



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

LEADERSHIP

REPORT

Nia Sample

8 June 2023



Introduction

Understanding Your Report

Welcome to a new way of examining your emotional intelligence (EI) skills! You will find this report has many unique features linking EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. This report examines your results on the EQ-i 2.0 through four key dimensions of leadership:

Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behaviour. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did (the EQ-i 2.0) and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organisations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organise the EQ-i 2.0 subscales (page 4) according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas (page 6).

Emotional Intelligence and Leadership

How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

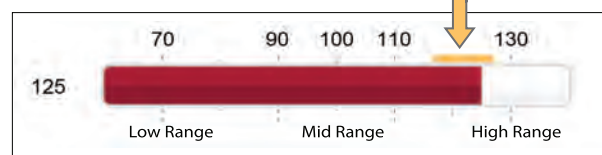
Getting the Most out of Your Report

Keep the following tips in mind as you work through your Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your EQ-i 2.0 results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organisation, its culture, and the specific of your leadership with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. All EQ-i 2.0 subscales are related to leadership behaviours, but selecting the right areas to focus on is key to development. Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

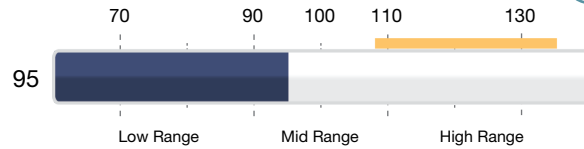
Leadership Bar

The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose EQ-i 2.0 scores were in the top 50% of the leader sample). Using this bar you can compare your results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



Executive Summary

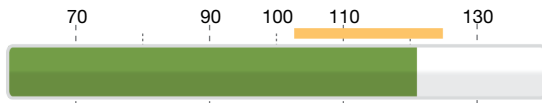
Total EI



Highest 3 Subscales

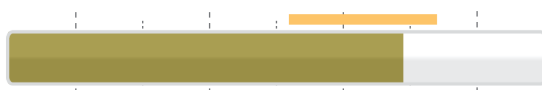
Compared to your other scores, these three subscales might be areas you could further leverage. The corresponding subscale pages may provide insight.

Impulse Control (121)



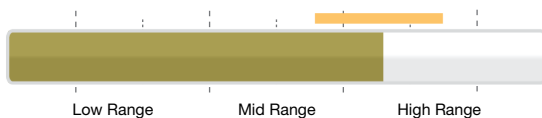
You lead with a highly stable nature and place a high value on deliberate planning. Your team likely thrives under such steady and consistent leadership, although you should be careful not to avoid spontaneity altogether. Your result on this subscale is not only above average but it also falls within the leadership bar.

Empathy (119)



Empathy is likely a very natural and inherent skill for you, which you use to show compassion and respect for the people you lead. Your result on this subscale is not only above average but it also falls within the leadership bar.

Interpersonal Relationships (116)

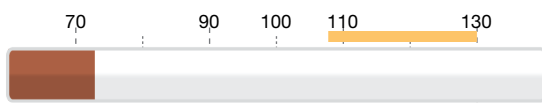


For you, interpersonal relationships are essential to your role as a leader. Coaching and bringing the best out of your team are built on these strong relationships. Be careful not to let the fear of damaging relationships bias your decisions. Your result on this subscale is not only above average but it also falls within the leadership bar.

Lowest 3 Subscales

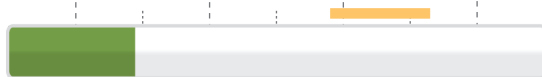
Compared to your other scores, these three subscales might be areas you could develop. The corresponding subscale pages will provide you with Strategies for Action.

Assertiveness (73)



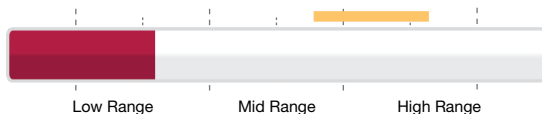
Your level of Assertiveness may leave you with unvoiced opinions, while your team may be left without a leader who “has their back.” Your team will appreciate hearing a stronger position from you. Your result on this subscale falls below the leadership bar.

Problem Solving (79)



You often fall victim to your emotions and might feel overwhelmed when it comes to making decisions. Improve in this area to use emotions to your advantage when solving problems instead of falling victim to them. Your result on this subscale falls below the leadership bar.

Self-Regard (82)



Your tendency to doubt your abilities or second guess your decisions may hold you back from confidently leading a team. If you doubt your leadership, others will too. Your result on this subscale falls below the leadership bar.

Note: You have other subscales that have tied for the lowest three scores.

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-Actualisation 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 recognising 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 behaviours 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 recognising 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 behaviours and decision making.

INTERPERSONAL

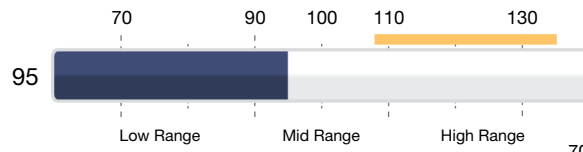
Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterised by trust and compassion.

Empathy is recognising, 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.

Overview

Total EI



Self-Perception Composite

Self-Regard

Respecting oneself; Confidence

84

Self-Actualisation

Pursuit of meaning; Self-improvement

85

Emotional Self-Awareness

Understanding own emotions

95

Self-Expression Composite

Emotional Expression

Constructive expression of emotions

93

Assertiveness

Communicating feelings, beliefs; Non-offensive

73

Independence

Self-directed; Free from emotional dependency

82

Interpersonal Composite

Interpersonal Relationships

Mutually satisfying relationships

116

Empathy

Understanding, appreciating how others feel

119

Social Responsibility

Social consciousness; Helpful

95

Decision Making Composite

Problem Solving

Find solutions when emotions are involved

79

Reality Testing

Objective; See things as they really are

98

Impulse Control

Resist or delay impulse to act

121

Stress Management Composite

Flexibility

Adapting emotions, thoughts and behaviours

103

Stress Tolerance

Coping with stressful situations

102

Optimism

Positive attitude and outlook on life

100

70 90 100 110 130
Low Range Mid Range High Range

Leadership Potential

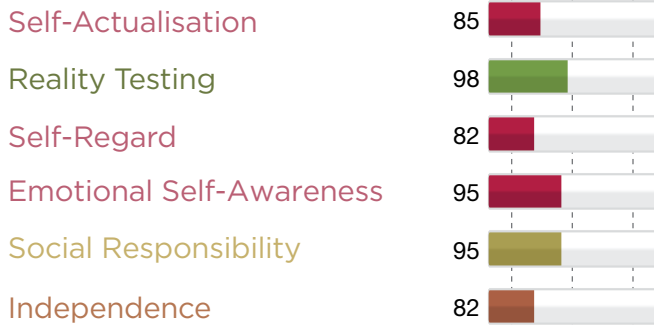
The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organisational commitment and loyalty.

This page provides you with a leadership lens through which to view your EQ-i 2.0 results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas are likely to yield the greatest return in your growth as a leader.

Authenticity



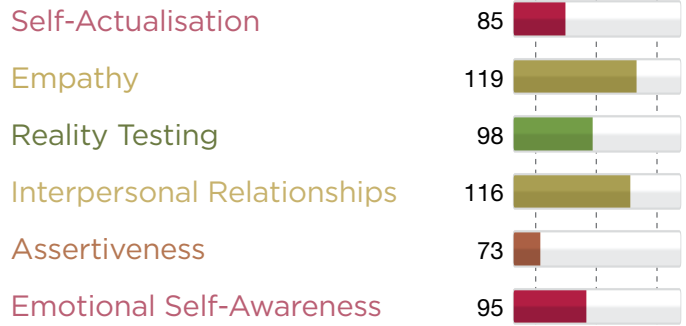
An authentic leader serves as a role model for moral and fair behaviour. A transparent approach commands esteem and confidence from employees.



Coaching



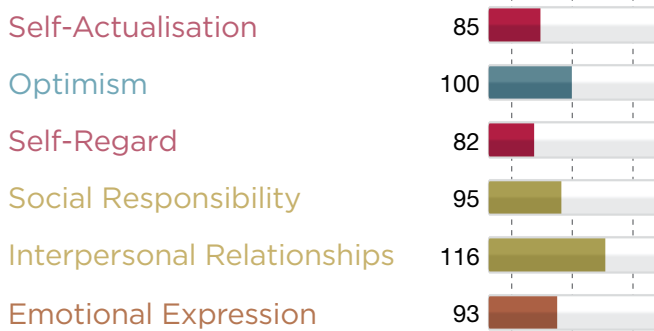
A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



Insight



A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.



Innovation

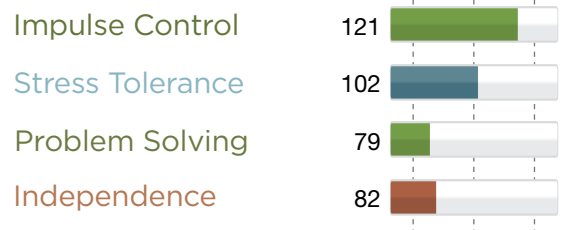


An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



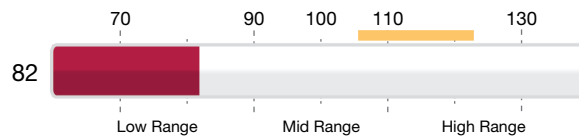
Leadership Derailers

Nia, you may be at a **higher risk of derailment** as you received a lower result in Independence and Problem Solving. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Your team may see you as being ineffective in certain situations and may not be fully satisfied under your leadership. Strengthening lower scoring subscales may help you reach your true leadership potential.



Self-Regard

Respecting oneself; confidence



What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Nia, your result suggests that self-regard may be an area where you would benefit from improvement. Lower confidence in your capabilities may hinder your leadership potential by hampering growth and the influence you have over key organisational decisions.

You may:

- Appear to be hard on yourself or unhappy with who you are.
- Exert less influence on important group decisions.
- Take a leadership stance that is easily swayed by the presence of others.
- Shy away from creating a high-performance culture.

You scored below the leadership bar on Self-Regard and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. The leadership implications of low self-regard extend further than many people realise. Low self-confidence may create self-doubt in your leadership capability and may impair decision making. Your ability to serve as a role model and to create a meaningful vision for colleagues may be compromised.

Organisational Implications. Your low feeling of self-worth may translate into a self-fulfilling prophecy; a feeling of being less competent leads to objectives not being adequately met. You may lack the necessary confidence to develop talent in the organisation, which can impede productivity and progress. Your ability to promote change may be compromised by lower self-respect. If you don't respect yourself, others will be unlikely to follow you, particularly in times of change.

Strategies for Action

Focus on the Positive. Consider your strengths, accomplishments and achievements.

- Think about your past successes (e.g., effectively leading the organisation through a merger). Try to recall the feelings associated with the event and visualise the outcome. Your thought process is closely aligned with your self-perception. Thinking about success enhances a healthy self-image.
- Try not to be too humble; give yourself permission to relish in your achievements and improve your self-talk.
- Do not dwell on failure. Failure is an opportunity to grow and learn from mistakes so that you and the organisation can thrive.

Learn a New Skill. Leaders must be quick to adapt to industry changes. What better way to bolster your self-regard than to acquire a new skill to help adapt to these changes.

- Even the most revered and trusted leaders cannot be subject matter experts in every field. Pinpoint an area in which you can improve your knowledge (e.g., budgeting, product knowledge), and take a course to boost your understanding. This newfound wisdom will increase your sense of self-worth.
- Schedule the time to practise the new skill. Try tackling this new area of expertise with a colleague or friend to help you stay on track.

Balancing Your EI

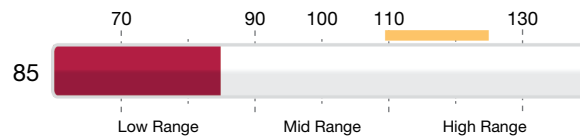
This section compares Self-Regard with Self-Actualisation, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(82)  Reality Testing(98)

Your Self-Regard is lower than your Reality Testing. In balancing these two areas, remember that although input from external sources is important, self-regard is about your own subjective evaluation of self-worth, and should not be overly influenced by external sources. Seek objective information about your performance, but give primary importance to your personal goals and your own sense of personal success.

Self-Actualisation

Pursuit of meaning; Self-improvement



What Your Score Means

Self-actualisation is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, as a leader, it means finding purpose and enjoyment in your role and performing to your fullest potential. Nia, your result indicates that you may feel as though you are stagnant and navigating without a clear purpose. To your team, it may appear as if you feel dissatisfied and restless, and without sufficient inspiration and drive. Your result may mean that:

- You do not venture from your comfort zone, as the risk is perceived greater than the reward.
- You do not capitalise upon your strengths.
- You struggle to help your direct reports reach their full potential.

You scored below the leadership bar on Self-Actualisation and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. If you do not experience fulfillment in your position, you may feel inefficient and unproductive in your leadership role. As you score low in Self-Actualisation, your team may not feel compelled to reach their full potential, and employee engagement may be curtailed. You may not be able to inspire your team to achieve great performance.

Organisational Implications. You may feel as though your purpose is not being fulfilled, which may prohibit innovation and progress throughout the organisation, and can discourage teamwork. Your ability to mentor and coach your employees may be challenged, as you are less likely to demonstrate a strong commitment to personal learning and growth.

Strategies for Action

Find Your Inspiration. Conduct an honest self-appraisal of your passions (e.g., delivering presentations, attending conferences, mentoring) and try to incorporate them regularly into your role. It is amazing how often we know what our passions are, but rarely find the time to take part in them!

- Ask yourself what drives you, and what makes you feel alive at the end of the day.
- Incorporate these pursuits throughout the workday. For instance, if you are passionate about public speaking, book a public talk at a conference. If mentoring employees is your passion, try to identify a protégé who you can guide/advise.

Redirect Your Trajectory. Self-actualised leaders are devoted to their profession (as well as their personal affiliations), often referring to it as their “calling.”

- If you find yourself not looking forward to the challenges that lay ahead, you may try finding a cause that you believe in (e.g., a charity to support). A focus on helping those less fortunate can help you find greater meaning and purpose.
- Undertaking new challenges helps personal growth. For instance, by concentrating on expanding the business or increasing profits, you can redirect your energy and change your mindset. This renewed focus heightens self-actualisation.

Balancing Your EI

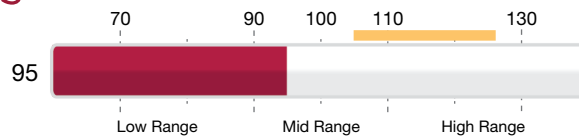
This section compares Self-Actualisation with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualisation is Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualisation(85) ← Optimism(100)

Your Self-Actualisation is lower than your Optimism. Balancing these components involves a “walk the talk” mentality. Optimism should be coupled with concrete activities that actually help you achieve what you believe is possible. Optimism, on its own, does not replace the hard work and good decision making required to be successful.

Emotional Self-Awareness

Understanding own emotions



What Your Score Means

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behaviour and control the impact your emotions have on employees in the organisation. Nia, your result indicates that you are slightly less in touch with your emotions than most, and that you may have moments when managing emotions proves challenging for you. However, you do have a foundation of self-awareness, and small improvements here could make large improvements in your path towards leadership development. It is likely that you:

- Understand what triggers your emotions and how performance is impacted.
- Have the ability to channel your emotions into constructive action.
- Still have a few emotions that make you uneasy or are difficult for you to fully comprehend.

You scored below the leadership bar on Emotional Self-Awareness and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Coaching

Leadership Implications. You are usually aware of your emotional triggers and reactions. For instance, knowing that competing priorities lead to stress and anxiety, you can help direct efforts to delegate work and secure additional resources. You have a realistic appraisal of your emotional reactions that helps you to monitor your emotional states; however, some emotions may remain undetected and “under the radar.”

Organisational Implications. You are generally attuned to your emotions, and this likely helps you handle most challenges in the organisation. You can usually admit to mistakes without being unduly swayed by your emotions. This comfort discussing your emotions allows you to lead with authenticity and a candid approach that helps you gain credibility and buy-in with employees. You are generally able to manage tense and perhaps overwhelming situations, although there is room to improve on how you use and recognise the full spectrum of emotions.

Strategies for Action

Act the Way You Want to Feel. Acting or forcing yourself to embrace emotions can fool your body into experiencing emotions that run counter to your prevailing mood.

- By being aware of your emotions, you have the power to change your emotional reactions to situations. For instance, in a situation of intense pressure, force yourself to smile, or relax your posture and roll your shoulders. You will be surprised by the change in your emotional reaction.
- Choose three emotions (e.g., fear, anger, elation) and write down five techniques that you can subtly use to change your emotional reaction. The more strategies you have at your disposal, the more emotionally agile you will become.

Ask for Feedback. Solicit feedback from colleagues you trust and who know you well.

- These trusted associates can provide candid information about how your emotions impact them. Rather than navigating the office with an “emotional blindfold,” this knowledge will empower you to alter your emotions, allowing you to achieve the desired effect and help you to manage your mood more effectively.

Balancing Your EI

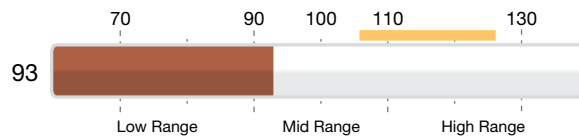
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

Emotional Self-Awareness(95)

Your Emotional Self-Awareness is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Emotional Self-Awareness with other subscales may lead to further EI development and enhanced emotional and social functioning.

Emotional Expression

Constructive expression of emotions



What Your Score Means

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Emotionally charged messages can also be used to engage and inspire others. Nia, your result indicates that you bring your true feelings to the surface a little less often than most. You may only express certain emotions, while others elude you. Sharing your emotions with your team helps to build a culture of open communication and makes you a more personable leader. Consider the following, which may be characteristic of you:

- You are generally comfortable expressing certain emotions, although there are likely times when finding the right words or expressions may elude you.
- You have a basis for emotional expression, but could benefit from further exploring ways to use your emotions to engage those you lead.
- You may assume your team knows how you feel, so you appear guarded, and do not always put your emotions on display.

You scored below the leadership bar on Emotional Expression and could benefit from strengthening skills in this area.

Leadership Impact



Insight

Leadership Implications. Expressing one's feelings verbally and nonverbally allows you to build authentic relationships that are beneficial to successful leadership. Although you have a solid foundation for expressing your emotions, you may at times come across as emotionally reserved, leaving your team hesitant to share information or approach you because your reactions, or lack thereof, are difficult to predict. It will be easier to engage followers if your expressions match what the situation demands of you.

Organisational Implications. Your result suggests that you generally express your emotions in a meaningful way and create a culture of open communication with your team and organisation. It is especially important in difficult times to ensure that you stay connected with your team's reality. Furthermore, during times when you use strong emotions and captivating expressions, you are able to inspire your team to reach greater heights, and realise organisational and team goals. At other times, determine why you might choose to hold back expressing your emotions.

Strategies for Action

Expression Check-In. Identify a few instances from the past few weeks when you chose not to express your thoughts and feelings.

- What were your thoughts and emotions?
- Why did you choose not to share them?
- How would you and your team have benefitted had you expressed the emotions?
- Make a note to express your emotions at the next appropriate time.
- Over time, this process will become natural to you and enable you to express your thoughts and emotions before the moment passes.

Deal with the Difficult. As a leader, your Emotional Expression is constantly centre stage. Therefore, it is critical that you are comfortable handling even the toughest situations.

- Assess the situation: What's the difficulty? How is the situation impacting your team?
- Reflect on your feelings: What do you feel about the situation? Assign "emotion words" to those feelings.
- Make your selection: What would your team appreciate hearing from you (don't assume they already know)?
- Delivery: Take your notes to the meeting as a reference and carry the conversation using the emotion words.

Balancing Your EI

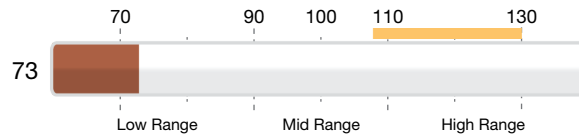
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Expression(93)  Empathy(119)

Your Emotional Expression is lower than your Empathy. Ideally, effective relationships involve emotional reciprocity. By balancing the extent to which you empathise with others and express your own emotions, you create a better two-way channel for communication of thoughts and feelings.

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 your team by finding the right words at the right time to express your feelings and thoughts. Nia, you have a tendency to be more toward the passive side of this line, keeping opinions and thoughts to yourself, rather than sharing them openly with your team. The following characteristics may apply to you:

- You may be seen as a supportive leader, but at the expense of expressing your beliefs and making tough decisions to benefit your team in the long run.
- Since they don't often hear your opinions and thoughts, your team is likely missing out on strong and confident guidance.
- You might avoid difficult conversations that are an inevitable part of being a leader.
- You have a lot to contribute, but you fear pushback on your ideas.
- You work harder than most because you struggle to clearly articulate your needs to your team.

You scored below the leadership bar on Assertiveness and could benefit from strengthening skills in this area.

Leadership Impact



Coaching



Innovation

Leadership Implications. Your level of assertiveness suggests that your team may see you as a leader who shies away from voicing opinions and making decisions. In the constantly-changing nature of an organisation, your team will appreciate hearing your thoughts, ideas, and opinions. Your team will look to you for direction and swift action, especially in situations where difficult decisions need to be made. Increasing your level of assertiveness will also help you to inspire your team and gain their buy-in for goal achievement and processes. A large part of leadership is championing for your team's work and well-being. Your low level of assertiveness can hold you back from clearing obstacles and winning resources for your team.

Organisational Implications. Your lower assertiveness score may prevent you from motivating your team to achieve individual and team goals, effectively dealing with inter- and intra-team conflict, and obtaining adequate resources needed for success. Increased levels of assertiveness will help you inspire and coach your team to reach their potential while pushing boundaries to address today's business challenges.

Strategies for Action

Communicate a Vision. This vision does not have to be large-scale. Take a look at the next task you will be leading your team through.

- Write down a description of what you believe the final output will look like and the steps required to get there.
- Make a checklist of the final features of the outcome, in very succinct, clear terms.
- When meeting with your team, have copies of these and discuss them. For each point, practise assertiveness by being firm and direct, with no questioning or second guessing what you believe success looks like.

Gaining Support. Prepare ahead of time when you need to secure resources for your team.

- Make a list of what you need and why. When you have the "why" determined, you will feel much more confident sticking to your guns in a battle over resources.
- Mark down your essentials (resources you cannot give up on).
- Use this list as a reference to guide you when meeting with other decision-makers in the company.

Balancing Your EI

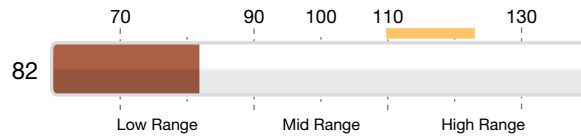
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness(73)  Empathy(119)

Because your Assertiveness is lower than your Empathy, you may place a greater emphasis on caring for others than you do on being assertive. It is important to recognise that it is possible to be empathic and assertive at the same time. Being sensitive to the feelings of others allows you to express your assertiveness in a way that will be received in the best manner possible.

Independence

Self-directed; Free from emotional dependency



What Your Score Means

Nia, being independent means that you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. As a leader, this approach can be particularly obvious when you need to make decisions. Although you do need to consult with your team and gain their buy-in, regularly passing on the role of primary decision maker can hurt the performance of your team and your reputation as a leader. Consider the following interpretation of your results:

- You prefer to receive guidance and direction from others on many decisions you make.
- Since you likely crave the approval of your team, you may not bring forth alternative opinions, which may mean the group is determining the course of action without your input.
- You may fear that the decisions you make for your team will prove to be a mistake, restraining risk taking.

You scored below the leadership bar on Independence and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Innovation

Leadership Implications. Your tendency to depend on others instead of operating autonomously means you may struggle to make quick, objective decisions — a critical skill for leaders. Your team is likely to find you open to their ideas and needs, and while on the surface this appears to be a great characteristic, you may do so at the expense of voicing your own thoughts and beliefs. Even though your team may not agree, sharing your personal and unbiased thoughts helps you be viewed as a leader and not as a follower.

Organisational Implications. In conversations or meetings, you may find yourself adopting the same emotions or opinions as others in the room, or easily conforming to others' decisions. When ideas are brought to the table, you may find yourself being more of a passive receiver than an active participant. As a leader, it is crucial to consider multiple ideas, explore each idea from a broad range of perspectives, and encourage your team to do the same.

Strategies for Action

Step Up. The next time you have to make a decision, follow these steps.

- Write down a list of people you can consult for advice.
- Write a list of pros and cons for and against the possible decisions.
- Reach out for advice: if you have any additional information for your list of pros and cons, integrate it now.
- For options you wish to dismiss, write the reasons why.
- Use the remaining pros and cons to make the final decision from the options.

Enhance Your Confidence. Holding on to convictions becomes difficult when we start doubting ourselves and the decisions we make. When you start second-guessing your decision:

- Rewrite the problem you are trying to solve, considering the people and areas affected by the decision.
- Check-in with trusted colleagues to ensure that you have not missed any information required for your decision.
- Review the list of pros and cons you used in your decision-making process.

These steps will keep you focused on the task and give you the confidence you need in your decision-making.

Balancing Your EI

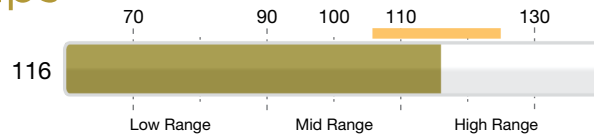
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Independence(82)  Interpersonal Relationships(116)

Your Independence is lower than your Interpersonal Relationships result. To balance these components, recognise the importance of being a team player, without becoming overly reliant on the direction or support of others. Be collaborative, but retain the courage of your convictions.

Interpersonal Relationships

Mutually satisfying relationships



What Your Score Means

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Nia, you place an emphasis on building strong relationships and, even more than most people, model what it means to be a team player. Your leadership style uses people and relationships to get the job done, by gaining buy-in and commitment, building integrity, and attaining the resources your team needs to succeed. You likely:

- Know your team's hidden and visible strengths and weaknesses.
- Strive to understand each team member individually.
- Consistently reach out beyond your team to build a network of support that can buffer you from the negative effects of stress.

You scored well above average on Interpersonal Relationships and fall within the leadership bar.

Leadership Impact



Coaching



Insight

Leadership Implications. Your Interpersonal Relationships result indicates that you value maintaining confidences, team harmony, and open communication in your relationships. These features of authentic relationships help you engage the hearts and minds of your team. You likely have built loyal relationships where you know people at a very personal level. By maintaining a strong rapport, you can motivate and inspire others towards innovative and challenging goals.

Organisational Implications. You likely have a commitment to forming healthy interpersonal networks throughout the organisation and are able to share the benefits of these connections with those you lead. The consistent and natural effort that you invest in relationship maintenance likely provides you the opportunity to influence the organisational stage by leveraging the people you know to get the job done.

Strategies for Action

Balance Recognition with Constructive Feedback. Remember to express recognition on a regular basis and to coach your team by delivering constructive feedback. As a leader, you are in an ideal position to inspire, coach, and motivate your team to reach their individual and group potential.

- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers or “Happy Birthday” sung at their desk.
- Leverage empathy skills to understand the types of recognition that motivate and inspire each of your team members.
- Find opportunities where you can help your team members unlock their individual potential; the most successful leaders develop their employees.

Take the Extra Step. Building resilient and trusting relationships with all types of people, regardless of your personal feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify an individual outside your team whose relationship with you is superficial at best.
- What have you done to earn their trust and their willingness to help you? List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasise the importance of understanding mutual needs and arrive at an action plan to support one another on common goals.

Balancing Your EI

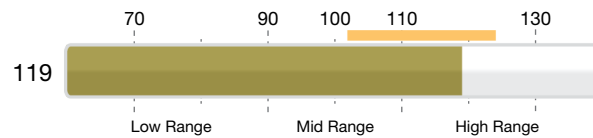
This section compares Interpersonal Relationships with Self-Actualisation, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships(116)  Problem Solving(79)

Your Interpersonal Relationships result is higher than your Problem Solving result. These components are well balanced when you can leverage relationships with others to help solve problems, and recognise how your decisions may be affected by others. It is important to consider the opinions of others without being overly influenced by them.

Empathy

Understanding, appreciating how others feel



What Your Score Means

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organisation to new heights. Empathy, the ability to recognise, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Nia, your result indicates that your empathy is well-developed; you are probably described as an empathic leader, respecting your team's ideas even when they differ from your own. Your "emotional read" on people is usually accurate, ensuring your team feels safe sharing important issues with you. With a result such as yours:

- You are constantly "tuned in" to how your team is feeling.
- You care about others, and take their feelings into consideration before acting.
- It is easy for you to imagine how your team feels and you can predict their emotional reactions.
- You could struggle to make tough leadership decisions (e.g., in relation to performance management) that have negative outcomes for others, or you find it hard to stay objective when strong emotions are involved.

You scored well above average on Empathy and fall within the leadership bar.

Leadership Impact



Coaching

Leadership Implications. Since empathy comes naturally to you, you are constantly watching for emotional reactions when resolving conflict, managing change, or making tough decisions. You have a good sense of your team's emotional landscape and they feel comfortable sharing insights and feedback with you. Developed skills in Empathy can be especially useful for connecting with your team when trying to inspire and coach them towards innovative solutions.

Organisational Implications. The need to feel heard and understood is in the core nature of all human beings. You use empathy to provide this validation and dampen defences in times of conflict, stress and organisational change. You are likely to lead in a way that demonstrates care and compassion for the individual needs of people, adapting your approach to the different needs present on your team.

Strategies for Action

Watching a Pro. Remember not to confuse empathy with sympathy. Empathy doesn't involve pity or coddling; rather, empathy, when used correctly, is your way of appealing to and understanding people's emotions and driving action. Find someone who you believe is an empathic and yet efficient communicator.

- Observe their communication style, taking note of how they balance their ability to remain empathic and respectful while achieving goals.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to further develop Empathy.

Focus on Growth. It is important to ensure that your empathy doesn't get in the way of handling tough decisions. Being empathic helps you understand the perspectives of your team and others in the organisation, however the role of a leader is to handle performance issues even where emotions are involved. The next time you have to handle a difficult conversation try the following.

- Write down the intended outcomes; these will help you keep focus.
- Write down what you want to say and rehearse it.
- Listen and understand the reaction of others, but don't allow them to side track you.
- As the conversation progresses, be mindful to bring the focus back to the performance outcomes you initially identified.

Balancing Your EI

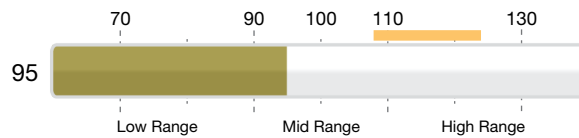
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(119)  Emotional Expression(93)

Your Empathy is higher than your Emotional Expression. Aligning these components of EI means taking other people's feelings into account when expressing your own emotions. The goal is to express your feelings effectively while staying attuned to others, so that your expressions are more than just a reflection of the feelings of others.

Social Responsibility

Social consciousness; Helpful



What Your Score Means

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organisations, and communities. Nia, your result suggests that while you have a foundation for being a socially responsible leader, you could benefit from finding ways to coach and inspire others more often than you do. You will benefit from recognising the needs of other teams and your organisation as a whole. Based on your result, you:

- Can be socially conscious and are generally concerned with others' well-being.
- May need to better balance your needs as an individual with the needs of others and the greater good.
- May not be compelled or motivated to help with societal and organisational issues.
- Can take more responsibility by focusing on winning support and resources to achieve team goals and become more of a champion for your team.

You scored below the leadership bar on Social Responsibility and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your result suggests that you balance your focus between yourself and those in your organisation/ community. You are likely seen as an ethical leader, who regularly places your team's goals ahead of your own personal agenda. That being said, under times of stress or competing pressures, you may not draw on social responsibility as much as you could, putting less effort into achieving goals for the greater good.

Organisational Implications. You tend to be regarded as a key contributor in achieving organisational and community goals, working with and not against others to get the job done. At the same time, you lead everyone to achieve common goals and make a difference in society (e.g., recycle, volunteer). You likely promote employee engagement, morale, mentoring, and other development practices that help build talent in the organisation, but it would benefit you to make these practices even more of a priority.

Strategies for Action

Start Coaching. Being a successful leader means consistently helping your team members improve. This increases overall team potential allowing you to guide your team to new heights and innovative outcomes.

- List your team members and the support that you currently provide for each of them.
- Then list how you can further help your team (e.g., increase your budget for further training, provide opportunity to incorporate a new method).
- What are some ways you could guide the team as a whole (e.g., team building activities)? Even if such activities take time and resources away from immediate activities, the net result will be improved collaboration and increased overall efficiency.

A Culture of Cooperation. A team that works in collaboration works like a well-oiled machine. What have you done recently to promote cooperation within your team?

- Conducting meetings to update the team will help them understand each others' needs and promote an environment of information sharing.
- Ask your team what other teams in your organisation may need from your team (e.g., warehouse team might need product information).
- Look for ways to incorporate community support activities into your team/organisation (e.g., working with a charitable organisation for your next team-building event).

Balancing Your EI

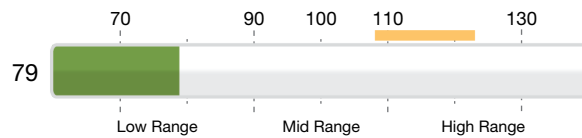
This section compares Social Responsibility with Self-Actualisation, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Social Responsibility(95)  Empathy(119)

Your Social Responsibility is lower than your Empathy. To balance these components, feelings of empathy are considered in the broader perspective. When you have a concern for an individual, think about whether that concern also affects others. If so, think about ways that you can express your concern on a more global level. This may mean volunteering more of your time or becoming more involved in your community.

■ Problem Solving

Find solutions when emotions are involved



■ What Your Score Means

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognise how these emotions impact their decisiveness. Nia, 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. Leaders who score in this range may not actively tackle problems and may evoke a sense of doubt and uncertainty in their fellow workers. Your result indicates:

- You may feel overwhelmed with the responsibility of making a decision, preferring others to make decisions for you.
- You may struggle to keep a clear focus on the problem at hand.
- Your team may see you worrying about a problem rather than implementing a solution.

You scored below the leadership bar on Problem Solving and could benefit from strengthening skills in this area.

■ Leadership Impact



Innovation

Leadership Implications. Your result on this scale suggests that you are hampered in your ability to efficiently solve people and process oriented problems. Rather than leveraging emotions (e.g., happiness to spur creativity), you tend to fall victim to your own emotions, such as worry, anxiety, and fear. This tendency can result in feelings of paralysis and spending time worrying about a problem rather than solving it.

Organisational Implications. You may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. 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. Organisational responsiveness and innovation may be dampened if you don't quickly move into problem-solving mode.

■ Strategies for Action

Fresh Perspective. Leaders need to examine problems from multiple angles in order to arrive at the best possible solution. How many different ways do you look at a problem when you are faced with one?

- Involve your team (if appropriate) in brainstorming different perspectives of problems. How would other teams view the same problem? Your customers? Your competition?
- Challenge yourself to come up with at least 5 fresh perspectives for a problem you are facing. Doing so will help move you into problem-solving mode as opposed to worrying about the problem.

Watch Your Limit. While a comprehensive amount of information and considering many possibilities can be beneficial when solving a problem, too much information can leave you overwhelmed and paralysed.

- The next time you are stuck while solving a problem, break down the task into smaller chunks to simplify the problem and make it easier to move forward.
- Categorise the information and the possibilities you are considering in order to limit the options. Remember to find a balance: too much information paralyses you, while too little leaves you uninformed.
- If the nature of your decision is stressful, your mental and emotional resources will be strained, so you may want to limit yourself to three options.

■ Balancing Your EI

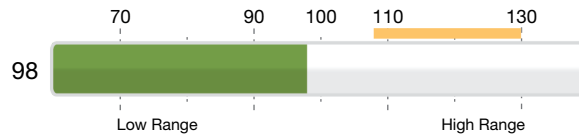
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(79) ← Flexibility(103)

Your Problem Solving is lower than your Flexibility. To balance these areas, consideration should be given to alternate solutions, but once a course of action is chosen it should be implemented with commitment. Ideally, you want to remain open to changing your plan when required, but doing so too frequently without due cause can be inefficient over the long-term, and create confusion for those around you.

Reality Testing

Objective; See things as they really are



What Your Score Means

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Nia, your result on this subscale may mean that at times you lose your objectivity in favour of seeing things the way you wish them to be. Falling just below the midpoint means you may be connected with what is happening around you. However, if your decisions and interactions at times seem unrealistic, your team may question them. Your result suggests:

- You have a moderate sense of what is happening around you, but could benefit from being even more tuned in to your team and the organisational landscape.
- You may habitually deal with everyone in the same way, not always adjusting your approach to individual needs.
- You may set goals for yourself and others that are unrealistic, and you can benefit from creating goals that are based on data and reasonable expectations.

You scored below the leadership bar on Reality Testing and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Coaching

Leadership Implications. You are likely conveying an appropriate level of objectivity which helps your direct reports see you as a fair, accurate and in-touch leader. Your leadership is likely even-keeled, particularly if you are high on impulse control as well. However, there may be times, particularly when under stress, when you allow your emotions and personal biases to cloud your objectivity.

Organisational Implications. Your midrange result suggests that you understand that giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Your goals are usually seen as realistic although more effort here could ensure that others, particularly those in other teams, can trust that your decisions are rooted in evidence. Leaders who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements.

Strategies for Action

Fearing the Worst, or Sugarcoating Reality? Under times of stress, you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality. Which of these two extremes best describes you when you are not seeing things realistically?

- If you worry about catastrophes, remember that sometimes the best actions involve risks. Don't be stymied by worst-case scenarios that may never occur. Is there evidence that there is real danger? Try running your catastrophe hypothesis by a third party to see if it has any truth.
- If you tend to sugarcoat reality, try playing the role of "devil's advocate", and find data to more accurately describe the current situation. Also, watch others' reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

Opening the Books. Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is a form of power and can combat the tendency to colour reality with our own personal biases. Instill this power in your team. Validate theories, and assumptions and avoid targets that have no basis in hard data.

Balancing Your EI

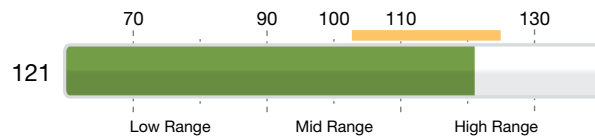
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing(98)  Problem Solving(79)

Your Reality Testing is higher than your Problem Solving. Balancing these components requires attention to emotional information that can lead to timely decisions. Reality Testing is about being grounded and practical, however the best solutions involve integrating objective information with people factors, negotiating and managing emotional responses, and taking swift action when needed.

■ Impulse Control

Resist or delay impulse to act



■ What Your Score Means

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Nia, your result is indicative of a leader who is highly stable, composed and methodical in your approach. You steer clear of rash conclusions and impatient behaviour, putting appropriate analysis into every move. Leaders with a result similar to yours are:

- Deliberate and apt to survey a situation before making a decision.
- Patient when communicating and mentoring their direct reports, and deal with obstacles in a composed manner.
- Calm and unperturbed under trying circumstances, allowing others to trust in their leadership ability during difficult times.

You scored well above average on Impulse Control and fall within the leadership bar.

■ Leadership Impact

Leadership Implications. Your ability to remain focused, delay temptation, and avoid making rash decisions ensures you are at low risk of derailment. Leadership requires flexibility, but it is your astute focus and deliberate planning that achieve corporate buy-in. Because you reflect before you speak, your position is well articulated and, as a result, respected and trusted by those you lead.

Organisational Implications. You likely have a style of careful deliberation that has a positive impact on the organisation, as you take the time to ensure that plans are in place before decisions are made. Under trying circumstances, you can still hold this patient composure and not fall victim to knee-jerk responses to market conditions or competitive moves. People may see your behaviour as predictable and calculated, and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

■ Strategies for Action

Unfreezing. If you find yourself significantly less impulsive than the environment you work in, you may appear to be rooted in thought when others are driving action. If progress is being held up by too much contemplation, your team may think you are incapable of driving change in the organisation.

- Before making a decision, determine up front what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information up front will help you balance deliberate decision making with the progress demanded of today's leaders.

Admit Mistakes. Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behaviour and admitting their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behaviour on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask others for feedback on your plan.

■ Balancing Your EI

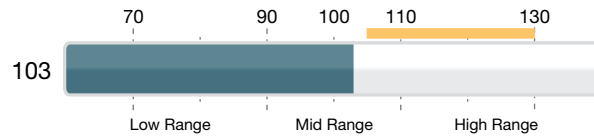
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Assertiveness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control(121)  Assertiveness(73)

Your Impulse Control is higher than your Assertiveness. These components work best together when assertiveness is tempered by good impulse control, resulting in communication that is both forthright and respectful. This means taking the time to consider the impact of your actions, and then proceeding with confidence in an appropriately assertive manner that reflects the most significant aspects of a situation.

Flexibility

Adapting emotions, thoughts and behaviours



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviours in response to change. Nia, you are slightly more likely than most to embrace change and view it as a springboard for progress in the organisation. You generally welcome new ideas and incorporate them into the strategic direction for your team. Nevertheless, some change makes you slightly uneasy, and you may be slightly hesitant to respond to unanticipated developments. Some indicators of your result are:

- You accept new methods and procedures for getting the job done.
- You are quite responsive and can adjust your leadership style according to the situation and the individual needs of those you lead.
- You may approach unexpected curveballs with some trepidation, but overall you lead with an openness for change.

While you scored slightly above average on Flexibility, you could benefit from strengthening these skills and reaching the leadership bar.

Leadership Impact



Innovation

Leadership Implications. While you are responsive to new developments and methods of conducting business, at times you may be hesitant regarding progress and innovation. This hesitation may lead you to be distrustful of the need for key changes and decisions, even when the workload is shared. Nevertheless, for the most part, your emotional reaction to change promotes risk-taking and independent thought.

Organisational Implications. Your vision for the organisation adjusts according to external demands and, for the most part, your leadership style adapts to the needs of the situation. This approach encourages employees to propose new methods of conducting business, to help streamline processes and to funnel energy towards innovation and independent thought. Nevertheless, due to your occasional reticence to incorporate change, it may take a while for new processes and procedures to firmly embed themselves within the organisation.

Strategies for Action

Learn From Failure. Comfort with failure will help you find ease with change. Some of the world's most successful leaders have repeatedly failed.

- The next time you encounter failure, gain some insight from the situation. Learning from mistakes promotes self-discovery and the opportunity to capitalise upon a seemingly negative event.
- Your reaction to failure is a great opportunity to demonstrate your flexibility. Work with others to ensure everyone learns from the negative event and try brainstorming different solutions to show your adaptability.

Cross-Functional Coverage. Spend time working in different departments in the organisation.

- Leaders who are exposed to various departments in the organisation get a sense of challenges and unexpected events. This exposure helps combat a narrow perspective and can help you understand how employees cope with change in the organisation. This exposure can also help you incorporate an adaptable approach into your management style.

Balancing Your EI

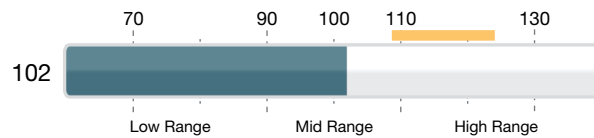
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(103)  Problem Solving(79)

Your Flexibility is higher than your Problem Solving. It is good to be open to change and to consider options, as long as you don't get stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

Stress Tolerance

Coping with stressful situations



What Your Score Means

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Nia, your result indicates that you are slightly more comfortable than most when dealing with novel and challenging situations. You inspire confidence in your team concerning your capability to manage change and complex issues. Nevertheless, some difficulties may arise when the pressure is high. Some characteristics of your result are:

- You are able to lead others to achieve results even when under pressure.
- You are viewed as a resource who is equipped with effective coping strategies.
- You may, under rare circumstances, feel uneasy managing multiple competing priorities and goals.

While you scored slightly above average on Stress Tolerance, you could benefit from strengthening these skills and reaching the leadership bar.

Leadership Impact

Leadership Implications. Your even-keel demeanour is a tool that allows you to effectively weather most challenges encountered at work. To your direct reports, you are normally seen to calmly appraise a situation at hand, and show confidence in your ability to resolve issues. Regardless, there remain some times and trigger points when you may feel overwhelmed and unable to lead others through pressure and deadlines.

Organisational Implications. While you are able to cope with the challenges that you encounter at work, at times you may not be able to make tough decisions under pressure. By developing your stress tolerance, your skill at handling conflict and at managing your emotions under situations of duress leads to problems being effectively solved. Be sure to balance your focus between the long-term growth of the organisation and the use of short-term “band-aid” solutions. If you further strengthen your tolerance to stress, others may see you as a resource when stressful events occur and may seek your counsel when they are unsure of the best course of action. Try to appear composed even when your emotions may cloud your judgment.

Strategies for Action

Exercise. If you experience tension from a stressful circumstance, exercise will help ease the strain.

- Exercise relaxes muscles and eases pent up energy, allowing you to redirect your focus.
- Stress related illnesses are avoided and endorphins are released that help fuel concentration.
- By maintaining a regular fitness routine, your reaction to stress will be mitigated with time.

Implement a Wellness Program. Organisations that invest in stress management initiatives help fuel a productive workforce. Major overhauls are not necessary, as small initiatives can have a major impact.

- Diet can have a substantial effect on one’s ability to cope with stress. For instance, if the organisation has an on-site cafeteria, a good recommendation is to replace unhealthy food with fresh fruit and vegetables, host a cooking class, or have a team potluck encouraging healthy eating and socialising.
- Employees can be encouraged to take a yoga or tai-chi class during their lunch hour at a subsidised rate.

Balancing Your EI

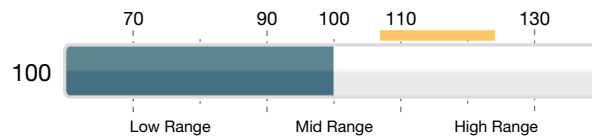
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance(102)  Problem Solving(79)

Your Stress Tolerance is higher than your Problem Solving. Balancing these areas often means taking action to solve problems even in situations where you feel you are able to cope adequately. Although the ability to manage stress is a key asset, the best outcome is to eliminate the underlying cause of the stress, and reduce sources of unnecessary anxiety and pressure.

Optimism

Positive attitude and outlook in life



What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Nia, your result is indicative of a leader who is slightly more likely than most to view work and life in a positive light. Because the score on this scale is not overly extreme, it indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- You approach leadership with enthusiasm and gusto, although you could benefit from demonstrating this energy even more often.
- You motivate colleagues to achieve success, helping them set stretch goals and reach for greater heights.
- You generally believe that setbacks are temporary and that you can overcome them.

You scored below the leadership bar on Optimism and could benefit from strengthening skills in this area.

Leadership Impact



Insight



Innovation

Leadership Implications. Your moderately optimistic stance permeates your leadership style and helps you view most situations as malleable and controllable. By further developing your sense of optimism, when you encounter adversity, you will be able to overcome the challenge, learn from the situation, and inspire others to do the same. While you are able to set an inspiring mission and vision for the organisation that produces results and productivity, this ability can be enhanced.

Organisational Implications. Given your generally optimistic outlook, colleagues can emulate your disposition and use you as a role model when encountering tough situations. For the most part, the organisation prospers under uncertainty, and these situations are viewed as transient and easily overcome. Generally, your team perseveres at solving problems as they arise; however, you could benefit from demonstrating even more optimism to ensure colleagues are inspired to continue to actively tackle problems.

Strategies for Action

Modify Your Language. Monitor your speech, as the words you use can either create a positive or negative ambiance.

- In a meeting, take note if you play the role of “devil’s advocate.” Do you often criticise others’ ideas or solutions without weighing the evidence?
- The next time a colleague proposes an initiative, take the time to consider their perspective and their contribution.
- Temper your initial reaction with positive statements (e.g., “that sounds promising,” and “did you consider the alternative”) to help boost your positive mindset.

Focus on Your Strengths. Capitalise upon your talents to introduce positive emotions in your way of thinking.

- Every leader is endowed with strengths and weaknesses. The key is to focus upon your strengths. For instance, if you are adept at public speaking, volunteer to deliver presentations at the next meeting.
- When appropriate, delegate tasks in which you do not excel to your colleagues who may be more specialised in a certain area of expertise. By focusing on your strengths, you are better able to leverage your skills to their full extent, which will aid in fostering a positive outlook.

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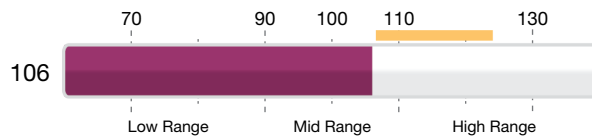
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism  Self-Regard(82)

Your Optimism is higher than your Self-Regard. When these two components are working effectively together, self-confidence helps to drive and promote positive expectations about the future. It is good to be optimistic but it is also important to know the skills and expertise that will be required of you as you plan and prepare for the future.

Well-Being Indicator

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 on this page, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

Nia, your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- Have fun at both work and play while participating in activities you enjoy.
- Be seen by your team as likeable and pleasant to be around.
- Have to occasionally manage your discontentment with certain aspects of your life.

Of the subscales most typically tied to Happiness, you scored lower in Self-Regard and Self-Actualisation. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (82)

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.

- What leadership skills are strengths for you? Can you use them more often?
- How can you show more conviction in your decisions? How will this help your leadership?

Optimism (100)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent and justifiable.

- What are some steps to demonstrate your positivity in a more active/overt manner?
- Do you monitor your perspective and analyse how it affects your achievements?

Interpersonal Relationships (116)

Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.

- Do you have a confidant outside of work who helps buffer any stressful or negative events that you encounter?
- How can you effectively leverage your network to maintain happiness in your work life?

Self-Actualisation (85)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your low Self-Actualisation suggests that you may not be realising your fullest potential, or that your current situation is not fulfilling your needs and values. These factors may dampen feelings of achievement and overall happiness.

- Can you picture a leader who has achieved his/her potential? What qualities does that leader embody?
- How can you emulate this leader by embracing their attributes?

Action Plan

The steps you take towards achieving your EI goals will determine whether or not success is realised. Use this step-by-step activity plan to help guide you closer to your goals. Remember to use the **SMART** goal setting criteria for each goal.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

Write down up to three EI skills or behaviours that you would like to further develop (e.g., “reflective listening” to build empathy, or “recognising how my body reacts to stress” to raise emotional self-awareness). The **SMART** goals that you outline in the template should help to strengthen these EI skills and behaviours.

- 1.
- 2.
- 3.

Write down up to three overall qualities that you would like to have (e.g., integrity, providing clear leadership, team player, clear communicator). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified

- 1.
- 2.
- 3.

Transfer your **SMART** goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
Practise active listening	Today, especially in one on one meetings with my direct reports	Improved interpersonal relationships, empathy with my team. Increased employee engagement.	- Feedback - 360 results increase	Direct feedback from my team	Obtaining honest feedback can be difficult. Time – don t cancel one on one meetings – demonstrate the importance of regular touch points

I commit to this action plan _____
(signature)

■ EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our

organisation's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach you are increasingly more accountable to reach your personal goals.

■ My Personal Development Goals

My action plan includes the following goals:

Due Date

1.

2.

3.

4.

Your Signature _____

Your Coach's Signature _____

Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organisational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organisational goals. The increased need for clear communication and role clarity between teams will help to ease potential conflict, and if navigated well, can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

Manage yourself first...

1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognise your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict; the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others—especially when it is timely and constructive. Along with the awareness from Tip #1, utilise your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively

and genuinely—make it “their” time. Even if you disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defences. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

4. Conflict ~~resolution~~ management.

Note that the title of this article is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organisation. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.

A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organisations, and costs companies billions annually in lost productivity. In our globalised economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to complete a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

Keep work in perspective

Work is an essential component for leaders in organisations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/structured schedule.

Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalised as much as appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organisation. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some obligations, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

Prioritise responsibilities

Leaders must ensure that duties are prioritised according to importance, and tackle obligations in order of impact on organisational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organisation. Use **Independence** and **Self-Actualisation** to identify interests and ensure that you engage in these pursuits.

Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalise on the dynamic work environment created from this mix of generations, while minimising the tension that can arise when different expectations are present.

Leverage **Empathy** and **Flexibility** in order to manage the generation gap. Here are some suggestions:

Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team, and offer them alternatives (i.e., mentoring, e-learning, hands on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team. However, use your **Interpersonal Relationships** skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

This generation...	prefers communication that is....	values things like...	approaches work by...
Baby Boomers • born between 1946-1964	<ul style="list-style-type: none"> - structured and systematic, like performance reviews - face to face 	<ul style="list-style-type: none"> - expertise and experience - institutional and political knowledge - social contributions and loyalty 	<ul style="list-style-type: none"> - separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	<ul style="list-style-type: none"> - face to face, or email - clear, direct, and transparent as they tend to be slightly sceptical 	<ul style="list-style-type: none"> - efficiency - work/life balance - security 	<ul style="list-style-type: none"> - working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	<ul style="list-style-type: none"> - instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging 	<ul style="list-style-type: none"> - fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity 	<ul style="list-style-type: none"> - working with others, team work, socialising - doing what's meaningful and has purpose