



Feedback Report

The EI Questionnaire

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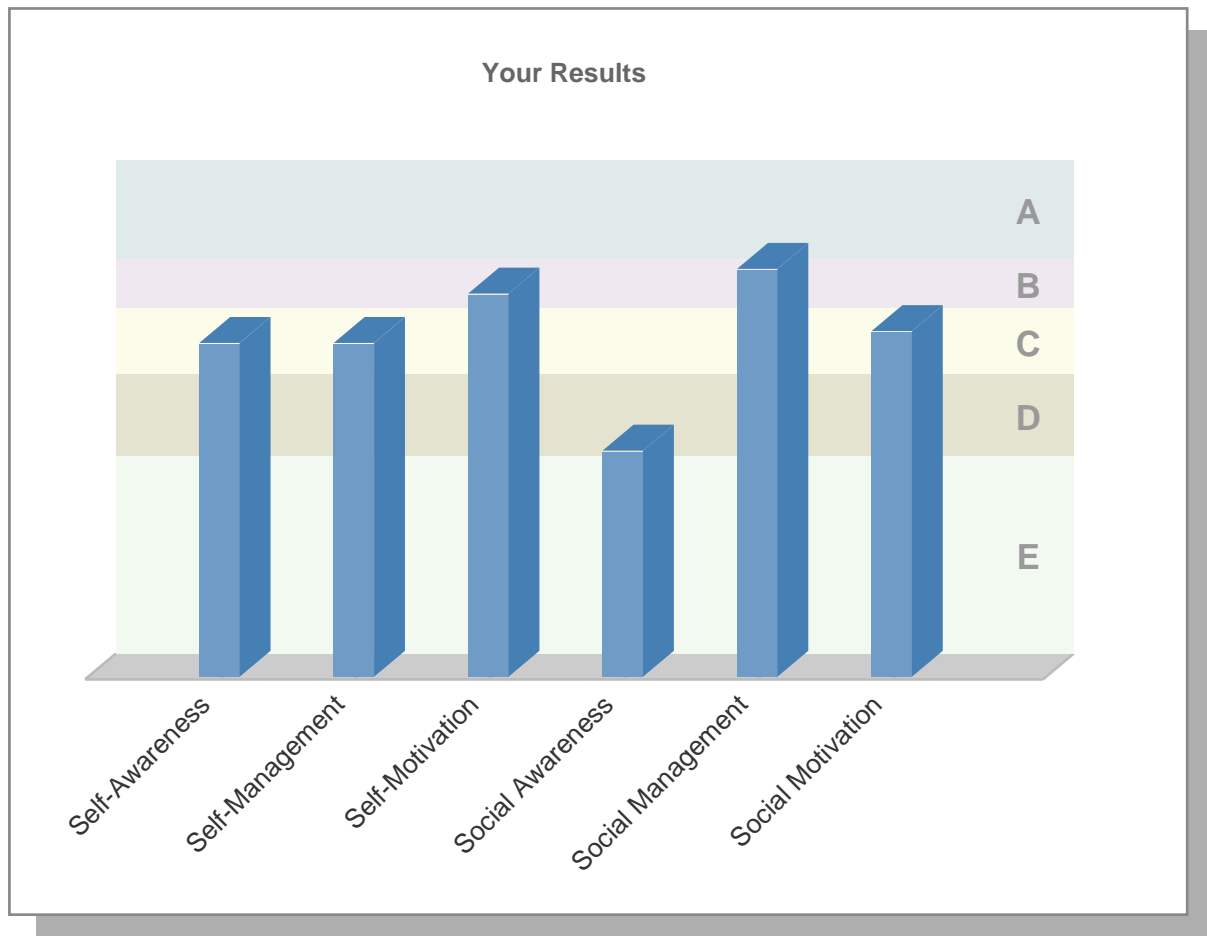


Feedback Report

The EI Questionnaire

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 and generates scores across 6 broad areas of emotional intelligence.

Your overall results are shown in the chart below.



The coloured bands (A-E) indicate the extent to which you believe you show the competency characteristics described in the questionnaire. The bands are defined as follows:

- A: shows these characteristics very consistently
- B: shows these characteristics consistently
- C: generally shows these characteristics
- D: is not consistent in showing these characteristics
- E: rarely shows these characteristics

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 individual competencies. How highly you scored on each 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.

Area	Competency	Range	Score
Self-Awareness	Self-Understanding	C	
	Self-Value	B	
Self-Management	Self-Regulation	B	
	Openness	C	
Self-Motivation	Drives for Results	A	
	Drives for Change	B	
Social Awareness	Understands Others	D	
	Appreciates Others	D	
Social Management	Exerts Influence	A	
	Builds Relationships	A	
Social Motivation	Leads for Results	A	
	Inspires Commitment	C	

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.

SELF-AWARENESS

Self-Awareness explores the degree to which a person understands and values him/herself. Without this understanding people are prone to react to events in an emotional and habitual way which may not always be appropriate or useful. Greater self-awareness moves people away from automatically responding to events, to consciously attending to what is happening and acting in a way that fits their self image. This area is composed of two competency groups, 'Self-Understanding' and 'Self-Value', and your scores in this area are shown below.

Area	Competency	Range	Score
Self-Awareness	Self-Understanding	C	 4.00
	Self-Value	B	 4.75

Self-Understanding

On the basis of your responses to the questionnaire, your view is that you are very aware of your own strengths and limitations and are happy to acknowledge when you do not possess all the skills or knowledge that may sometimes be needed or expected in particular situations. On the other hand though, it seems that you do not spend a great deal of time thinking about and analysing your own inner feelings. It also seems that you do not always understand why people react to you in the way they do.

If your self-perception is accurate, then although you are open about yourself and any limitations you may have, you may still need to understand a little more how your reactions may impact on other people. It may help if you were to spend a little more time trying to understand your own inner feelings.

Self-Value

Your questionnaire responses suggest that you have a good level of self-confidence and a sense of purpose which you feel you can express without becoming arrogant or over-demanding and rarely being swayed by short-term pressures. Also, you see yourself as being someone whom people can trust, who comes across to others as a very sincere person and who will take a stand that reflects your genuine beliefs.

If this is true, then people will admire your confidence and considerable sense of purpose. They will see you as a person of great integrity whose words match her deeds and who speaks with authority and authenticity. They will express a great deal of confidence in your ability to not be swayed by short-term pressure and to firmly stand by what you believe in.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Self-Understanding

Your results indicate that you have rated one or more of the behaviours that constitute 'Self-Understanding' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Test your comfort level. Now and then vary your pace of work and activities and assess what feels good and what less uncomfortable. Ask yourself why.

Recognise your default mode. Routinely ask yourself how you are feeling: anxious or relaxed, tired or energetic, bored or excited etc. Do you have a dominant emotion? Why?

Is your mood fit for purpose? Get into the habit of asking yourself how you appear to other people. Are your moods and reactions helping or hindering what you do

Self-Value

Your results indicate that you have rated one or more of the behaviours that constitute 'Self-Value' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

SELF-MANAGEMENT

Self-Management concerns the ability to express one's innermost thoughts and feelings whilst remaining in control and meeting commitments. It also involves continually listening, learning and adapting to life. Without this ability people can find themselves reacting impulsively and having their judgement clouded by emotion. Increased self-management enables greater flexibility in thought and feeling, and the capacity to take on board constructive feedback from others. This area is composed of two competency groups, 'Self-Regulation' and 'Openness', and your scores in this area are shown below.

Area	Competency	Range	Score
Self-Management	Self-Regulation	B	4.58
	Openness	C	4.17

Self-Regulation

You see yourself as showing great conscientiousness in terms of taking decisions, making commitments, fulfilling your responsibilities and following through on your promises. Furthermore, 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.

If your self-perception is correct, then people will have confidence in your ability to overcome short-term obstacles and pressures, to exercise your responsibilities with diligence and to 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.

Openness

You appear to thrive on change and to be a very flexible person, able to adapt your plans easily in the light of new information or modified circumstances. However, your responses to the questionnaire suggest you do not always encourage open dialogue. On the whole, you do not enjoy receiving feedback on your own behaviour and are not particularly happy about having to give feedback to others.

You are therefore likely to be continually listening and learning, seeking new and relevant information and avoiding becoming stuck into old ways of working and outdated processes. Such exceptional levels of receptivity to new information allow a person to easily change outdated perceptions and to manage evolving situations with great flexibility. However, it may also be that people will expect you to be more willing to listen and learn via feedback from them. Perhaps you do not seek enough feedback, especially if you think it is not going to show you in a positive light. Perhaps also you avoid giving or neglect to give open and honest feedback yourself to all the people who want and expect it from you.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Self-Regulation

Your results indicate that you have rated one or more of the behaviours that constitute 'Self-Regulation' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Take five. When you feel yourself about to give into an impulse, stop for a few seconds and take a deep breath

Openness

Your results indicate that you have rated one or more of the behaviours that constitute 'Openness' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Give something of yourself. If you are uncomfortable talking about yourself, ask yourself why. Perhaps you find it difficult because you are not in the habit of sharing your thoughts with others.

Embrace your mistakes. Everyone learns from their mistakes, and everyone makes mistakes. Acknowledge that the best learning often occurs when things do not go to plan.

Help others to talk openly. Encourage more open communication by using language such as 'Sometimes I find it difficult to...'

SELF-MOTIVATION

Self-Motivation centres on a person's drive to get going, sustain their energy levels and grow as an individual. In contrast a low level of engagement and motivation can lead to a lack of direction, resistance to change and ultimately wasted effort. Thus increased self-motivation typically shows itself through greater positivity and determination, and a thirst for taking on new ideas and challenges. This area is composed of two competency groups, 'Drives for Results' and 'Drives for Change', and your scores in this area are shown below.

Area	Competency	Range	Score
Self-Motivation	Drives for Results	A	5.25
	Drives for Change	B	4.50

Drives for Results

Your answers to the questionnaire suggest that you see yourself as someone who is exceptionally willing to take the initiative when something needs doing. You feel that you are determined to make things happen whenever there is a need and that you frequently show ingenuity and resourcefulness in overcoming any obstacles that get in the way. In addition, your self-perception is of a person with a high level of energy and will to succeed. You feel that you set yourself high standards, both in terms of your achievements and your capabilities, and that you continually do your best to meet those standards.

If this perception is accurate, then people will see you as someone who does not sit on her laurels but who drives for improvements and results. They will describe you as someone who sets very high standards and who will devote a considerable amount of energy to making things happen and ensuring that objectives are realised.

Drives for Change

It seems that you are someone who is able to remain optimistic, encouraging and supportive of others in the face of difficulties and adversity. Even in difficult times, you try your best not to allow things to get on top of you. Also, you feel you are reasonably good at tasks which require creativity and will quite often offer your ideas for solutions to a problem or a possibilities for change.

Such resilience will generate considerable hope and optimism in those around you and, combined with your ability to look at things afresh with new ideas and options, will help to create a positive mood and a belief that things will change for the better when times are difficult.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Drives for Results

Your results indicate that you have rated one or more of the behaviours that constitute 'Drives for Results' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.



Drives for Change

Your results indicate that you have rated one or more of the behaviours that constitute 'Drives for Change' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Look to the future. Endeavour to look beyond the here and now and consider what you can do to create a better futur

SOCIAL AWARENESS

Social Awareness looks at the way in which someone understands and respects other people. Without the ability to genuinely appreciate and value someone there is a danger of misreading their needs and concerns and of coming to judgement too quickly. Increased social awareness takes people from a superficial interest in others, and possibly a degree of suspicion of their motives, to a more open, empathic and trusting style of interaction. This area is composed of two competency groups, 'Understands Others' and 'Appreciates Others', and your scores in this area are shown below.

Area	Competency	Range	Score
Social Awareness	Understands Others	D	 3.58
	Appreciates Others	D	 3.00

Understands Others

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. Nevertheless, when it comes to other people, you seem to feel that you are not very perceptive. You do not see yourself as being good at judging people's strengths and weaknesses and your personal relationships with people may often influence and perhaps cloud your judgement about them.

If this is so, then it might help if you were to take a little more time before reaching conclusions about a person and to try to understand what is relevant and important from their own personal point of view. This will help you to understand issues from their perspective, which you might find is often very different from your own.

Appreciates Others

Your responses to the questionnaire suggest that you sometimes do not find yourself feeling especially concerned for or interested in other people. You appear not to take a great interest in how other people feel and you do not really see it as your responsibility to enhance other peoples' sense of self-value. Furthermore, on the whole, it seems that you do not trust other people easily. You appear to reach conclusions about people fairly quickly and will not give them many chances to change your mind about them. You do not feel you have to really try and get to know someone well before making judgements about them.

If this is so, then it is possible that people will feel that you are pre-judging them and perhaps even simply failing to listen to and understand them. They may feel that you do not value them, so making them reluctant to place their trust in you. You might therefore like to consider whether it would be worthwhile trying to develop a little more sensitivity towards the views, ideas and emotions of people whom you may currently not be taking as seriously as you could. This might also help you to develop a greater level of trust in a wider group of people and, conversely, may make them feel more confident in placing their trust in you. But to do this, it may firstly be important for you to explore more deeply your own feelings about yourself and your feelings about other people.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Understands Others

Your results indicate that you have rated one or more of the behaviours that constitute 'Understands Others' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Become a people watcher. Take some time to sit and observe people. Speculate about what they may be thinking or feeling, and consider what the clues/evidence might be that you are using.

Don't rush to judgement. Reflect on times when you have misjudged people. What did you miss? Were you stereotyping? What could you have spotted earlier?

Take an interest in people. Spend time getting to know what is important in a person's life. This is often the key to understanding what motivates them.

Meet the needs of others. Ask yourself what others would like from you and what would make them give their best

Appreciates Others

Your results indicate that you have rated one or more of the behaviours that constitute 'Appreciates Others' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Hand out rewards. Find something genuinely positive to say to each person you see during the day. Notice how it affects their mood and willingness to cooperate.

Develop your empathy. Put yourself in other people's shoes and consider how they might be affected by the way you interact with them.

See the unique value in people. When feeling negative towards someone try telling yourself that they are doing the best they can given the attitudes and abilities they have developed.

Look for good. Make a point of finding the positive in people you know and people you meet.

Talk about trust. Be honest with someone if you do not trust them and allow them the chance to explain themselves and change their behaviour, if necessary.

Give people a chance. Give everyone the opportunity to show you their best side. If they are always on the defensive they will not be so ready to cooperate with you

SOCIAL MANAGEMENT

Social Management revolves around interpersonal skill and the ability to build relationships that feel positive and collaborative. Without this ability others can feel manipulated, unsupported and excluded from decision making. So the power of social management comes from being able to persuade in a sensitive yet flexible manner, to develop bridges that encourage mutual contribution, whilst at the same time having the will to confront difficult situations. This area is composed of two competency groups, 'Exerts Influence' and 'Builds Relationships', and your scores in this area are shown below.

Area	Competency	Range	Score
Social Management	Exerts Influence	A	5.17
	Builds Relationships	A	5.08

Exerts Influence

You see yourself as being very capable indeed when it comes to persuading others. You are able to use a variety of different methods and approaches to bring others around to your point of view, paying particular attention to their own views and values in order to win their hearts as well as their minds. In addition, even in difficult situations where there are varying points of view, you feel you are able address issues directly, able to challenge others if necessary and are generally extremely competent at managing conflict promptly and fairly.

If this is so, then people will describe you as a very influential person - someone who is highly interpersonally skilled and persuasive and who can influence others in a way which is positive and which gains considerable commitment from them. Your flexible and resourceful communication style and your ability to manage conflict will help you to put forward your case, ignite enthusiasm and make people feel genuinely involved.

Builds Relationships

You see yourself as being particularly skilled in building collaborative relationships - spending whatever time necessary helping people to build and maintain a network of useful contacts and bringing people together for mutual collaboration and gain. Also, your questionnaire responses suggest that you are very interested in peoples' development and willing to provide them with opportunities to learn and grow. You see yourself as taking the time to coach and support people, you delegate responsibilities to others to help them develop and you try to create a non-threatening atmosphere in which people feel safe to make mistakes.

You are therefore likely to be seen as someone who is very concerned about those for whom she is directly responsible. People will see you as having particularly good social skills and as strongly motivated towards working with others and creating a climate of collaboration, growth and self-development within the organisation.

Additional Points

Your results suggest that you have strength across the range of behaviours that constitute Social Management and so no particular development activities are suggested.

SOCIAL MOTIVATION

Social Motivation is about having a vision for the future. People who are motivated in this way work with others to generate a compelling view of how things can be, as opposed to being rooted in the present and having an ambivalence to progress. A commitment to social motivation also implies the ability to kindle co-operation, and to engender a strong sense of belonging within a group, through an engaging and enthusiastic communication style. This area is composed of two competency groups, 'Leads for Results' and 'Inspires Commitment', and your scores in this area are shown below.

Area	Competency	Range	Score
Social Motivation	Leads for Results	A	5.17
	Inspires Commitment	C	3.83

Leads for Results

You appear to feel that you are someone who is very much focussed on the future and who really wants to make a difference. You communicate your visions with passion and eloquence, you encourage the visions of others and you try to make others feel that they very much want to be involved in plans for the future. Furthermore, where there is a lack of purpose and direction you see yourself very much as the one who will sow the seeds of change, encourage others to generate new ideas and act as a catalyst for change and development.

This would suggest that people see you as someone who shows exceptional abilities in involving people in the change process. You will do this by creating energy, enthusiasm and direction in order to create a shared vision of the future to which all are committed.

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. In addition, you feel you are someone who communicates well with other people and who is quite able to get across her message.

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

Additional Points

As well as any development suggestions made above you might like to consider the following:

Leads for Results

Your results indicate that you have rated one or more of the behaviours that constitute 'Leads for Results' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Inspires Commitment

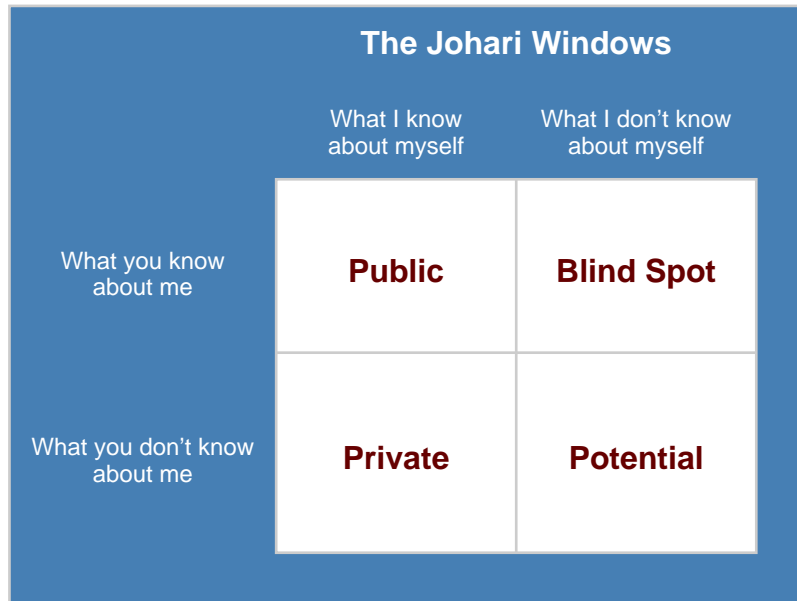
Your results indicate that you have rated one or more of the behaviours that constitute 'Inspires Commitment' in the middle or lower range. As a consequence these may be areas for development and you might like to consider the activities below.

Create a productive climate. Teams are more than just groups of individuals. Make sure that you give people time to get to know each other and a special place to **meet**. **Be passionate.** Convey your enthusiasm and use it to energise other people. If you are not a demonstrative person think of ways of showing that something has emotional meanin

The Johari Windows

It can be useful to consider how your own view of your competencies might differ from that of other people who know you well. One way of looking at this is to use the the 'Johari Windows' model which helps to explain how differences in self-disclosure and feedback can increase personal awareness.

The model consists of four windows which are labelled Public, Private, Blind Spot and Potential. Thus it draws a distinction between what you know about yourself and may or may not be willing to share (the Public or Private windows), and what someone else knows about you, but which you may not realise (the Blind Spot).



One way of gaining feedback from another person is to complete the Paired version of the EIQ in which another person also completes an alternative version of questionnaire expressing his or her view of your competencies. The report from the paired version then highlights the discrepancies between your own view and the other person. This can indicate particular competencies which are in your Blind Spot (i.e. where you are either overestimating or underestimating yourself) or where you are keeping a competency Private (i.e. not letting others be aware of it). There might be further competencies which you and others are not aware of - i.e. your Potential space.

Ultimately the aim of any feedback process is to open up discussions that tap into your Private area, shine light into your Blind Spot, and start to reveal any hidden Potential that you may have. This is achieved by disclosing more about yourself and/or receiving constructive feedback from another person.

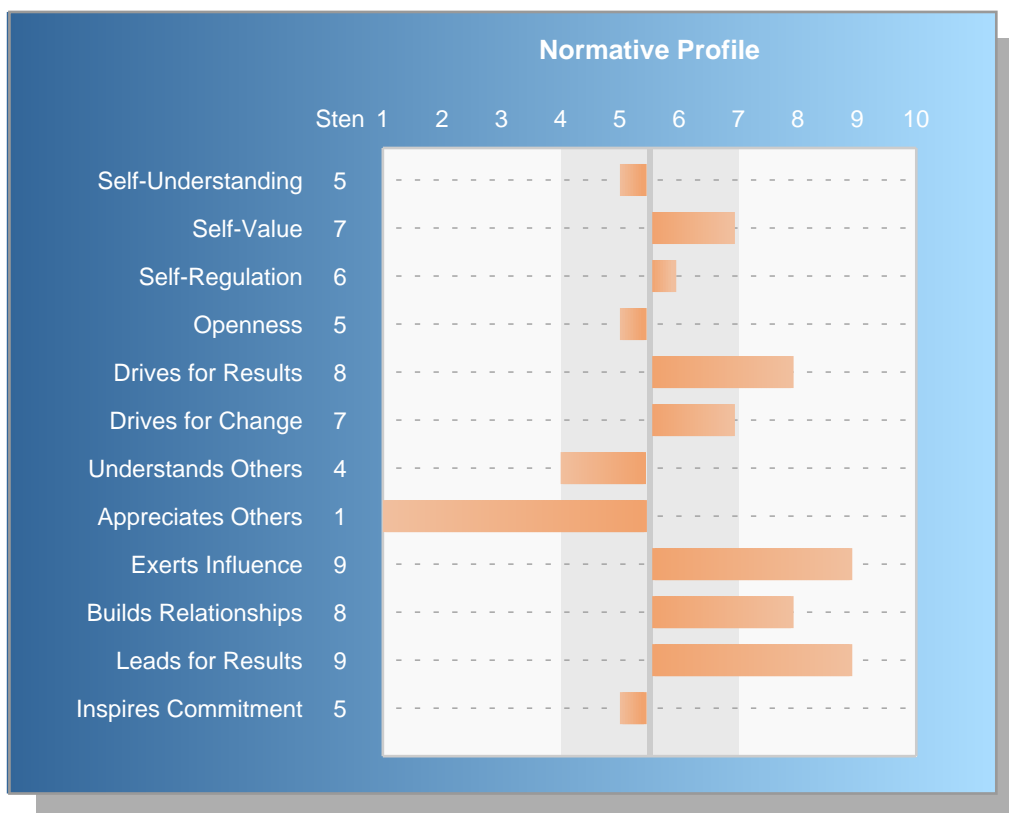
Comparing your scores to those obtained by other people

The previous sections of the report have provided your scores for each of the competencies covered by the EI Questionnaire. The scores were reported in terms of the average of the ratings for each of the questions for a given competency and so will have given you an idea of how you stand on each competency, in terms of the 1 to 6 rating scale.

In addition to this, it is also useful to see how your scores compare to those obtained by other people. For example, if you obtained a score of 4.8 on a given scale, then that suggests that you perform reasonably well on that competency. However, if the majority of other people obtained scores above 5.0, then compared to them your score would be relatively low.

The diagram below shows how your scores compare to those of other people. Where the bar for a competency moves from the centre line towards the right, your score for that competency is higher than that obtained by the typical person. Where your score moves from the centre line towards the left, your score for that competency is lower than that obtained by the typical person.

The numbers in the Sten column express this quantitatively. A sten score for a competency of 7 or over would indicate that you perform better in that competency area than most other people. A sten score of 4 or less would indicate that you perform less well than most other people. The group to which your responses were compared (the 'norm group') is indicated below the diagram.



Norms used: Development Participants (399 participants at training courses and developmental workshops)

Date tested: 30/4/2010

Norm group used: Development Participants

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