



EQ-i 2.0
assess. predict. perform.

LEADERSHIP

REPORT

Mark Smith

25 March 2022

psysoft
realising **your** potential



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■ 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.

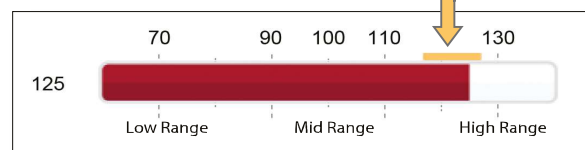
Getting the Most out of Your Report

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 specifics 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.

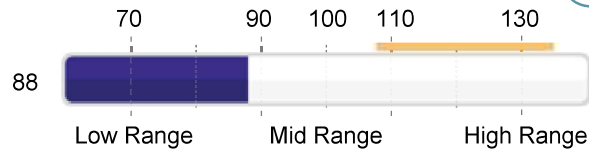
Leadership Bar

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

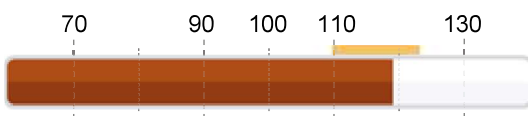
Total EI



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.

Independence (119)



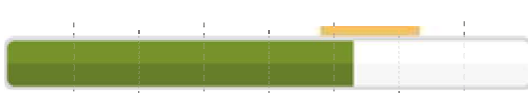
You rarely depend on others to make important decisions, or to approve of your decisions. As a leader it is important to consider if your strong independence means you have a tendency to leave others behind. Your result on this subscale is not only above average but it also falls within the leadership bar.

Reality Testing (116)



You likely employ a very realistic and grounded leadership style, turning to data and facts for making decisions and setting directions for your team. Be careful not to be too realistic that creativity is stifled. Your result on this subscale is not only above average but it also falls within the leadership bar.

Problem Solving (113)

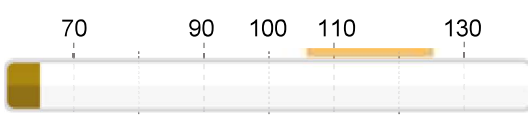


As a leader you are rarely seen allowing your emotions to cloud your objectivity. You make the required decisions for your team and keep the workflow moving. Your result on this subscale is not only above average but it also falls within the leadership bar.

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.

Interpersonal Relationships (65)



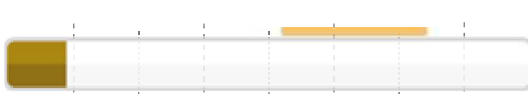
You may not leverage relationships as much as others. Investing in mutually satisfying relationships will help you gain buy-in, instill trust, and garner the resources you and your team need. Your result on this subscale falls below the leadership bar.

Stress Tolerance (67)



You may struggle to remain composed when leading in difficult situations. Watch that you do not become overly emotional or too withdrawn. Your team needs you to actively address the demands of the situation. Your result on this subscale falls below the leadership bar.

Empathy (69)



Developing this area is crucial since many of the interpersonal skills required in leadership are based on, and nurtured through, empathy. Your result on this subscale falls below the leadership bar.

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.

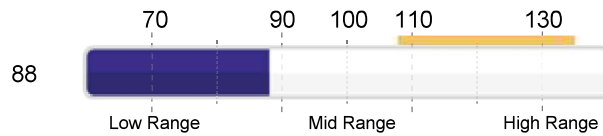
INTERPERSONAL

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

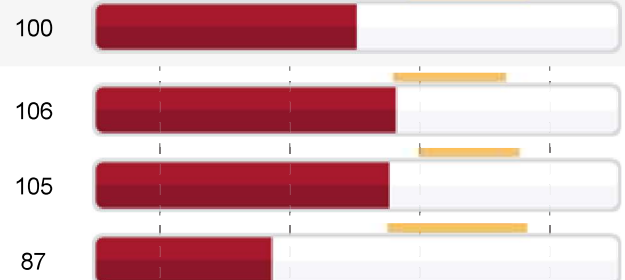
Empathy is recognising, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

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.

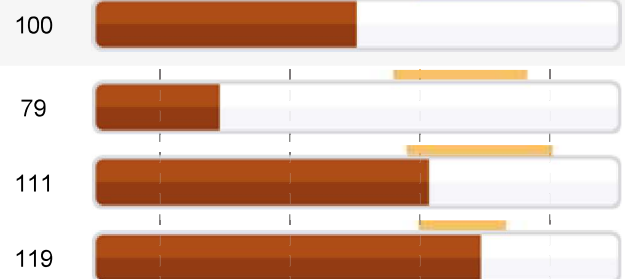
Overview Total EI



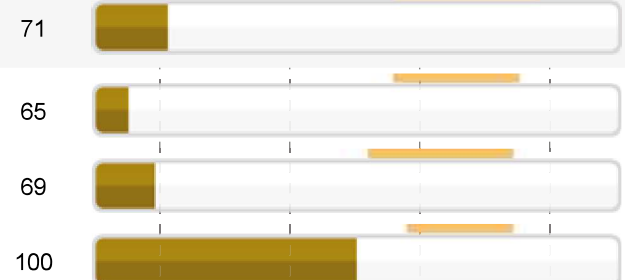
Self-Perception Composite



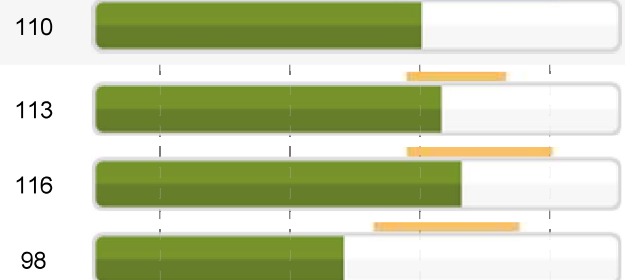
Self-Expression Composite



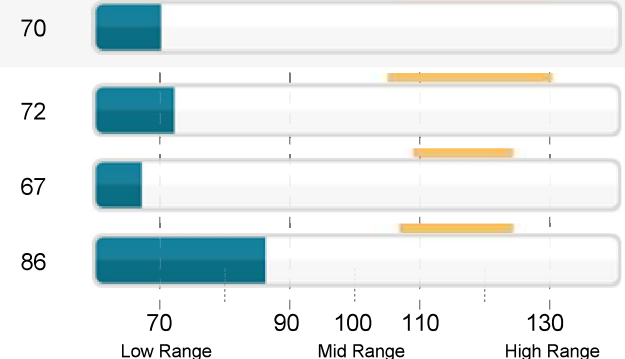
Interpersonal Composite



Decision Making Composite



Stress Management Composite



■ 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.

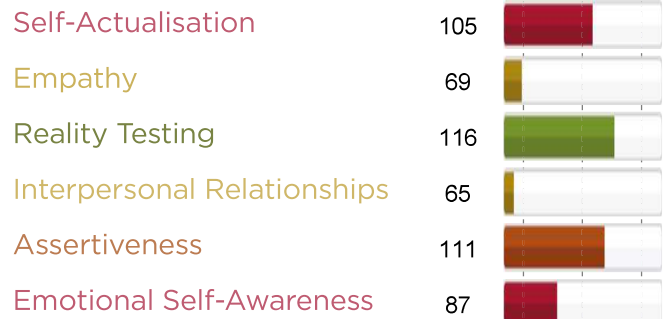
Authenticity

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.



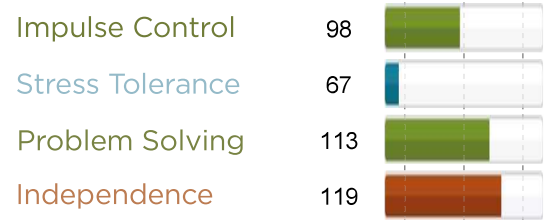
Innovation

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



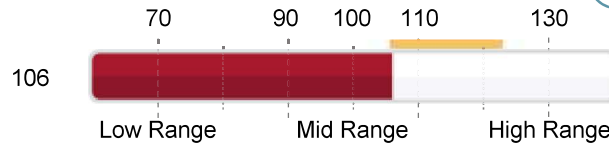
■ Leadership Derailers

Mark, you may be at a **higher risk of derailment** as you received a lower result in Stress Tolerance and a moderate result in Impulse Control. 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. You would benefit from strengthening any lower scoring subscales and be especially cognizant of any scores below 90.



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. Mark, your result suggests that without being overly confident, your sense of your strengths and weaknesses is slightly above average. On rare occasions, your uncertainty regarding your abilities may dissuade you from leveraging your talents. You may:

- Yield a reasonable level of influence on group decisions.
- Think highly of yourself and your capabilities during most situations.
- Be more likely to surround yourself with others who help leverage your strengths and complement your shortcomings.

You fall within the leadership bar on Self-Regard.

Leadership Impact



Authenticity



Insight

Leadership Implications. The leadership implications of self-regard extend further than many people realise. Your result suggests that you are reasonably driven to achieve organisational goals and, generally, show confidence that results will be achieved. You are more confident in your ability to inspire, motivate and innovate than leaders with low self-regard. Be mindful to uphold your sense of self-worth in the face of naysayers.

Organisational Implications. Your feeling of your self-worth can be perceived as confidence and may command respect and trust from your colleagues, although you need to be wary of occasional doubts regarding your abilities. If you strengthen self-regard, you usually rise to the level of your potential and apply this confidence in mentoring and coaching employees. Expectations set for yourself and your employees are met, which help fuel organisational achievement.

Strategies for Action

Image Adjustment. Make concerted efforts to fine-tune your sense of self-worth.

- Belief in your capabilities as a leader helps fuel success. Belief is heavily influenced by actions. In a situation in which you do not feel 100% confident, such as presenting to a Board, act as if you are confident. Try using confident body language, posture, and tone of voice. By putting on a brave front, the end result is a more self-assured demeanour.
- By exemplifying courage and tenacity in the face of difficult decisions, your unflagging determination will raise standards for those you lead.

Comfort with Failure. Leaders are not infallible, and mistakes are inevitably encountered in day-to-day affairs. Mistakes shouldn't be used to de-value your sense of self-worth.

- Even the most soundly researched business deals may not succeed. Attitude is key, and perseverance will help to weather the outcome. Try to analyse your mistakes by identifying the source of the issue. Encourage your team to follow suit, as the source is not always personal weakness.
- Learn from your mistakes and move on to the next opportunity. Your self-regard will remain intact.

Balancing Your EI

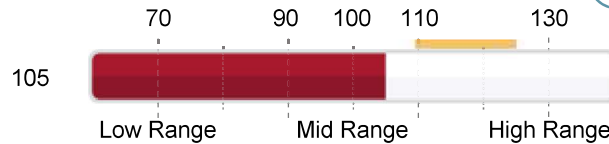
This section compares Self-Regard with Self-Actualisation, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(106)  Reality Testing(116)

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. Mark, your result suggests that you operate with a slightly higher sense of accomplishment and resolve than most leaders, which spurs both you and the organisation to strive for greatness. Your result may mean that:

- You operate with an energetic focus and involvement in your business objectives.
- You achieve the goals you establish for the organisation, although you may benefit even more by setting stretch goals that challenge yourself and others.
- For the most part, you believe you are fulfilling your potential.
- On rare occasions, you may not be making optimal use of your full skill-set.

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

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. You are likely leading people with a moderate sense of mastery and accomplishment. You usually motivate your employees to achieve their potential, and you ignite their ingenuity and resolve to achieve personal and professional goals. You may benefit from striving even harder to be the best you can be so that your work and personal life are as meaningful as possible.

Organisational Implications. You are perceived as a person who is striving to learn, developing new skills and willing to grow in order to fully optimise your talents. If strengthened, this quest could permeate the entire organisation, as employees may emulate your approach. This drive for self-fulfillment may stimulate higher productivity and greater employee satisfaction. Continue to work on achieving the zenith of your potential so that employees may learn from this style.

Strategies for Action

One Small Step. Transcribing your objectives is a great strategy to solidify your action plan as you work toward greater self-actualisation.

- By writing your action plan on paper or sharing it with a colleague, you solidify your goals. Choose one small strategy for making your life more enriching and share this with a colleague or place it in your calendar. Or, is there a way you can get your whole team involved in adding more meaning to the workday? Research clearly demonstrates that the likelihood of successful goal attainment increases by the mere fact of simply writing down your goals.

Capitalise on Strengths. You are already aware of your passions, though at times you may not realise it.

- List tasks in which you excel (e.g., chairing meetings, producing comprehensive financial reports), and try to incorporate these activities throughout the workday. If you feel unsure of your areas of strength, pinpoint pursuits in which you receive many compliments, or ask your colleagues for feedback. These activities will reinvigorate your zeal for work and improve your productivity.

Balancing Your EI

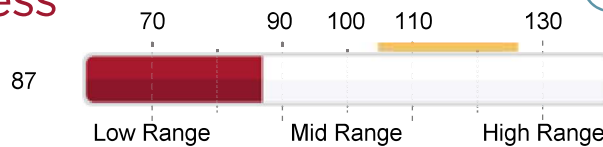
This section compares Self-Actualisation with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualisation is Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualisation(105)  Optimism(86)

Your Self-Actualisation result is higher than your Optimism result. These components can be better balanced by taking the time to recognise and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavours.

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 that your emotions have on others. Mark, your result indicates that fully understanding your emotions and their causes may be an area of challenge for you. It is likely that you:

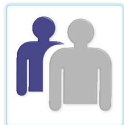
- May not recognise how your feelings or mood can alter your behaviour.
- Do not recognise the impact that emotions have on engaging the hearts and minds of employees.
- Have difficulty sensing and empathising with the emotions of your employees.
- May not be aware of how your emotions and your behaviour affect others.

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. As a leader, you may struggle to use your gut reaction to choose the best course of action because your emotional gauge is not always accurate. It may be difficult for you to manage intangible or vague information, as you may not be able to rely on your emotional cues to guide the necessary decision. You may be seen as a leader who is not fully aware of his or her own strengths and weaknesses, nor the impact that your emotional responses have on those you lead. Navigating emotionally charged situations may elude you, which can prove challenging when conflict arises within the organisation.

Organisational Implications. Your level of emotional self-awareness indicates that you may not recognise the impact of emotional outbursts on others, and you may miss important information because employees are hesitant to approach you as a leader. Constructive criticism you receive from employees may also be interpreted as a threat or as a sign of failure as you are not in tune with your emotional reactions. Organisational productivity may be unfavourably impacted by this lack of emotional self-awareness. Poor emotional self-awareness is a problem because “what you don’t recognise, you can’t manage”.

Strategies for Action

Time to Reflect. It is common to operate on autopilot as you navigate through numerous tasks over the course of the workday. Nevertheless, it is important to take time to assess employee reactions and engage in self-reflection.

- An open door policy helps to encourage candid feedback, and to listen without reproach to comments and concerns. Soliciting advice from employees helps to pinpoint your areas of strength and those that need development. For example, perhaps you appear too elated when the situation demands a sedate “poker face” to close a deal.

Body Language. A good method to improve your emotional self-awareness is to notice cues in others’ body language.

- Sometimes employee reactions may only be perceptible via body language. Try to stay attuned to the facial expressions and mannerisms of your colleagues. If your colleagues are smiling and their facial expression is open and warm, you have an indicator that you are exuding joy and contentment.

Balancing Your EI

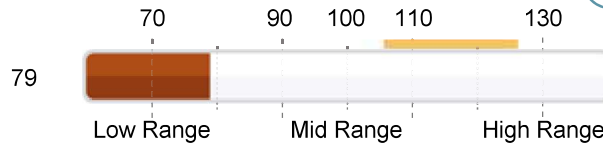
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Self-Awareness(87)  Reality Testing(116)

Your Emotional Self-Awareness is lower than your Reality Testing. Do you have a tendency to concentrate more on the feelings of those around you and the situation at hand than on your own feelings? Maintaining a balance between these two areas will allow you to consider your own feelings in concert with the feelings of others and within a given set of circumstances.

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. Mark, your result indicates you may have difficulty bringing emotions to the surface and sharing your true feelings and opinions with others. Consider the following, which may be characteristic of you:

- You don't feel comfortable expressing certain emotions through words, facial expressions, or body language.
- You use a limited emotional vocabulary to describe your feelings (e.g., happy and sad, rather than elated and somber).
- 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. Your style of expression may make it hard to inspire your team, and your relationships will tend to be superficial or at arm's length. If you do not express your emotions, you are probably contributing to the creation of an environment where the team you are leading does not feel comfortable being open and honest with you. You may then miss crucial information. Though you may feel comfortable remaining in a poker-faced state, it is actually stressful for your team, especially when they need to share difficult or sensitive information with you.

Organisational Implications. Your result may mean that you are not fully contributing to a culture of open communication at your organisation. If a culture of open communication is not consistently nurtured, you will be unaware of the feelings and opinions of employees that may be crucial for your decision-making processes. Furthermore, organisational and team goals may not be fully realised, as you tend to shy away from using strong emotions and captivating expressions to inspire your team to greater heights.

Strategies for Action

Connect your Emotions. Utilise Empathy and cultivate your relationships to ensure you adequately express your thoughts and emotions. Before the next meeting with your team:

- Review the agenda on your own, and write down your thoughts on each item; don't assume your team already knows how you feel.
- Use emotional vocabulary (anxious, excited, worried, secure, confident) to describe the state of the task and how you feel about next steps.
- Select a few emotional comments to share at the meeting and hold yourself accountable to expressing them.
- Continue making a similar list for every meeting and increase the number of emotional comments you share.

Centre Stage. As a leader your emotional expression is constantly centre stage, and therefore, it is critical that you have mastered both verbal and nonverbal cues.

- Eye contact: this can help the other person see what you may be feeling.
- Facial expression: this is another way to show your feelings (e.g., raised eyebrows can mean concern or worry, a smile conveys a positive impression).
- Tone of voice: allow the other person to hear your emotions (e.g., a happy tone of voice, or a quieter, more concerned tone of voice).

Balancing Your EI

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

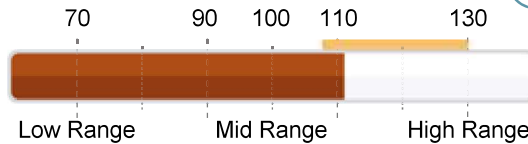
Emotional Expression(79)  Assertiveness(111)

Your Emotional Expression is lower than Assertiveness. People tend to be most cooperative when they are aware of your underlying motives and concerns. When these two facets are balanced, and Emotional Expression is used effectively, there is a better understanding of both the issues and feelings involved, and the resolutions tend to be more effective overall.

Assertiveness

Communicating feelings, beliefs; Non-offensive

111



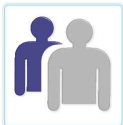
What Your Score Means

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 language at the right time to express your feelings and thoughts. Mark, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. The following characteristics may apply to you:

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.

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

Leadership Impact



Coaching



Innovation

Leadership Implications. Your results suggest that you likely pull on strong emotions and convictions to state your position. This is a crucial skill to have when leading a team; it helps in gaining your team's buy-in and inspiring them towards innovative solutions. Further, a high level of assertiveness helps to gain the resources your team needs and proactively clear obstacles in the path of your team's success. While such situations require you to be an assertive leader, others may require you to be more flexible in your thinking. Becoming too rigid in defending your position may result in unproductive, stubborn, or aggressive behaviour.

Organisational Implications. Your results suggest that you are skilled at getting your point across in a clear and confident manner. This skill is likely to help you resolve conflict, leverage organisational resources, openly voice your opinion, and contribute to the success of your organisation. Leadership competencies are especially visible when you are assertive because you likely create a strong platform from which to showcase your talents, and those of your team. Watch that when you defend your position, you do not miss important information or feedback that may alter your perspective.

Strategies for Action

Knowing Where You Stand. In order to move towards a decision, and ensure your team works collaboratively, highly assertive leaders need to have a clear understanding of where they stand and the points on which you are willing to concede.

- Note down the ideal outcomes you would like to see from your next meeting.
- Review the outcomes you identified and separate the core outcomes that are essential to progress.
- Then, identify the information you need to hear from others to concede on these points.

Knowing the core outcomes that are essential, and the idealistic outcomes on which you are willing to be flexible, will help you stay focused on the goal, and not become paralysed in rigid debate.

Crossing the Aggression Line. As a leader with a high level of Assertiveness, making decisions probably comes easily to you. This likely provides direction for your team to work towards project goals. Be mindful of your behaviour crossing the line into aggression. Ensure you spend the time truly listening to the input of others when making decisions. Maintaining a culture of open and respectful communication in this way can help immensely in inspiring others to reach new heights.

Balancing Your EI

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

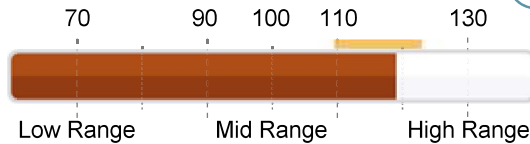
Assertiveness(111)  Interpersonal Relationships(65)

Your Assertiveness is higher than your Interpersonal Relationships result, suggesting that you tend to focus more on promoting your own views and that you may benefit from being equally attentive to the views of others. By doing so, you may strike a better balance of "give and take" in your work relationships.

Independence

Self-directed; Free from emotional dependency

119



What Your Score Means

Mark, being independent means 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 this is a well-developed skill, as you are willing and capable of holding your own ideas and making necessary decisions required for your team on your own. You are unlikely to be swayed by popular opinion, which can help you maintain an established direction for your team. Consider the following interpretation of your results:

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.

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

Leadership Impact



Authenticity



Innovation

Leadership Implications. Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyse a situation, formulate a response, and move into implementation mode without second-guessing your decisions. This skill is crucial for a leader, especially when difficult decisions need to be made and direction is limited. At the same time, be careful not to neglect the emotions and opinions of your team, which could possibly leave them feeling alienated, and eventually disengaged.

Organisational Implications. You tend to voice your thoughts and opinions, likely adding your own perspective to the discussion table and influencing the direction of your organisation. You are an active participant in generating ideas rather than a passive receiver. Keep a close eye on how often you go off in your own direction rather than building coalitions. Teams that strive for the same values and goals build strong organisations.

Strategies for Action

Stay Connected. While being emotionally independent is important for leading a team, being completely autonomous can hurt the amount of buy-in you receive from them. Here are four qualities that you do not display; if you do, it may be time to scale back your independence.

- Ignorance: Are people feeling like I am ignoring facts in an effort to pursue my own agenda?
- Know it all: Do I think I know everything, and thus my team's advice is not needed?
- Detached: Am I hurting collaborative relationships and engagement by not including others?
- Closed door: While I have an open-door policy, is my behaviour distancing myself from my team?

Listening to Feedback. To ensure that you do not hurt any key relationships throughout the organisation, balance self-directed thought with the ability to seek advice and feedback. You do not have to be a fan of an idea to entertain the thought process of others and explore different perspectives. Doing so can help gain the support of others and perhaps even generate new possibilities.

- Examine a few of your past decisions. What did your decision-making process look like? Who did you connect with to seek advice or a differing point of view? How well did you follow along the input that was given to you?
- Next time when you are seeking advice from your team, note down the different perspectives before presenting a counter-thought. Then reflect on those notes and think through the feedback and the possible impact on your decision.

Balancing Your EI

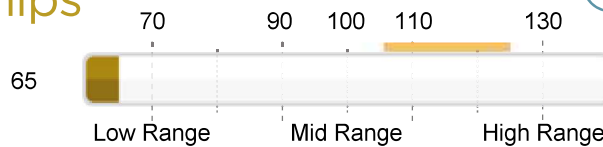
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence(119)  Interpersonal Relationships(65)

Your Independence is higher than your Interpersonal Relationships result. Balancing these components means spending time and effort nurturing relationships, but not being overly reliant on them. Draw on the expertise of others when appropriate. Collaboration can help establish positive relationships.

■ Interpersonal Relationships

Mutually satisfying relationships



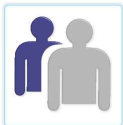
■ What Your Score Means

Leadership cannot exist without strong relationships. Even if you have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Mark, your lower score indicates that you may struggle with gaining buy-in, coaching, instilling trust, and garnering the resources that you need to reach team and organisational goals. The stronger your interpersonal skills, the better you'll be able to engage your team to reach common goals. You may:

- Genuinely like those you work with but have not focused on getting to know them on a deeper level (e.g., their talents and interests); knowing people only at a surface level holds you back from finding ways to motivate and inspire your team.
- Rely on your own devices to get the job done rather than asking for help or delegating appropriately.

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

■ Leadership Impact



Coaching



Insight

Leadership Implications. Your result in Interpersonal Relationships indicates that your leadership approach is likely process-oriented and not focused on building strong relationships. Keep in touch and stay connected with your team members' reality by coaching them to reach their fullest potential. A lack of rapport can keep your team from comfortably sharing valuable information and feedback that lead to better-informed decision-making. Mutually satisfying relationships can help you motivate and inspire your team, and gain the commitment needed to follow through on strategies.

Organisational Implications. When relationships are not as strong as they can be, you may struggle to play on the organisational stage. Your impact may be nominal because without loyal and trusted colleagues, you don't have the network needed to gain resources for your team. Maintaining mutually beneficial relationships can have immeasurable returns, both in terms of providing you with a supportive network to buffer the negative effects of stress, as well as to promote a positive team and corporate culture.

■ Strategies for Action

It's an Open Concept. How approachable are you? Do you have an open door policy, but nobody walks into your office? Leaders can sometimes lose sight of how their behaviour can actually close their open door.

- Determining whether you are approachable requires a thorough examination of your leadership behaviours. For example, do you actively listen, or check your smartphone when someone is talking? Are you a good sport about tolerating workplace annoyances? Do you actively participate in company events, groups and parties?
- Brainstorm at least five other indicators of an approachable leader, and if you need help, ask a coach or a trusted colleague for their input.

Recognition Goes a Long Way. Remember to express recognition on a regular basis.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleagues. These opportunities can help expose you to the type of recognition people prefer.

■ Balancing Your EI

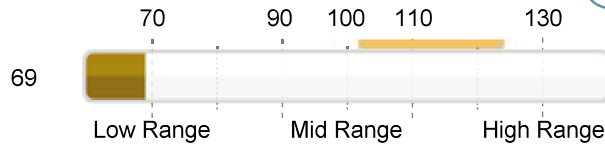
This section compares Interpersonal Relationships with Self-Actualisation, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Independence. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships(65)  Independence(119)

Your Interpersonal Relationships result is lower than your Independence result. This relationship is a balance of doing things on your own and working with others. Recognise that there are situations where collaboration can be advantageous, but avoid disturbing others with tasks that are easily completed without assistance.

■ Empathy

Understanding, appreciating how others feel



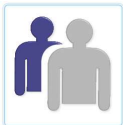
■ What Your Score Means

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. Mark, your result indicates that empathy might be difficult for you to display consistently, leading to instances where you don't take other perspectives into account. While you may prefer to remain slightly detached, this approach may be at the expense of showing that you care about people, leading to superficial relationships where it is difficult to coach or inspire. With a result such as yours, you may find:

- When you make decisions, you are more focused on facts than on how your team may feel or react.
- It is difficult to secure buy-in because you are unlikely to pay attention to people's emotions.
- You misread others' thoughts and emotions.
- It is difficult for you to articulate another perspective.

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

■ Leadership Impact



Coaching

Leadership Implications. Since you may have difficulty understanding how others feel, or tend to emphasise facts over feelings, you are at risk of damaging otherwise effective working relationships within, and beyond, your team. As a result, when it comes to resolving conflict, managing change, or making tough decisions, you run the risk of leaving your team and other colleagues feeling alienated and undervalued. 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. Working to increase your level of empathy will benefit both you and your organisation. Predicting others' reactions and emotional states and showing respect for others' feelings will help employees feel heard and understood, a core need for all human beings. Your current level of empathy sets you up for difficulties resolving conflict, gaining buy-in and commitment to achieve goals, managing large scale change and securing resources to support your team.

■ Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Leaders who do this exude empathy and respect even if they do not agree with what the speaker is saying.

- In your next team or one-on-one meeting, listen more than you speak, even if you don't quite agree with the conversation.
- Record the amount of time you spent truly listening versus speaking or having an inner dialogue. Aim to shorten your speaking time at your next meeting.
- Remember that understanding and empathising with someone is different from agreeing.

Reveal a Story. Sometimes as leaders we forget how much time and energy has gone into a particular decision, so that when we share it, we forget to divulge how and why a decision was reached.

- Pick an upcoming change that will be communicated to your team.
- Write down at least five pieces of background information about this change (e.g., why it is necessary, when it was first conceived, who has been involved).
- For each piece of information, connect an emotion, a concern or question that your team may have.
- Share this information in the form of a background story, and ask for your team's feedback on the change.

■ Balancing Your EI

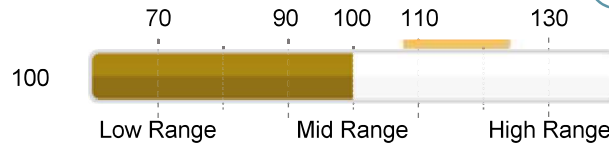
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(69)  Reality Testing(116)

Your Empathy is lower than your Reality Testing. The ability to remain objective and unbiased should be balanced by embracing the emotional tone of a situation. Being overly detached may mean missing social nuances or emotional changes in others that can inhibit a positive resolution in some situations.

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. Mark, your result suggests that you may be seen as a socially responsible leader who finds ways to coach and inspire your team. Although you usually promote cooperation and the achievement of mutually satisfying goals, you could benefit from demonstrating this even more often. Based on your result, you:

- Are socially conscious and are concerned with others' well-being.
- Identify with and see yourself as the champion for your team, taking responsibility and winning resources.
- Feel a sense of fulfillment from supporting your team and organisation.

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

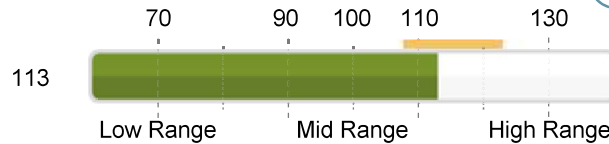
This section compares Social Responsibility with Self-Actualisation, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Social Responsibility(100)  Interpersonal Relationships(65)

Your Social Responsibility is higher than your Interpersonal Relationships result. To balance these components, make contributions to society by connecting with individual people. It is sometimes better to participate in a charitable event, for instance, than to simply donate money to a charity. Connect with individuals who are involved in the activities you pursue. Remember that being socially responsible can happen even on the smallest scale, helping one person at a time.

■ 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. Mark, this is an area of emotional intelligence that you extensively use; you tackle problems head-on without being overwhelmed or distracted by your emotions. Your approach is likely uninterrupted and invokes a sense of steadfastness and confidence from those you lead. Your result indicates:

- You see emotional information as playing a pivotal role but are not sidetracked by it.
- You work through the many steps of solving a problem without being emotionally distracted.
- You are likely to delve into tough or touchy problems, understanding the emotions at play.

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

■ Leadership Impact



Innovation

Leadership Implications. For almost every problem, you show focus and a rational demeanour as you generate solutions. Your leadership approach allows you to reframe problems and approach situations in new ways, spurring the creativity of your team and allowing for process overhauls when required. However, be aware that you still want to appear emotionally invested in the decisions you make—you just aren't allowing your emotions to derail you from making a decision.

Organisational Implications. Your method of viewing a problem from different perspectives, without being derailed by your emotions, helps you generate a wider range of solutions than most leaders. You are likely sought out for your rational problem-solving approach, particularly when emotions are running high. Tackling problems head-on enables you to set the tone for responsiveness and efficiency throughout the organisation.

■ Strategies for Action

Seek Understanding First. If you find yourself quick to jump into problem-solving mode, you may start implementing solutions without fully surveying the situation.

- Begin by explaining your interpretation of a problem to at least two people, one who is connected closely to the problem and the other who is a neutral third party.
- Don't ask for solutions; have them hear your summary of the situation and ask clarifying questions if needed.
- A question to which you do not know the answer is a sign that you need a greater understanding of the problem before you begin to solve it.

Set the Emotional Stage. As a leader, you need to manage the emotional landscape of your team. Others may not be as decisive as you; don't leave people behind as you forge ahead solving problems.

- If your team needs to be innovative and consider unconventional approaches, try to evoke positive emotions within the group (e.g., recall a successful event, use humor, or hold a meeting outside of the office).
- Alternatively, to ensure others can concentrate on the details or analyse the associated costs of a problem, try to generate a slightly less positive mood that can help you with the analytical phase of problem solving.

■ Balancing Your EI

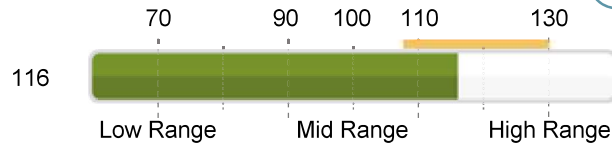
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(113) ➔ Flexibility(72)

Your Problem Solving is higher than your Flexibility. Balancing these components often involves considering different solutions to a problem. Use solutions that you know from experience will work, but be receptive to new approaches when they may offer a more optimal solution. Remember to maintain a flexible stance throughout the brainstorming process to help generate as many solutions as possible.

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. Mark, your result on this subscale suggests that you have the ability to remain objective, stay tuned in to what is happening around you and provide clear, realistic direction to your team. By keeping your personal biases at bay, you likely make trusted and sensible decisions that organisational members can buy into. Your result suggests:

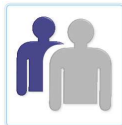
- You are very unlikely to misinterpret critical information or allow emotions to colour reality.
- Each person and situation is unique; you can tailor your approach accordingly.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.

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

Leadership Impact



Authenticity



Coaching

Leadership Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. This sets you up to be a trusted and respected leader with clear ethics; people will seek you out for your realistic appraisal of a situation. Coaching and performance management conversations are likely to be securely grounded in evidence, so be careful not to dismiss good intentions and efforts when results aren't meeting your expectations.

Organisational Implications. Because you frequently see situations as they really are (and not as you wish them to be), people likely turn to you for the hard facts, and you may be a key resource within the organisation to make tough decisions. Leaders like yourself who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements. Watch that your objectivity doesn't get in the way of your creativity and willingness to set stretch goals.

Strategies for Action

Gut Checks. Emotions occur for a reason—to provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few “gut checks” throughout your day. Reflect on how you felt about a conversation, resolving a performance issue, making a tough decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., the vote was 10 to 4 in favour of pulling the project) to take precedence over what your emotions tell you (e.g., Karen sure looked hurt when her project was cut).
- Leaders need to be particularly attuned to the emotional information present in their relationships; ignoring it will likely alienate individuals and form rifts that make it difficult to get work done.

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 seen as 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

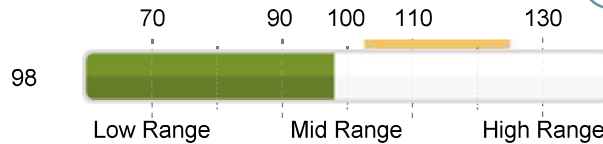
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing(116) > Emotional Self-Awareness(87)

Your Reality Testing is higher than your Emotional Self-Awareness. Balancing these aspects of EI means objectively analysing information, but also remaining receptive to your emotions and others' emotions. The right synthesis involves considering emotional reactions in addition to practical logistics as you go about your work and life.

■ 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. Mark, your result is indicative of a leader who may be slightly more impulsive than restrained, showing a slight tendency to jump to hasty conclusions and appear impatient in decision making. At times, you may respond in unpredictable ways to your emotions, rendering those you lead to distance themselves from you, particularly under times of stress. Your result may indicate:

- That you have a moderate amount of control over your behaviour; however, this could be an area worth improving.
- That you need to be vigilant about appearing spontaneous or rash in your leadership approach.
- An “act now, think later” approach to solving some problems and decisions.

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

■ Leadership Impact

Leadership Implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that result in corporate buy-in. You are likely respected for your ability to stay the course and think before you act. There is still room to improve your impulsivity, particularly in times of stress or extreme temptation. In which situations is it hard for you to resist your impulses to act?

Organisational Implications. Your capacity to think first rather than respond reflexively likely contributes to a visible planning process across the organisation. You prefer to weigh different options and proceed only after the pros and cons of each option have been evaluated. This approach allows employees to see how their efforts contribute to broader company strategies, and have faith that due diligence has been undertaken when strategies must change. Although you have good impulse control the majority of the time, there is room to improve by being consistently vigilant of when you are more impulsive than you wish to be.

■ Strategies for Action

Impulse Inventory. As a leader, your impulse control is always on stage for others to see; if there are moments when you appear frustrated or impatient, this will impact how your team views your composure.

- Conduct an inventory of what makes you impatient or impulsive. Think of the last couple of weeks of work—what reactions or conversations did you have that you wish you could take back?
- Write a list of what triggered these more regrettable moments (e.g., stress, caught off guard, difficult personalities). Knowing specific triggers will help you plan to avoid them or practise your emotional response before they happen.

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 to 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 for others' feedback on your plan.

■ Balancing Your EI

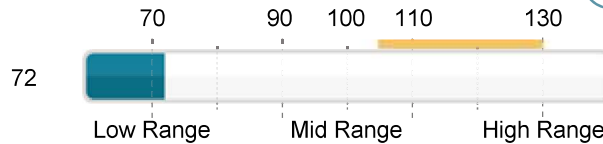
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Stress Tolerance. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control(98)  Stress Tolerance(67)

Your Impulse Control is higher than your Stress Tolerance. Good impulse control is helpful for avoiding rash decisions when under stress, but balancing these facets means not being overly constrained to the point of being unable to act. The interplay of self-control under stress with recognising and acting on your emotions and needs is a delicate balance.

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. Mark, you appear to be less willing to adapt to transformation in the organisation, which may convey a rigid and formal atmosphere and managerial style. You are likely to stick by your convictions even in the face of dissenting viewpoints, and although at times this steadfastness could be seen as a strength, it needs to be balanced with an openness to change. Your result suggests:

- You do not tend to seek out new and engaging experiences.
- You may use a “one size fits all” leadership style, and miss the benefits of adjusting to the individual needs of those on your team.
- You may become mired in an individualistic thought process and may not incorporate colleagues’ perspectives on key issues.

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

Leadership Impact



Innovation

Leadership Implications. Your propensity to be unyielding and sticking to “tried and true” methods of operations may appear conservative and outdated. An adaptable approach is particularly needed by leaders to help manage external factors, such as changing markets, competition, and rapid advances in technology. In addition, flexibility is required to deal with the most important resource in the organisation — its people. You may not appear to be as open to different points of view, which can lead to decisions that do not incorporate varying perspectives.

Organisational Implications. Change is a permanent fixture in most organisations. If you struggle to embrace change, you may not be able to actively solve issues or problems that can spontaneously surface. You may abide by and follow standard protocol at the expense of system-wide upgrades that help to fuel growth and productivity. If your team is more open to change than you are, they may not voice their opinions or innovative thoughts, because their feedback on process improvements is rarely incorporated.

Strategies for Action

Examine Your Emotions. Your emotions may be contributing to your resistance to change.

- The next time you encounter a novel situation, write down the emotions that you are experiencing. For instance, some common emotions may be fear, anxiety, nervousness and/or panic. By gauging your emotional barometer, you help to identify the reason for your reticence to embrace change.
- Try to pinpoint whether there is a valid and logical reason for experiencing these emotions. Recall the last time that you effectively dealt with change, and the sense of accomplishment and triumph that resulted.

Visualisation. Try to visualise the best-case scenario when dealing with change.

- Similar to how athletes use guided imagery to train for an event, you can exercise your mental creativity and overcome your internal struggle with change. In great detail, visualise yourself embracing change and overcoming any potential roadblocks.
- This visualisation technique can be used in team meetings to brainstorm, and help you and those you lead to picture a desired goal and plan ahead for possible roadblocks.

Balancing Your EI

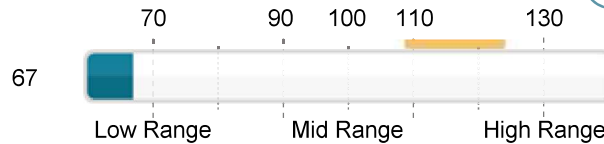
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Independence. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(72)  Independence(119)

Your Flexibility is lower than your Independence. Balancing these components of EI can be tricky since the goal is to be open and responsive to change, but you want to maintain an ability to act and think independently. The key is to be willing to change while standing firm when it is important for you to do so. Often you can leverage your independence by implementing strategies to help execute change brought on by others.

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. Mark, your result indicates that you may be unable to effectively lead under the demands and pressures of your role without letting your emotions colour your perspective. Your trepidation may hamper how you communicate a shared vision. Failure to remain composed under pressure can lead others to question your leadership capability. Some characteristics of your result are:

- You may feel anxious and overwhelmed when faced with competing demands.
- Your ability to overcome obstacles may be compromised.
- You may fear being challenged and you may mitigate risk by taking the safe and secure route.

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

Leadership Impact

Leadership Implications. A lower ability to withstand stress may affect your ability to clearly think about viable solutions when under pressure. To your direct reports, you may appear daunted, as your arsenal of coping strategies may not properly address the demands of the situation. You may adopt a narrow focus regarding challenges, delegate key strategic decisions to others, or withdraw from a strong leadership position during stressful times.

Organisational Implications. You may experience some trouble dealing with crisis situations that arise in the organisation. As a result, issues (e.g., interpersonal conflict, downsizing, competitive threats) may not be promptly addressed, and may be left to worsen with time and inactivity. Organisational progress may be delayed and changes may take longer to implement. Risk-taking and an assertive stance may not be strategies that you readily use, likely due to emotions (e.g., fear, anxiety) getting the better of you.

Strategies for Action

Work-Life Balance. The separation of work from your personal life will aid in the creation of a buffer between work stressors and your home life.

- Ensure that you spend adequate time with your friends and loved ones. This will encourage a fresh outlook and perspective on the stressors at work.
- Hobbies (e.g., golf, reading books outside your field of expertise) will help you reframe your mindset and better equip you to deal with the pressures at work.

Delegate Tasks. Under situations of mounting pressure, share responsibility with colleagues to alleviate stress.

- Focus on tasks in which you excel (e.g., delivering presentations, preparing reports) and allow your colleagues to tackle other assignments.
- Your colleagues will gain a larger repertoire of skills, and you will be able to channel your expertise into tasks that you enjoy and in which you excel.

Balancing Your EI

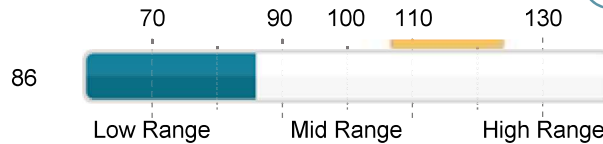
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance(67)  Problem Solving(113)

Your Stress Tolerance is lower than your Problem Solving. While solving the actual problem is of course necessary, it is also important to pay attention to effectively coping with the stress it creates. When problems take longer to resolve (e.g., ongoing job demands), you may need to use coping strategies (e.g., relaxation techniques) in order to keep you energised and effective in the long run.

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. Mark, your result indicates that you are less optimistic than most, perhaps taking a less hopeful and less positive attitude toward the future.

Some characteristics of your result are:

- You may be less energetic when responding to challenges.
- You may not be perceived as charismatic by colleagues.
- You may be fearful about the future and afraid of failure, setting less challenging goals for your team.
- You may be inclined to think that a negative event (e.g., financial loss) is permanent and won't subside.

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

Leadership Impact



Insight



Innovation

Leadership Implications. Your negative outlook on work and life influences the way that your employees perceive you. You often expect events to go awry and you can become mired in a state of helplessness. You may not seek a constructive resolution to solve challenges presented at work, and may view setbacks as prolonged and not easily solved. Your approach can make it difficult for you to inspire your team to strive towards reaching challenging goals.

Organisational Implications. Your pessimistic outlook may hinder your ability to impact progress in the organisation, and new ideas may not be proposed due to your tendency to play "devil's advocate." You may not motivate colleagues to tackle new problems, or inspire them to propose solutions. Depending on your position in the organisation, it can be hard for your workplace or team to rebound after a setback (e.g., downsizing or competitive threat), as you may be seen as less responsive to handle these challenges positively. Colleagues may not feel as engaged to accomplish stretch targets, if you as a leader don't demonstrate a belief that anything is possible.

Strategies for Action

Visualise Success. Visualisation exercises help bolster positivity by encouraging you to envisage success in your work and personal life.

- What does success look like to you? By picturing success in your mind (e.g., leading the organisation through a merger or acquisition), you shift your thought patterns. This change in mentality can affect your habits and actions, and can ultimately lead to higher levels of accomplishment.
- Practise daily visualisation by incorporating this mental practice into your schedule.

Enhance Relationships. The quality of your relationships can help promote a positive outlook on life.

- Creating rapport with colleagues and providing positive feedback can foster a positive mindset that can permeate the organisation. Praising others for their accomplishments cultivates an optimistic and encouraging atmosphere.
- Establishing a mentorship relationship with a colleague (particularly one who is optimistic) can produce a quest for continual self-improvement, which can foster positive emotions and development in this area.

Balancing Your EI

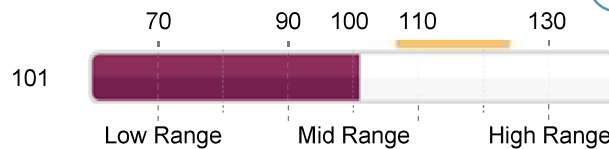
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism(86)  Reality Testing(116)

Your Optimism is lower than your Reality Testing. To balance these components, use objective information and facts to inform, strategise, and inspire dreams and visions for the future. Although there are times when you must change course entirely, don't give up if there is still a reasonable chance to succeed. Consider all possible courses of action before revising goals.

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

Mark, 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 Optimism and Interpersonal Relationships. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (106)

Happiness is a by-product of believing in oneself and living according to your own values. Although you have good self-regard, there are times when you may doubt yourself, creating feelings of unhappiness. Strengthening self-regard may help to enhance life satisfaction and well-being.

- List past accomplishments to pinpoint the skills that you can leverage to achieve leadership success.
- What are some actions (e.g., reading motivational books) that bolster your self-regard?

Optimism (86)

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

- How can you reframe situations to view your leadership role in a more positive light?
- Are you aware that your less positive outlook likely has an effect on your team? Try to ensure that you display a more positive perspective.

Interpersonal Relationships (65)

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

- Do you have a mentor at work? You may wish to pinpoint one or more likely candidates.
- Do you try to gain feedback and advice from colleagues? Seek their input to improve your leadership skills.

Self-Actualisation (105)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualisation, but further development in this area will help to promote feelings of achievement and overall happiness.

- What responsibilities in your current leadership role allow you to feel self-actualised?
- Can you identify ways to spend more time on those specific activities (e.g., by delegating other tasks to colleagues)?

■ 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/streamlined 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	- structured and systematic, like performance reviews - face to face	- expertise and experience - institutional and political knowledge - social contributions and loyalty	- separating professional and personal life - building strong relationships and networks
Generation X • born between 1965–1981	- face to face, or email - clear, direct, and transparent as they tend to be slightly sceptical	- efficiency - work/life balance - security	- working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	- instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging	- fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity	- working with others, team work, socialising - doing what's meaningful and has purpose