



Feedback Report – Paired Version

The EI Questionnaire

Susan Sample



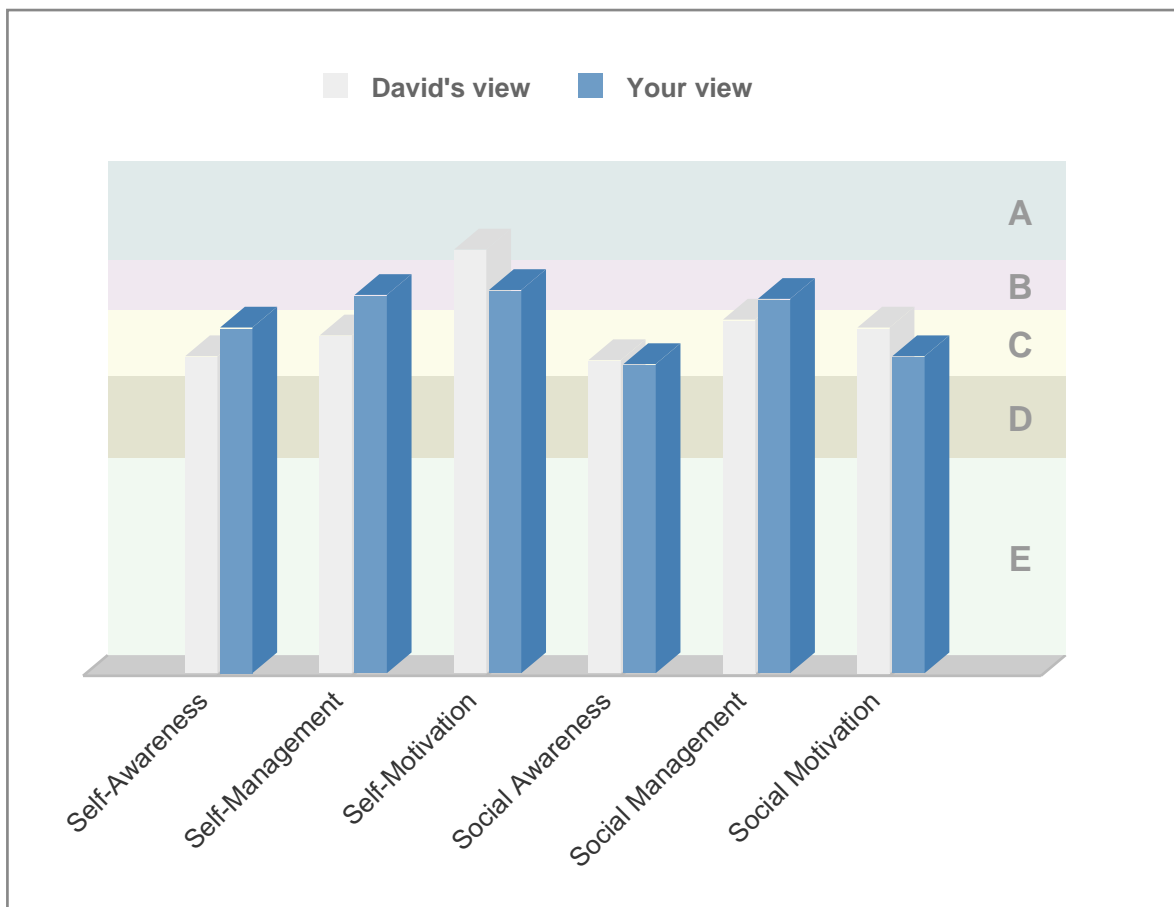
Feedback Report for Susan Sample

(with feedback from David Demonstration)

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. In addition, a further person, David Demonstration, has completed a feedback version of the EI questionnaire in which he has given his views about how he sees you in relation to each of the 6 areas of social functioning. David's detailed feedback is also provided in this report.

Your overall results are shown in the chart below.



The coloured bands (A-E) indicate the extent to which you and David 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. Both your own scores and those of David are shown by the bars to the right of the competency name. These scores convey how you personally judge yourself on each competency and also how David sees you.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Self-Awareness	Self-Understanding	C C		
	Self-Value	B C		
Self-Management	Self-Regulation	A B		
	Openness	B C		
Self-Motivation	Drives for Results	B A		
	Drives for Change	B B		
Social Awareness	Understands Others	D C		
	Appreciates Others	B C		
Social Management	Exerts Influence	A B		
	Builds Relationships	C C		
Social Motivation	Leads for Results	B A		
	Inspires Commitment	D 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	Blue = Your own view	Grey = David's view
Self-Awareness	Self-Understanding	C	 4.42	
		C		 4.00
	Self-Value	B	 4.58	
		C		 4.42

Self-Understanding

You believe that you have a high level of awareness about your feelings and emotions as well as how these affect other people. It seems that you have a willingness to manage any issues arising in an open and constructive way. This suggests that you are very comfortable dealing with the emotional side of life. Also, on the basis of your responses to the questionnaire, your view is that you are reasonably well aware of your own strengths and limitations and will usually be prepared to acknowledge when you do not possess all the skills or knowledge that may sometimes be needed or expected in particular situations.

If your self-perception is accurate, then people are likely to see you as an open and non-defensive person and will probably describe you as having a very high level of maturity and a very good understanding of your own moods, reactions and emotions.

David feels that you are reasonably well aware of your own strengths and limitations and will usually be prepared to acknowledge when you do not possess all the skills or knowledge that may sometimes be needed or expected in particular situations. Furthermore, he sees you as having a reasonable level of awareness about your feelings and emotions and how these affect other people. He thinks you are reasonably comfortable dealing with the emotional side of life.

On balance, David sees you as being an open person, aware of her limitations and with a good understanding of her own moods, reactions and emotions.

Self-Value

You see yourself as being someone whom people can trust, who comes across to others as an exceptionally sincere person who will always take a stand that reflects your genuine beliefs. In addition, your questionnaire responses suggest that you are reasonably self-assured and feel you can generally express your point of view confidently without letting your emotions interfere or get in the way.

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

David thinks that you have a very high level of self-confidence and a strong sense of purpose which you can express without becoming arrogant or over-demanding and without being swayed by short-term pressures. On the other hand though, he thinks that it is not always easy for you to be 'up front' about things and that you may sometimes prefer to conceal what you think or how you feel.

If David's view is correct, you might like to consider whether, at times, your words and your deeds do not always match. For example, have there been times when you have not always done what you said you would, perhaps occasionally leaving people feeling let down?

Additional Points

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

Self-Understanding

There were some aspects of this competency area on which you tended to rate yourself more highly than David who saw this as an area for possible development. This suggests either that aspects of how you behave may be hidden from David or that you are possibly overestimating some of your competencies. Either way you might like to think about the following:

Check your feelings. Rate yourself on an imaginary 10-point 'ready for anything - ready for nothing' scale every morning and reflect on the reasons for your rating.

Know your strengths. Imagine that you are going to an interview and will be asked about your five key strengths. What are they? How will you 'sell' them to the interviewer?

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

Self-Value

There were some aspects of 'Self-Value' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Self-Value' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

Accept your good points. Offer honest and positive feedback to others: pointing out the good points in others can encourage you to do so to yourself.





Identify your values. Think about and explore your spoken (espoused) and unspoken values. What standards do you really expect of yourself and others?

Make sure you deliver. Ensure you are realistic when making a promise to do something. It is better to decline than to have genuine problems fulfilling a commitment.

Be resonant with your inner self. Think of the most genuine person you know. What shines through? And what does this tell you about 'authenticity'?

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	Blue = Your own view	Grey = David's view
Self-Management	Self-Regulation	A	 5.08	
		B	 4.50	
	Openness	B	 4.58	
		C	 4.33	

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. Also, your self-perception is that you are someone who is composed and non-defensive and who reacts to difficult situations with an appropriate balance between action and restraint. On the whole, you do not let circumstances get on top of you and you appear to feel very capable at maintaining your focus on what needs to be done.

If your self-perception is correct, then people will have great trust 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 highly emotionally stable, capable of accepting high levels of responsibility and capable of remaining extremely effective under pressure.

David thinks that you show a good level of conscientiousness in terms of taking decisions, making commitments, fulfilling your responsibilities and following through on your promises. Furthermore, he sees you as a fairly well balanced and non-defensive person who is not very often put out by having to deal with difficult situations. He feels that you can cope with most every-day situations and generally manage to maintain your focus on what needs to be done.

On balance, David 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. He appears to see you as someone who is emotionally well-balanced and capable of remaining effective under pressure.

Openness

You see yourself as someone who encourages dialogue and who is very willing to listen, learn and understand. You seem open to receiving feedback even if it does not always show you in a positive light. In addition, 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.

You are therefore likely to enjoy learning and to enjoy seeking 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 you to give them open feedback which they will see as being genuine and without any hidden agendas.

David sees you as thriving on change and being a very flexible person, able to adapt her plans easily in the light of new information or modified circumstances. Also, he sees you as someone who is willing to listen and learn and who is happy to receive feedback on your opinions and actions from others.

Overall, David sees you as continually listening and learning, seeking new and relevant information and avoiding becoming stuck into old ways of working and outdated processes. He will have confidence in the feedback which you give and which he will see as genuine and without any hidden agendas.

Additional Points

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

Self-Regulation

There were some aspects of this competency area on which you tended to rate yourself more highly than David who saw this as an area for possible development. This suggests either that aspects of how you behave may be hidden from David or that you are possibly overestimating some of your competencies. Either way you might like to think about the following:

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

Openness





There were some aspects of 'Openness' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Openness' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

See change as opportunity. Think about some form of change that you resisted, but which actually turned out to be a good idea.

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

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	Blue = Your own view	Grey = David's view
Self-Motivation	Drives for Results	B	 4.92	
		A		 5.58
	Drives for Change	B	 4.83	
		B		 5.00

Drives for Results

Your self-perception is of a person with a very high level of energy, determination and will to succeed. You feel that you set yourself very high standards, both in terms of your achievements and your capabilities, and that you continually strive to meet those standards. Furthermore, your answers to the questionnaire suggest that you see yourself as someone who happily takes the initiative when something needs doing. You feel that you are keen to make things happen and that you often show ingenuity and resourcefulness in overcoming obstacles that get in the way.

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.

David's view in relation to this area was broadly in agreement with your own view though a little more positive.

Drives for Change

You appear to be someone with lots of ideas, a powerful imagination and a drive for change. You feel you are a creative person and will always be one of the first to offer a new solution to a problem or a suggestion for change. In addition, 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.

Such resilience will generate considerable hope and optimism in those around you and, combined with your skill in looking 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.





David's view in relation to this area was broadly in agreement with your own view though slightly more negative.

Additional Points

Your results, and those from David are in the higher range for both competencies. This suggests that you have strength across the range of behaviours that constitute Self-Motivation and so no particular development activities are suggested.

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	Blue = Your own view	Grey = David's view
Social Awareness	Understands Others	D	 3.67	
		C		 4.25
	Appreciates Others	B	 4.58	
		C		 4.08

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. However, when it comes to other people, you do not feel that you are particularly perceptive. You might sometimes find it hard to judge people's strengths and weaknesses accurately and your personal relationships with people might sometimes influence 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.

David sees you as a reasonably good judge of people who is quite often able to identify people's strengths and weaknesses. Also, he thinks that you are fairly aware of the needs and feelings of other people. He sees you as doing your best to understand what is personally important to them and so being better able to understand things from their point of view.

Overall, David sees these qualities as helping you to deal effectively with other people. He sees you as good at empathising with people and able to understand their motivations and their reactions, so helping them to feel that they are being understood and appreciated.

Appreciates Others

You see yourself as someone who shows high levels of positive regard and respect for people. You seem to be genuinely interested in and concerned for others and feel it important to help them feel valued. Furthermore, 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 who is slow to judge and quick to forgive - someone whose approach to people is based on a genuine positive regard and respect for their views, ideas and emotions. This approach will also help to create trust amongst others and a sense that people are valued for their true qualities rather than in terms only of their status and background.

In David's view, you generally feel concern and respect for other people and would like to help them feel valued. In addition, he thinks that you find it reasonably easy to place your trust in other people. He thinks that, on the whole, you will not judge a person too quickly and will sometimes be prepared to 'give them a second chance' before making your final judgement about them.

On balance then, David sees you as someone whose approach to people is based on a regard and respect for their views, ideas and emotions. He feels that people will be likely to reciprocate the trust you place in them.

Additional Points

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

Understands Others

There were some aspects of this competency area on which you tended to rate yourself less highly than David did. It could be that David is recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

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.

Listen! Do you actually pay attention to other people, or are you turning off, thinking ahead, jumping into the conversation etc

Appreciates Others

Although David saw 'Appreciates Others' as an area which you may possibly need to develop, you rated yourself more positively than he did. Perhaps there are aspects of how you function in this area of which David is not aware. On the other hand, you might possibly be overestimating some of your competencies. Whichever is the case, you might want to explore the following ideas:





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.

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

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	Blue = Your own view	Grey = David's view
Social Management	Exerts Influence	A	 5.17	
		B	 4.75	
	Builds Relationships	C	 4.42	
		C	 4.42	

Exerts Influence

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. Also, you see yourself as being very capable when it comes to persuading others. You are able to use a variety of different methods and approaches to influence their opinions, paying attention to their own views and values in order to help win them over to your own point of view.

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.

David's view in relation to this area was broadly in agreement with your own view though slightly more negative.

Builds Relationships

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. Furthermore, you feel that you sometimes devote time to building collaborative relationships with other people and will also sometimes help others to develop the contacts they need in order to collaborate with others.

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 good social skills and as motivated towards working with others and creating a climate of collaboration, growth and self-development within the organisation.

David thinks you are 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. In addition, he believes that that you quite like to provide people with opportunities to learn and develop. He feels that you will allocate at least some of your time to coaching and supporting people and will sometimes delegate responsibilities to others to help them learn.

Overall, David sees you as someone who shows concern for those for whom he is directly responsible. He believes you have particularly good social skills and are strongly motivated towards working with others and creating a climate of collaboration within the organisation.

Additional Points

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

Exerts Influence

Your results, and those from David, for 'Exerts Influence' are in the higher range. This implies that this is a strength. So in this case no particular development activities are suggested for this competency.

Builds Relationships





There were some aspects of 'Builds Relationships' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Builds Relationships' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

Tune your evaluation skills. Work on your ability to decide if people have the competence and confidence to take on bigger roles.

Network, network, network. Even if it does not come naturally to you, treat networking as a work task and set goals for attendance at social events

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	Blue = Your own view	Grey = David's view
Social Motivation	Leads for Results	B	 4.67	
		A		 5.17
	Inspires Commitment	D	 3.75	
		C		 3.83

Leads for Results

Where there is a lack of purpose and direction you see yourself as helping to sow the seeds of change, encouraging others to generate new ideas and acting as a catalyst for change and development. Also, 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.

This would suggest that people will see you as someone who will be good at involving others in the change process, particularly in terms of managing the detailed process of change.

It seems to David that you are someone who is very much focussed on the future and who really wants to make a difference. He feels that 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, he see you as very much the one who will sow the seeds of change, encourage others to generate new ideas and act as a catalyst for change and development.

On balance, David feels that you demonstrate exceptional abilities in involving people in the change process. He sees you as creating energy, enthusiasm and direction in order to create a shared vision of the future to which all are committed.

Inspires Commitment

You see yourself as are able to create a sense of team spirit in which commitment and participation are the norm. You like to encourage others to interact with one another and feel you are able to inject your own enthusiasm into the entire process. Nevertheless, it seems that you do not see yourself someone who is a highly skilled communicator. You do not feel that you have a particularly engaging or inspirational style of communication.

If this is accurate, then people will describe you as someone who will use her enthusiasm to generate high levels of participation in and commitment from those around her. Nevertheless, you might be able to increase the enthusiasm of others yet further by trying to vary your communication style. It might help to spend some time observing others who you feel are more capable in this area and see if this might give you some ideas for approaches you could try yourself.

It seems to David that you quite enjoy contributing to a sense of team spirit amongst the people with whom you work. He thinks that you enjoy interacting with others and like to see people collaborating with one another. In addition, he thinks that you communicate well with other people and are quite able to get across your message.

Overall then, David would 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

There were some aspects of this competency area on which you tended to rate yourself less highly than David did. It could be that David is recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

Parachute yourself forwards. What does the future look like and how are you going to get there

Inspires Commitment

There were some aspects of 'Inspires Commitment' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Inspires Commitment' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

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 meaning.

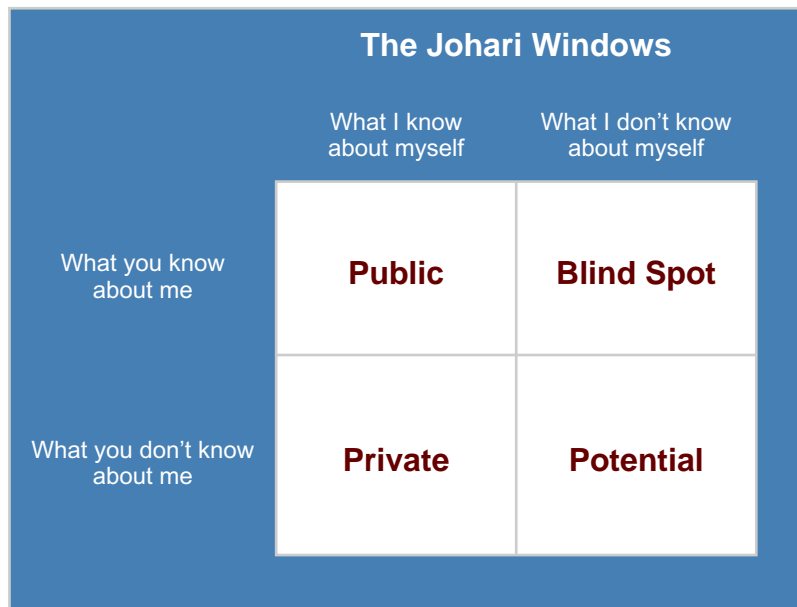
Get to the point. If you have something to say, say it. Influential communication is about grasping the moment and having great clarity.

Speak with sincerity. Even difficult messages become palatable if people believe that you are speaking from the heart. Let others know that you are sincere

Using the Johari Windows for Self-Development

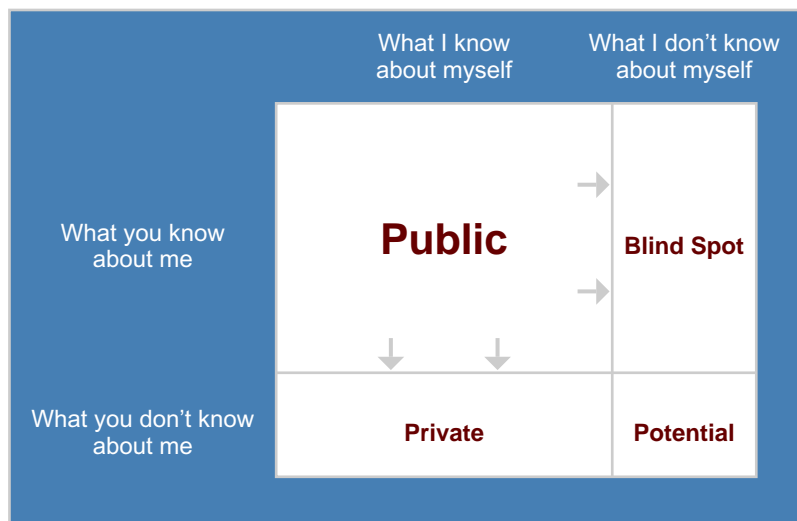
It is useful to think about what any differences between your results, and those of your co-respondent, David, might mean. One way of looking at this is to use the 'Johari Windows' model. This helps to explain how differences in self-disclosure and feedback can increase personal awareness.

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).



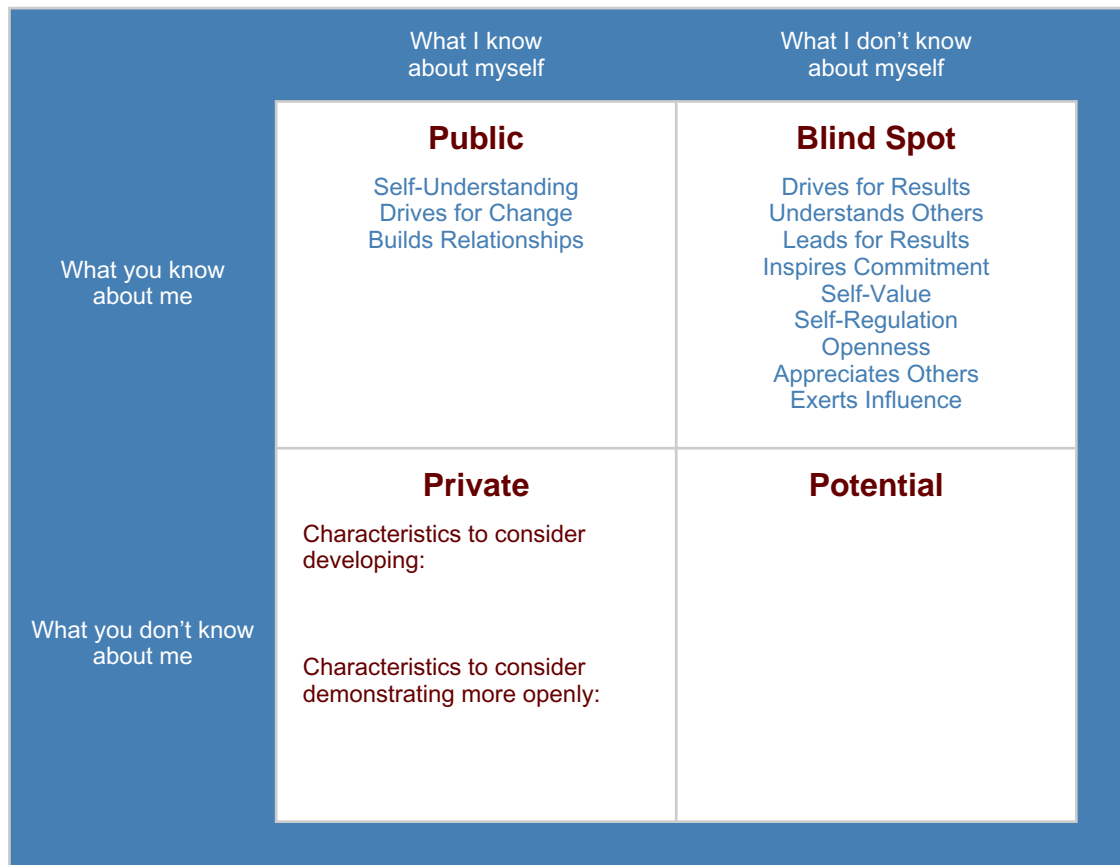
Practically this model has been used to generate any additional points that are included in this report. For example, a mismatch between you and David could indicate that David is seeing something in you that you may not recognise or value because it's in your Blind Spot; or that you are over-estimating or under-estimating your competencies, compared to David, because David does not know what you are keeping Private. Likewise you might both be in the dark, in the Potential space, because neither of you have enough information on which to judge a particular competency.

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 (as illustrated by the arrows in the second diagram below). This is achieved by disclosing more about yourself and/or receiving constructive feedback from another person.



The competencies assessed by the EIQ have been allocated to the four Johari Windows as shown in the diagram below. Wherever there was a discrepancy between your own ratings and David's, the assumption has been made that David's ratings are the most accurate. Whilst this is not necessarily true, it places the emphasis on you to challenge David's view and to think carefully about why and how he has formed his opinion of you and in what respects he might be right or wrong. For those competencies where you think David might be mistaken in his view of you, you might want to transfer them to another window: for instance, from the Blind Spot window to the Private window.

Please note that the assumption that David's view of you is accurate is only for the sake of this exercise since we have no way of knowing the truth. Ultimately therefore, this must be a matter for your own personal reflection.



The competencies that are placed in the Blind Spot window can be considered in terms of those where your ratings were lower than David's and those where David's ratings were higher than your own.

Competencies you rate lower than David

David sees the following competencies as characteristic of you, but you disagree with him:

- Drives for Results
- Understands Others
- Leads for Results
- Inspires Commitment

These discrepancies could have arisen because you are genuinely unaware of how good you are in these areas. If so, then this is why these competencies are in your 'blind spot' and you may like to consider how you could appreciate (and use) them more fully. However, there are alternative interpretations as follows:

- Perhaps you were being unduly modest when answering the questionnaire. If the truth is that you do recognise some of the competencies as being qualities, then they should be transferred to the PUBLIC window.

- Perhaps you have successfully managed to disguise some weaknesses which you know are less developed than David believes. For those competencies where this is the case you should consider transferring them to the PRIVATE window under the heading 'Characteristics to consider developing'.

Competencies you rate higher than David

David does not see the following competencies as characteristic of you, but you think they are:

- Self-Value
- Self-Regulation
- Openness
- Appreciates Others
- Exerts Influence

These discrepancies could have arisen because you have never received good honest feedback and never realised the standards that others apply. If so, then these competencies are appropriately placed in your 'blind spot'. However, there are alternative interpretations as follows:

- Perhaps you were consciously exaggerating your qualities when answering the questionnaire but the truth is that you recognise these as weaknesses. If so, these competencies should be transferred to the "Potential" window.
- Perhaps you have successfully managed to disguise particular strengths such that David has a misguided view of your qualities. Where this is the case you should consider transferring these competencies to the PRIVATE window under the heading 'Characteristics to consider demonstrating more openly'.

Competencies where David felt he had limited knowledge

The table below shows, for each of the 12 competencies, the number of questions on which David indicated that he was not confident about the response he gave due to limited knowledge of you in the area in question. In each case, the number is out of 12. For example, if the number 2 appears next to one of the competencies, that would mean that David felt uncertain about his responses on 2 out of the 12 questions relating to that competency.

For those competencies where the number is high (e.g. 8 or greater), any data or results presented in this report concerning David's view of you in relation to that competency should be viewed with caution as they will be based on a relatively low level of confidence on his part.

Competencies	No. of 'uncertain' items
Self-Understanding	0
Self-Value	0
Self-Regulation	0
Openness	0
Drives for Results	0
Drives for Change	0
Understands Others	0
Appreciates Others	0
Exerts Influence	0
Builds Relationships	0
Leads for Results	0
Inspires Commitment	0

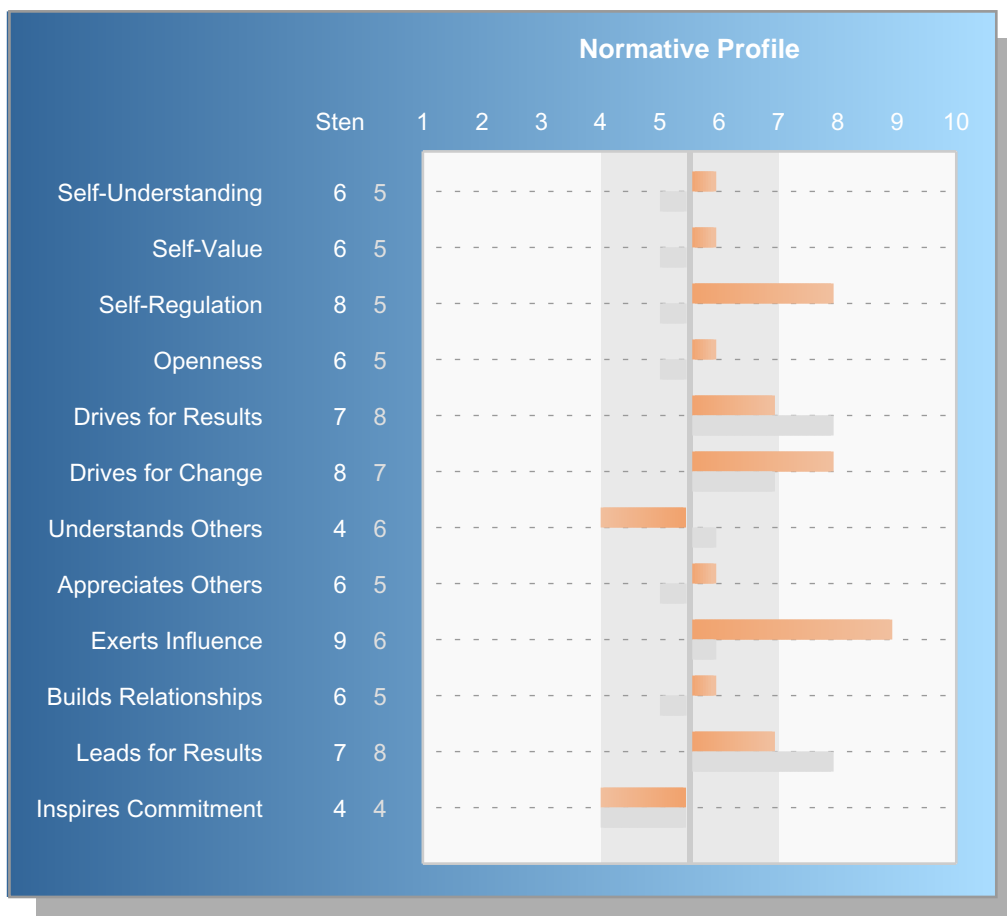
Comparing your scores to those obtained by other people

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 orange bars represent your own self-ratings and the grey bars represent David's ratings.

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. The white numbers show your own sten scores and the grey numbers show David's scores. 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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