

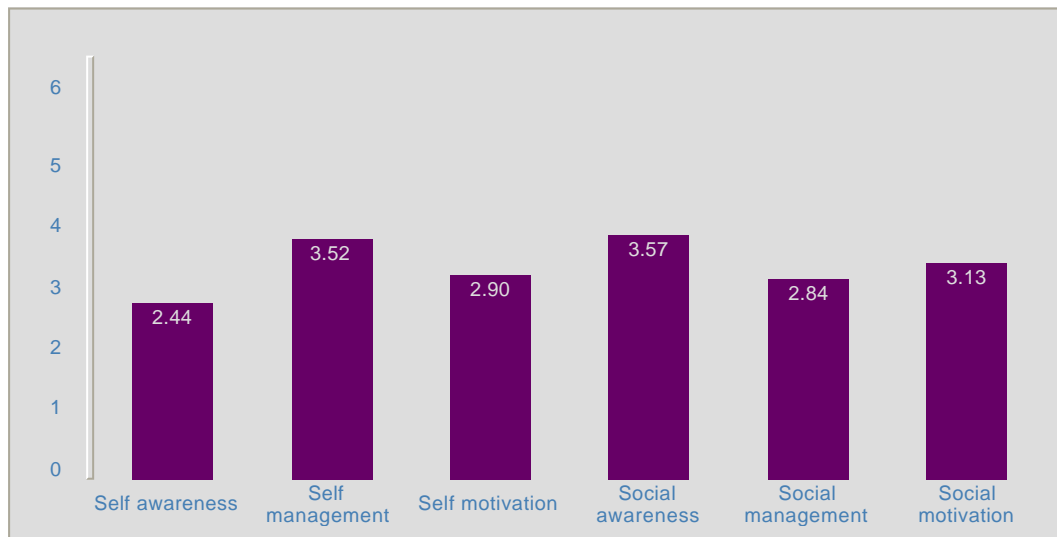
## Feedback Report for Susan Sample

### The EI Questionnaire

#### Introduction

This report presents your results on the EI Questionnaire which is a self-report questionnaire assessing 'Emotional Intelligence'. This questionnaire assesses your own view of your abilities in a number of areas of social functioning.

The EI Questionnaire generates scores across 6 broad areas of emotional intelligence and your overall results are shown in the chart below.



The remainder of this report breaks down the six areas in more detail and provides further information on both the nature of the EI scales and also your responses in each area.

In reading this report, remember that the EI Questionnaire is a self-report instrument and the validity of the results is entirely dependent on how accurately you answered the questions.

## The Competency Model



The chart below shows how the questionnaire is based on 6 major competency areas. Each major area is broken down into two competency groups, each of which is composed of two individual competencies. How highly you scored on each individual competency is indicated by the bar to the right of the competency name. This score effectively conveys how you personally judge yourself on the competency in question.



Major Areas	Competency Groups	Competencies	Score
SELF AWARENESS	Shows Self Understanding	Self Assessment	
		Self Literacy	
	Shows Self Value	Self Confidence	
		Authenticity	
SELF MANAGEMENT	Demonstrates Self Regulation	Self Control	
		Responsibility	
	Demonstrates Openness	Openness to Change	
		Openness to Feedback	
SELF MOTIVATION	Drives for Results	Initiative	
		Achievement Orientation	
	Drives for Change	Optimism	
		Creativity	
SOCIAL AWARENESS	Understands Others	People Judgement	
		Emotional Literacy	
	Appreciates Others	Positive Regard	
		Trust Radius	
SOCIAL MANAGEMENT	Exerts Influence	Influence	
		Constructive Discontent	
	Builds Relationships	Develops People	
		Develops Collaboration	
SOCIAL MOTIVATION	Leads for Results	Leads the Vision	
		Leads the Change	
	Inspires Commitment	Fosters Team Spirit	
		Communicates	

In the remainder of this report, the individual competencies and competency groupings are defined in more detail and with further explanation of your scores in each area.

# SELF AWARENESS

This area is composed of two competency groups, 'Shows Self Understanding' and 'Shows Self Value', and your scores in this area are shown below.

Shows Self Understanding		
Self Assessment	1.83	
Self Literacy	3.33	

Shows Self Value		
Self Confidence	1.60	
Authenticity	3.00	

## Shows Self Understanding

People with this characteristic have developed an accurate assessment of their own skills and abilities, feel comfortable describing their strengths and limitations and are non-defensive about them. They understand the complexity of their own emotions and can describe their reactions and the impact these have on others.. 'Shows Self Understanding' is itself made up of two sub-competencies: Self Assessment and Self Literacy.

- *Self Assessment*: Judges own strengths, limitations and inner resources realistically and discusses them openly and non-defensively.
- *Self Literacy*: Recognises and can describe the complexity of own feelings, moods and reactions. Shows awareness of how these can impact on others.

### Your self-appraisal for the competency 'Shows Self Understanding'

You see yourself as having a reasonable level of awareness about your feelings and emotions and how these affect other people. Like most people, you are reasonably comfortable dealing with the emotional side of life. On the other hand though, your responses to the questionnaire suggest that you can find it difficult to discuss any shortcomings and limitations you may have with other people.

In general, although you probably have a reasonably good understanding of yourself at an inner level, you may nevertheless need to be a little less guarded about your limitations - especially when you are under pressure. It may therefore be important for you to try to learn more about yourself and how you come across via the process of feedback from others.

## Shows Self Value

People with this characteristic show a high level of self-confidence and integrity without being arrogant. They are clearly "their own person." They approach challenges with a good understanding of what they want, and how it relates to their values which means that they are not subject to the usual pressures to be popular or conform. They take firm and principled positions and will take personal risks rather than compromise on important topics. They are seen to live their values and come across as trustworthy, honest and authentic.. 'Shows Self Value' is itself made up of two sub-competencies: Self Confidence and Authenticity.

- Self Confidence: Has a strong sense of self-worth and self-belief. Demonstrates confidence in own opinions without appearing arrogant. Takes strong principled stands in the face of pressure.
- Authenticity: Comes across as honest and genuine. Shows a strong sense of integrity and can be relied on to deliver on promises. Creates a strong sense of being trustworthy and authentic.



### Your self-appraisal for the competency 'Shows Self Value'


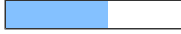
You see yourself as being someone who is trustworthy and sincere and who will generally express your true and genuine opinion. However, your questionnaire responses suggest that, although you can appear confident on the surface, you probably feel quite a lot less confidence and self-belief at a deeper level. This might sometimes make you pull back from defending your views sufficiently strongly or you may overdo it - defending your views at all costs rather than let yourself be proved wrong about something.

As a consequence, although you will generally come across as an honest and genuine person, you may still find that you allow yourself to be swayed by short-term pressures when the expectation of those around you is for you to take a firmer stand or a longer-term position. If you feel that you need to make yourself appear confident to others, you may need to be careful that your outer confidence does not come across to others as over-confidence or even arrogance, especially if inside you are not really sure about decisions you have taken.

# SELF MANAGEMENT

This area is composed of two competency groups, 'Demonstrates Self Regulation' and 'Demonstrates Openness', and your scores in this area are shown below.

Demonstrates Self Regulation		
Self Control	3.33	
Responsibility	3.60	

Demonstrates Openness		
Openness to Change	3.50	
Openness to Feedback	3.67	

## Demonstrates Self Regulation

People with this characteristic are able to express their innermost thoughts and feelings under pressure with honesty but without losing control. Their ability to regulate their emotions appropriately enables them to make clearer judgements and they can be relied on to deliver on promises made.. 'Demonstrates Self Regulation' is itself made up of two sub-competencies: Self Control and Responsibility.

- ***Self Control:*** Manages internal states, impulses and resources in a mature and effective way such that negative emotions are controlled without dishonesty or repression and positive emotions are expressed without exaggeration.
- ***Responsibility:*** Can be relied on to take decisions and, when a commitment has been made, shows great conscientiousness in terms of fulfilling responsibilities and following through on promises.

### Your self-appraisal for the competency 'Demonstrates Self Regulation'

Your self-perception is that you are someone who is fairly well balanced and non-defensive and who is not very often put out by having to deal with difficult situations. On the whole, you feel you can cope with most every-day situations and generally manage to maintain your focus on what needs to be done. Also, you see yourself as being fairly conscientiousness in terms of taking decisions and making commitments and generally feel that you fulfil your responsibilities and follow through on your promises.

If your self-perception is correct, then people will see you as someone who can cope fairly well with short-term obstacles and pressures and who will accept personal responsibility for seeing things through. They will see you as someone who is emotionally well-balanced and capable of remaining effective under pressure.

## Demonstrates Openness

People with this characteristic are continually listening and learning. They do not get stuck into habits and outdated processes but continually seek new, relevant information which they use to update their view of themselves and their approach to situations. They also encourage others to do likewise and, with careful, non-defensive listening they are extremely adaptable to situations and changing demands.. 'Demonstrates Openness' is itself made up of two sub-competencies: Openness to Change and Openness to Feedback.

- Openness to Change: Shows great flexibility in the face of changing circumstances, being willing to change path, adapt processes and re-prioritise activities in the light of new information.
- Openness to Feedback: Acts as a role model in encouraging open dialogue. Actively gives and seeks feedback, demonstrates a willingness to listen and learn and is comfortable disclosing personal information. Admits mistakes which are used as opportunities to learn.



### Your self-appraisal for the competency 'Demonstrates Openness'


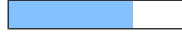
You appear to have a positive attitude to change and to be a reasonably flexible person who is willing to adapt if the circumstances require. Furthermore, you see yourself as someone who willing to listen and learn and who is happy to receive feedback on your opinions and actions from others.

You are therefore likely to enjoy learning and to enjoy seeking out new information which is relevant to your current situation. This will help you to update your perceptions and to manage evolving situations with flexibility. Furthermore, people should trust the feedback you give them which they will feel is open and honest.

# SELF MOTIVATION

This area is composed of two competency groups, 'Drives for Results' and 'Drives for Change', and your scores in this area are shown below.

Drives for Results		
Initiative	1.83	
Achievement Orientation	1.83	

Drives for Change		
Optimism	3.33	
Creativity	4.60	

## Drives for Results

People with this characteristic show energy and determination in the pursuit of their goals. They willingly take the initiative in order to achieve their targets but they also set themselves personal challenges such that they develop and grow in the process. 'Drives for Results' is itself made up of two sub-competencies: Initiative and Achievement Orientation .

- ***Initiative***: Shows ingenuity, determination and a willingness to take the initiative. Regularly challenges the status quo and gets round red tape such that results are achieved in spite of difficulties and obstacles.
- ***Achievement Orientation***: Demonstrates energy and determination to meet an internal standard of excellence. Sets stretching personal challenges which means that their capabilities are continually improving.

### Your self-appraisal for the competency 'Drives for Results'

Your answers to the questionnaire suggest that you do prefer not to take initiatives of your own accord. You tend to take a rather more passive approach, perhaps ready to respond when asked but not actively going out of your way to take action. Where you feel action is necessary, you may still find yourself easily put off or demotivated by any difficulties which arise along the way. In addition, it seems that you do not feel that it is important to set yourself high standards, either in terms of your achievements or your skill level. You do not seem to want to devote a great deal of energy into achieving your goals and nor does it seem that you set yourself many targets for your own self-development.

If your questionnaire responses are an accurate reflection of your actual behaviour, then people would probably describe you as someone who may need to develop greater self-motivation, adopt higher standards and put more energy into improving the areas, activities and results which affect them. You may like to make a comparison between those situations where you have shown considerable initiative and determination to overcome obstacles and those where you may have taken an over-relaxed approach which allowed standards to slip. Perhaps you are too selective about the situations you seek to improve and perhaps you could put a little more energy into developing your environment, getting results and improving your own capabilities.

## Drives for Change

People with this characteristic show energy and imagination as they continually stimulate new ideas and opportunities. They remain positive and optimistic even when things look bad and they encourage others to accept the need to adapt and change.. 'Drives for Change' is itself made up of two sub-competencies: Optimism and Creativity.

- *Optimism*: Looks on the bright side of life and maintains a positive attitude in spite of adversity. Has a deep seated belief that things will work out and that some good will come from any situation no matter how bad it seems at the time.
- *Creativity*: Stimulated by change and innovation. Shows creativity and courage in bringing new ideas to situations. Sees beyond the present and driven to create a better future.

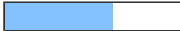
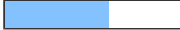
### Your self-appraisal for the competency 'Drives for Change'



You appear to be someone with ideas and imagination who takes a positive view of change. You feel you are a creative person who is able to offer a new solutions to problems and suggestions for change. Also, it seems that on the whole you try to remain reasonably optimistic in the face of difficulties. You will try not to let things get on top of you and will also try to encourage others to cope with whatever problems they face.

Your ideas and creativity will themselves make an important contribution to maintaining a positive and optimistic atmosphere within your team. Furthermore, your own generally positive outlook will help to create in your colleagues a sense that things will eventually change for the better when times are difficult.

# SOCIAL AWARENESS

This area is composed of two competency groups, 'Understands Others' and 'Appreciates Others', and your scores in this area are shown below.

Understands Others		
People Judgement	3.83	
Emotional Literacy	3.60	

Appreciates Others		
Positive Regard	3.50	
Trust Radius	3.33	

## Understands Others

People with this characteristic show an ability to read people with uncanny accuracy, recognising their strengths and limitations and understanding their issues and concerns. They can explain what is important to others and show an ability to see matters from other people's point of view.. 'Understands Others' is itself made up of two sub-competencies: People Judgement and Emotional Literacy.

- *People Judgement*: Is perceptive and a good judge of character. Is interested in people and can describe their strengths, limitations and motivations after only a short period of acquaintance.
- *Emotional Literacy*: Shows great awareness of the needs, feelings and concerns of others. Can describe what is important in the lives of people around them and has an intuitive understanding of the issues they face and how they will react.

### Your self-appraisal for the competency 'Understands Others'

You see yourself as being a reasonably good judge of people and quite often able to identify people's strengths and weaknesses. Furthermore, you feel that you are fairly aware of the needs and feelings of other people. You will do your best to understand what is personally important to them and this will help you to understand things better from their point of view.

If this self-perception is correct, these qualities will help you to deal effectively with other people. You will be good at empathising with people and will understand their motivations and their reactions, so helping them to feel that they are being understood and appreciated.

## Appreciates Others

People with this characteristic help others to feel valued by listening, understanding and being slow to judge and quick to forgive. They show genuine care and concern for others regardless of status or background.. 'Appreciates Others' is itself made up of two sub-competencies: Positive Regard and Trust Radius.

- *Positive Regard*: Takes an active interest in the lives of others and demonstrates respect for them and their point of view. Aware of their feelings and needs, they are seen as empathic and help people to feel valued.
- *Trust Radius*: Trusts a wide range of people without being naïve. Widens the circle of openness and trust by being slow to judge and quick to forgive.



### Your self-appraisal for the competency 'Appreciates Others'


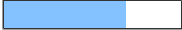
You see yourself as someone who generally feels concern and respect for other people and who would like to help them feel valued. In addition, it seems that you find it reasonably easy to place your trust in other people. On the whole, you will not judge a person too quickly and will be sometimes be prepared to 'give them a second chance' before making your final judgement about them.

To the extent that this is so, then you are likely to be seen as someone whose approach to people is based on a regard and respect for their views, ideas and emotions. On the whole, people will be likely to reciprocate the trust you place in them.

# SOCIAL MANAGEMENT

This area is composed of two competency groups, 'Exerts Influence' and 'Builds Relationships', and your scores in this area are shown below.

Exerts Influence		
Influence	2.67	
Constructive Discontent	2.00	

Builds Relationships		
Develops People	2.20	
Develops Collaboration	4.50	

## Exerts Influence

People with this characteristic are not afraid to get involved in situations which may be interpersonally demanding. They do not avoid conflict and use their considerable skill to get a reasonable resolution. They have the ability to influence others in a way which is both positive and gains commitment.. 'Exerts Influence' is itself made up of two sub-competencies: Influence and Constructive Discontent.

- ***Influence***: Demonstrates skill and flexibility in persuading others, using a variety of methods and styles. Shows sensitivity and understanding of the individuals concerned which helps win hearts as well as minds.
- ***Constructive Discontent***: Is willing to confront issues and to manage conflict in a direct and timely manner. Is seen to be firm but fair and generally able to find a way to make the best of difficult situations.

### Your self-appraisal for the competency 'Exerts Influence'

Your questionnaire results suggest that you do see yourself as being particularly skilled when it comes to persuading others. On the whole, you do not feel that it is particularly important to adjust your style of persuasion according to whom you are trying to influence and do not seem to devote very much attention to the 'arts and skills' of persuasion. Also, it seems that you do not particularly like to deal with conflict situations in which people take varying points of view. You may sometimes find yourself avoiding such issues or not addressing them directly.

If this is so, you may find that you have rather less success than you would like when it comes to influencing people. Perhaps you need to put more effort into gaining the necessary commitment from people by winning their hearts as well as their minds. Maybe you need to consider different approaches to persuading people, perhaps varying your methods according to whom you happen to be addressing. It may also help to consider how you feel when confronted with difficult interpersonal issues. For example, how you would feel if you had to challenge people or their performance? How you would feel when you have to deal with a conflict between others? Do you feel that people will view you less positively if you criticise what they have done or said?

## Builds Relationships

People with this characteristic are socially skilled and interested in building relationships with a wide range of people. They maintain useful networks of contacts and bring people together in a spirit of collaboration. They are encouraging and supportive in a way which makes people want to learn, grow and collaborate.. 'Builds Relationships' is itself made up of two sub-competencies: Develops People and Develops Collaboration.

- *Develops People*: Encourages others to learn and grow. Makes appropriate use of delegation, coaching and encouragement to create an environment in which people want to learn and feel safe to make mistakes.
- *Develops Collaboration*: Builds long term relationships and maintains useful networks of contacts. Makes good use of their social skill for making new contacts, bringing people from diverse areas together and spotting opportunities for collaboration.



### Your self-appraisal for the competency 'Builds Relationships'


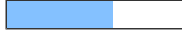
You see yourself as being skilled in building collaborative relationships - spending time helping people to build and maintain a network of useful contacts and bringing people together for mutual collaboration and gain. Nevertheless, your questionnaire responses suggest that you prefer not to allocate a great deal of time to helping people grow and learn. You do not seem greatly interested in providing people with learning opportunities nor do you often delegate tasks simply for the purpose of helping others develop their skills.

You are therefore likely to be seen as someone with particularly good social skills who is very highly motivated towards creating a climate of collaboration and growth within the organisation. On the other hand, it is possible that those for whom you are directly responsible may see you as not having sufficient interest in their development. You might therefore like to consider whether there could be benefits both for you and for others if you were to devote more of your time to coaching and supporting people.

# SOCIAL MOTIVATION

This area is composed of two competency groups, 'Leads for Results' and 'Inspires Commitment', and your scores in this area are shown below.

Leads for Results		
Leads the Vision	3.00	
Leads the Change	2.20	

Inspires Commitment		
Fosters Team Spirit	3.50	
Communicates	3.83	

## Leads for Results

People with this characteristic are stimulated by change and the future. They work hard to create a shared vision and to communicate it with enthusiasm so that people become committed to the change process. They do not "sell their vision" but instead they work to create one which is shared through involvement of those concerned.. 'Leads for Results' is itself made up of two sub-competencies: Leads the Vision and Leads the Change.

- ***Leads the Vision:*** Is focussed on what the future will look like. Works with others to create and articulate a compelling vision in which others feel involved, committed and motivated.
- ***Leads the Change:*** Stimulated by change. Sows the seeds, generates ideas and explains the benefits such that people become energised and willing to participate and contribute to the change process.

### Your self-appraisal for the competency 'Leads for Results'

It seems that you do show some concern for the future and for how things could change for the better. You would like to be able to make a difference if possible and you will quite often communicate your ideas to other people. In contrast, when change is needed, you do not seem feel it is particularly your responsibility to bring it about or to initiate the change process, either by your own actions or via other people. On the whole, this is a responsibility which it seems you would prefer to leave to others.

If this is accurate, then perhaps others will expect rather more direction from you - either in the form of clearer plans for change or by encouraging them to be more involved themselves in the change process. Overall, people may expect you to take a stronger lead in guiding the direction of change and turning the vision into reality.

## Inspires Commitment

People with this characteristic have a highly engaging style. Their interpersonal skills and their focus on people creates a climate of participation and enthusiasm. They demonstrate an ability to articulate messages and to communicate in a fluent, interesting and engaging way.. 'Inspires Commitment' is itself made up of two sub-competencies: Fosters Team Spirit and Communicates.

- Fosters Team Spirit: Creates a climate of participation through interaction, co-operation, enthusiasm and encouragement.
- Communicates: Fluent, interesting and engaging. Convinces by being coherent and achieving clarity and impact.

### Your self-appraisal for the competency 'Inspires Commitment'

It seems that you quite enjoy contributing to a sense of team spirit amongst the people with whom you work. You enjoy interacting with others and like to see people collaborating with one another. Furthermore, you feel you are someone who communicates well with other people and who is quite able to get across message.

If this is accurate, then people will describe you as able to generate enthusiasm in and commitment from those around you.

Date tested: 22/2/2007  
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