b>4 Awareness of Others</b> is the degree to which you are in touch with the feelings of others.
<input type="checkbox"/>	<input type="checkbox"/>	<b>Behaviour scales</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>5 Emotional Resilience</b> is the degree to which you are able to pick yourself up and bounce back when things go badly for you.
<input type="checkbox"/>	<input type="checkbox"/>	<b>6 Personal Power</b> is the degree to which you believe that you are in charge of and take responsibility for your outcomes.
<input type="checkbox"/>	<input type="checkbox"/>	<b>7 Goal Directedness</b> is the degree to which your behaviour is related to your own long-term goals.
<input type="checkbox"/>	<input type="checkbox"/>	<b>8 Flexibility</b> is the degree to which you feel free to adapt your thinking and your behaviour to match changing situations.
<input type="checkbox"/>	<input type="checkbox"/>	<b>9 Connecting with Others</b> is the extent and ease with which you are able to make significant connections with other people.
<input type="checkbox"/>	<input type="checkbox"/>	<b>10 Authenticity</b> is the degree to which you invite the trust of others by being principled, reliable, consistent and known.
<input type="checkbox"/>	<input type="checkbox"/>	<b>11 Trust</b> is your tendency to trust others, but to the right degree.
<input type="checkbox"/>	<input type="checkbox"/>	<b>12 Balanced Outlook</b> is how well you manage to balance optimism and realism.
<input type="checkbox"/>	<input type="checkbox"/>	<b>13 Emotional Expression and Control</b> is how well you balance emotional expression with emotional control.
<input type="checkbox"/>	<input type="checkbox"/>	<b>14 Conflict Handling</b> is how well you handle conflict or how assertive you are.
<input type="checkbox"/>	<input type="checkbox"/>	<b>15 Interdependence</b> is how well you manage to balance taking yourself and taking others into account.
<input type="checkbox"/>	<input type="checkbox"/>	<b>16 Reflective Learning</b> 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.

### Awareness of Others ✨

Awareness of Others is the degree to which you are in touch with the feelings of others. It includes noticing, empathising and sensing what people feel, want and need. Having higher Awareness of Others will help you to adapt and respond appropriately to others and build strong relationships.

### Goal Directedness 🏠

Goal Directedness is the degree to which you relate your behaviour to long-term goals. Having higher Goal Directedness will help you identify what matters to you, decide what you need to do to make this happen and how to see it through to completion.

### 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. Having higher Emotional Resilience will help you to cope well with life's challenges, deal with adversity and look for and find solutions to problems.

## 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.

### Trust ✂️

Trust is your tendency to have faith and confidence in others but to the right degree. Developing this further will help you to avoid being taken advantage of or being let down by others. This in turn will enable you to build more sustainable relationships, gain the confidence of others, reduce conflict and improve teamwork.

### 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. Developing this balance will help you to be open, communicate effectively, influence and lead others and build trusting relationships.

### Conflict Handling 🔄

Conflict Handling is about how well you handle conflict and how assertive you are. Moderating your assertiveness will help you to gain people's cooperation, stand up for what you want without undermining others, and balance the needs of others with your own.

# Part 4 - How to build on your strengths

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

## Awareness of Others ✨

Your score on Awareness of Others indicates that this may be a relative strength of yours. Awareness of Others is the degree to which you are in touch with the feelings of others. It includes noticing, empathising and sensing what people feel, want and need. Having higher Awareness of Others will help you to adapt and respond appropriately to others and build strong relationships.

Which of these describe you?

- You have a keen interest and curiosity about people.
- You display tact, interpersonal sensitivity and empathy.
- You pay attention to and show consideration for people's feelings.
- You are observant of people's behaviour and how they respond to you.
- You understand the motivations and needs of others.

In what other ways do you demonstrate high Awareness of Others?

## Suggestions on how to use this strength

- 1 **Apply your listening skills:** Encourage others to talk honestly and openly about how they are feeling. This alone will provide others with support and build trust.
- 2 **Develop advanced skills:** Practice empathy; step into another person's shoes and imagine feeling and experiencing the world as they do. Also, observe people in meetings, check out your observations with those people and learn what their body language means.
- 3 **Check your assumptions:** Your higher Awareness of Others may mean you form assumptions about how others are feeling. Be sure to check this out with them too.

## Goal Directedness

Your score on Goal Directedness indicates that this may be a relative strength of yours. Goal Directedness is the degree to which you relate your behaviour to long-term goals. Having higher Goal Directedness will help you identify what matters to you, decide what you need to do to make this happen and how to see it through to completion.

### Which of these describe you?

- You are clear on your personal wants and goals in life.
- You know how to achieve your personal development goals.
- You maintain your focus and are not easily distracted.
- You know what motivates you.
- You engage in long-term thinking and future planning.

### In what other ways do you demonstrate high Goal Directedness?

## Suggestions on how to use this strength

- 1 **Set a development objective:** Use your Goal Directedness to improve one development area in this report. Set yourself a specific development goal for what you will do and by when. Monitor your progress and persevere until the new behaviour becomes a habit.
- 2 **Appreciate what you have:** If you are someone who constantly strives for goals, objectives and results ensure you balance this with enjoying the present and valuing what you already have.
- 3 **Enhance your Goal Directedness:** For example; setting goals, seeing goals through to completion, being less easily distracted, attaining short term targets or achieving longer term life goals.

## Emotional Resilience

Your score on Emotional Resilience indicates that this may be a relative strength of yours. Emotional Resilience is the degree to which you are able to pick yourself up and bounce back when things go badly for you. Having higher Emotional Resilience will help you to cope well with life's challenges, deal with adversity and look for and find solutions to problems.

### Which of these describe you?

- You effectively manage your feelings and behaviour in times of stress.
- You take a balanced view on what you can control and keep problems in perspective.
- You see mistakes as learning opportunities.
- You have a robust capacity to cope with setbacks.
- You remain calm in a crisis and think through problems rationally.

### In what other ways do you demonstrate high Emotional Resilience

## Suggestions on how to use this strength

- 1 **Don't ignore problems:** Being emotionally resilient is a useful attribute so long as you do not deny or ignore real problems. If something is on your mind and it keeps coming back into your mind, this is a sign to address it quickly.
- 2 **Talk things through:** Even though you may bounce back easily from problems, be careful not to bottle up your feelings, or be afraid to show weakness, or take on other people's problems. It is also helpful to talk through your concerns with a coach or another trusted individual.
- 3 **Build in renewal time:** Be mindful of your physical needs and ensure you are not neglecting your health and well-being in order to achieve short-term tasks. Ensure you incorporate enough rest and recovery time to maintain longer term performance and avoid burnout.

# Part 5 - How to **develop** your Emotional Intelligence

This section describes how you can develop three scales of Emotional Intelligence that you rated yourself lowest on.

## Trust ✂

Your score on Trust indicates that you may be over-trusting which leads to you being let down and becoming mistrusting. Trust is your tendency to have faith and confidence in others but to the right degree. Developing this further will help you to avoid being taken advantage of or being let down by others. This in turn will enable you to build more sustainable relationships, gain the confidence of others, reduce conflict and improve teamwork.

### Do you do any of the following?

- Do you place your trust in others too easily?
- Are you sometimes disappointed that others do not meet your expectations?
- Do you have an all or nothing approach to trusting others?
- Do you react strongly when others let you down or do not keep their promises?
- Do you find it difficult to know how far to trust people?

### Which aspect of Trust would you most like to develop?

## Your development suggestions

- 1 **Be consistent and fair:** Notice which people or situations cause you to be more trusting or mistrusting. Is there a common theme? How does your mood affect your level of Trust?
- 2 **Ask others what they want:** Do they want more or less input from you? Do they feel they are being checked up on? Have you provided people with the right information and communicated your expectations accurately and clearly before assuming they will or will not deliver?
- 3 **Trust people cautiously at first:** Do you rebound from over-trusting people to being let down and then mistrusting people? If so, try to be more cautious before giving your trust initially. Listen to your intuition, check for past evidence of trustworthiness and have realistic expectations of others.

## Emotional Expression and Control ✖

Your score on Emotional Expression and Control indicates that you may bottle feelings inside until they burst out with less control. Emotional Expression and Control means feeling free to express your emotions but also being in charge of when and how you do this. Developing this balance will help you to be open, communicate effectively, influence and lead others and build trusting relationships.

### Do you do any of the following?

- Do your feelings sometimes burst out as frustration?
- Are you uncomfortable with sharing feelings?
- Do you over-react, causing conflict with others?
- Are you emotionally unpredictable and volatile?
- Do you feel self-conscious or lack social confidence?

### Which aspect of Emotional Expression and Control would you most like to develop?

## Your development suggestions

- 1 Pay attention to your feelings:** Do you tend to rebound from bottling up your feelings to letting them explode? If so then notice your feelings early, such as frustration before it becomes anger and then rage, or anticipation before it becomes anxiety and then panic.
- 2 Learn from others:** When you are around people who express their feelings openly but with calmness and control, take note of the impact they have on others and you. Ask for their advice on the approach they take.
- 3 Count to six:** If you feel compelled to express a feeling, pause for six seconds and allow time before you do or say anything. Think about your feelings, your possible reactions and their likely consequences. If you are prone to emotional outbursts, recognise when this has been inappropriate, and then once you feel calm be prepared to make an apology.

## Conflict Handling

Your score on Conflict Handling indicates that you may have a tendency to be more aggressive. Conflict Handling is about how well you handle conflict and how assertive you are. Moderating your assertiveness will help you to gain people's cooperation, stand up for what you want without undermining others, and balance the needs of others with your own.

### Do you do any of the following?

- Do you tend to dominate others or take control?
- Are you less inclined to listen to the needs of others?
- Do you handle confrontation in a hostile manner?
- Do you lose your temper with people?
- Are you seen as bossy or uncompromising?

### Which aspect of Conflict Handling would you most like to develop?

## Your development suggestions

- 1 Learn how to remain calm:** If you feel yourself becoming frustrated or angry use techniques to calm down. Such as breathing deeply, taking a short break or expressing feelings before they become too strong.
- 2 Listen first:** Practice listening to others and reflecting back what you have heard, before giving your opinion. If people don't open up to you, encourage them to do so by asking open questions.
- 3 Respect others:** Take care that your personal ambition and drive does not have a detrimental effect on others, such as being overly competitive, only focusing on tasks and not people or losing sight of the team objectives.

# 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 EIP 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.jcaglobal.com/pdf/ei-dev.pdf](http://www.jcaglobal.com/pdf/ei-dev.pdf)

## References

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

Maddocks, J. (2014). Emotional Intelligence @ Work – How to make change stick. JCA Global. 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

For more information on the EIP questionnaire please visit  
[www.jcaglobal.com](http://www.jcaglobal.com)

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