

# emotional intelligence questionnaire

Personal Competency Report

Name: **Sample Report**

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Internet: [www.myskillsprofile.com](http://www.myskillsprofile.com)  
Email: [support@myskillsprofile.com](mailto:support@myskillsprofile.com)

## Introduction

The EIQ16 measures aspects of your emotional intelligence by asking you questions about your understanding of emotions and feelings as well as your attitudes and reactions in various situations. Groups of questions relate to different aspects of emotional intelligence called emotional competencies. It is the particular combination of emotional competencies possessed by a person that contributes to their uniqueness.

Competencies are not the only influence on your individuality, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience and your current life situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment.

First, your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like.

Second, the results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself.

Third, this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

Fourth, the report describes your level of competence in different areas of emotional intelligence by comparing your responses against those of a large international comparison group of managers and professionals.

Your results are reported on a ten point scale known as the Standard Ten (Sten) scoring system. The table below indicates what different Sten scores mean and how they should be interpreted.

Sten	% scores	Meaning	Level	Competence
8-10	15	Higher than average	5	Expert
7	15	High-average	4	Skilled
5-6	40	Average	3	Competent
4	15	Low-average	2	Consider developing
1-3	15	Lower than average	1	Improve

## Assessment Scales

The EIQ16 has 16 scales that measure different aspects of emotional intelligence.

<b>Self-analysis</b>	This scale assesses the degree to which you are in touch with your feelings and emotions and notice when your mood changes.
<b>Analysis of others</b>	This scale measures the extent to which you pay attention to and identify other people's feelings and emotions.
<b>Self-expression</b>	This scale assesses how far you pick up on emotional cues and can tell when something is wrong or when someone is trying to deceive you.
<b>Discrimination</b>	This scale indicates how far you are able to describe and communicate your feelings and emotions.
<b>Thinking</b>	This scale reflects the degree to which you follow your hunches and feelings and let your feelings guide your thinking.
<b>Judgment</b>	This scale assesses the extent to which you allow your instincts and intuition to influence your judgments and decisions.
<b>Sensitivity</b>	This scale indicates the extent to which you are able to capitalize on mood changes in a positive way to explore and analyze things.
<b>Problem solving</b>	This scale assesses the extent to which you use your own and other people's feelings and emotions to help solve problems.
<b>Symptoms</b>	This scale measures your ability to recognise a range of common emotions - for example, happiness, anger, fear, surprise, interest etc.
<b>Causes</b>	This scale shows how far you understand the factors that lead people to experience different feelings and emotions.
<b>Complexity</b>	This scale assesses the extent to which you understand complex feelings, emotional blends and contradictory states.
<b>Transitions</b>	This scale indicates the degree to which you are aware of and can anticipate how emotions progress and change.
<b>Openness</b>	This scale measures the extent to which you stay open to pleasant and unpleasant feelings to help manage situations and events.
<b>Monitoring</b>	This scale assesses how far you are able to reflectively engage or ignore your feelings and emotions to help guide your actions.
<b>Self-control</b>	This scale assesses your ability to stay in control of your feelings and emotions when you are under pressure and stress.
<b>Managing others</b>	This scale indicates the degree you are able to manage other people's feelings and emotions in a sympathetic manner.

## Emotional Intelligence Level

Overall, you come out as possessing Level 4 skills on emotional intelligence. Your responses to the questionnaire suggest that the development of emotional skills and competencies has been an important driver for you. Your total score is within the top 25% of scores of the international comparison group. This indicates that EI is likely to be one of your strengths. The remainder of the report describes your profile in more detail.

### Reading people

Emotional intelligence consists of four related abilities or competencies. The first of these is reading people - that is, identifying how you and those around you are feeling and being able to see how people are really feeling even when they may be putting on an outward show. This cluster of abilities also covers the ability to express emotions appropriately for the situation. A competent manager knows what people feel, will talk about feelings and can show how they feel. Your responses indicate that you are as competent as the average person in reading people's feelings and emotions.

### Using emotions

This cluster of emotional competencies is about using feelings and emotions to guide your thoughts and behavior. It means getting in the mood and using feelings and emotions to facilitate thinking, problem solving and decision making. The ability to use emotions can help you identify different scenarios and give you a different and enhanced perspective on issues in work and family life. It will help you see the world in different ways and appreciate other people's points of view. A skilful manager can feel what others are feeling and focuses on what's important when emotions are strong. Your responses indicate that you are an expert in this area.

### Understanding emotions

Understanding emotions will help you predict how people will react to different situations. This cluster of abilities is about developing a map of how emotions operate, about how one emotion can lead to another and result in a particular emotional state. It covers understanding the warning signs of emotional states such as boredom, apprehension and anger. When you possess an emotional map, you will be able to deal more effectively with the ups and downs in your career and in your life. A competent manager knows how people will react to different situations and knows what to say and what to do to get the best from themselves and from other people. Analysis of your responses indicates that you are skilled at understanding feelings and emotions.

### Managing emotions

Your emotions and other people's emotions are sources of information that along with rational and logical information can help you make well-informed decisions. This cluster of abilities is about staying alert to your own and other people's instincts, gut feelings and mood swings. It also covers the ability to manage your own and other people's feelings and emotions in pressurized and stressful situations in order to maximize your own and other people's performance. A skilful manager connects with themselves and with other people. He or she knows how to psych themselves and other people up or down appropriately for the situation. You seem to be an expert in managing your own and other people's feelings and emotions.

### Impression management

Our analysis of your results indicates that you seem to have generally responded to the questionnaire in a candid way.

## Reading People

		Sten									
		1	2	3	4	5	6	7	8	9	10
Self-analysis		Orange			Yellow	< ... >	Light Green		Green		
Analysis of others		Orange			Yellow	< ... >	Light Green		Green		
Self-expression		Orange			Yellow	< ... >	Light Green		Green		
Discrimination		Orange			Yellow	< ... >	Light Green		Green		
<b>Reading people</b>		Orange			Yellow	< ... >	Light Green		Green		
		Low			Average				High		
<b>Skill level</b>	<b>Level 3: Competent.</b> You can read people's feelings and emotions as well as the average person.										
<b>Description of dimensions</b>											
Self-analysis	You are as aware of your own feelings and emotions as the average person.										
Analysis of others	You can usually read nonverbal behaviour and sense what other people are feeling.										
Self-expression	You are able to describe and express your feelings and emotions.										
Discrimination	Your ability to distinguish between real and fake emotions is as well developed as the average person's.										
<b>Management competency implications</b>											
Interacting and presenting	Your level of competence in reading people should help you communicate and network effectively; persuade and influence people; and, relate in a confident and relaxed manner.										
Supporting and cooperating	Your level of competence in reading people should help you work with individuals and teams, supporting people and showing respect and positive regard.										

## Using Emotions

		Sten											
		1	2	3	4	5	6	7	8	9	10		
Thinking		Orange			Light Orange	Yellow		<	...	>	Green		
Judgment		Orange			Light Orange	Yellow		<	...	>	Green		
Sensitivity		Orange			Light Orange		<	...	>	Green			
Problem solving		Orange			Light Orange	Yellow			<	...	>	Green	
<b>Using emotions</b>		Orange			Light Orange	Yellow		<	...	>	Green		
		Low			Average				High				
<b>Skill level</b>	<b>Level 5: Expert.</b> You seem to be an expert in using feelings and emotions in thinking, problem solving and decision making.												
<b>Description of dimensions</b>													
Thinking	Your thinking is influenced to a large extent by your feelings and emotions.												
Judgment	Your instincts and intuition have a strong impact on your assessments, judgments and decisions.												
Sensitivity	You are fairly knowledgeable about how to use mood changes to get different perspectives on a situation.												
Problem solving	You make considerable use of feelings and emotions to help generate ideas and solve problems.												
<b>Management competency implications</b>													
Leading and deciding	Your well developed instincts and intuition will help you make decisions, take control and exercise leadership.												
Creating and conceptualizing	Your expertise in using your own and other people's instincts and intuition enables you to handle situations and problems with innovation and creativity.												

## Understanding Emotions

		Sten									
		1	2	3	4	5	6	7	8	9	10
Symptoms		Orange			Yellow	< ... >	Light Green		Green		
Causes		Orange			Yellow	Light Green		< ... >	Green		
Complexity		Orange			Yellow	< ... >	Light Green		Green		
Transitions		Orange			Yellow	Light Green		< ... >	Green		
<b>Understanding emotions</b>		Orange			Yellow	< ... >	Light Green		Green		
		Low			Average			High			
<b>Skill level</b>	<b>Level 4: Skilled.</b> You seem to have a pretty good understanding of how emotions and feelings work.										
<b>Description of dimensions</b>											
Symptoms	Your ability to identify basic emotions is as well developed as the average person's.										
Causes	You seem to understand what causes different feelings and emotions.										
Complexity	You have a fair understanding of complex, mixed and contradictory emotions.										
Transitions	You seem to have a good understanding of how emotions change, develop and progress under different situations.										
<b>Management competency implications</b>											
Organising and executing	Your appreciation of how emotions and feelings work should help you address people issues when organising and executing work activities.										
Analysing and interpreting	Your grasp of how emotions and feelings work should help you analyse the people side of management problems and issues.										

## Managing Emotions

		Sten									
		1	2	3	4	5	6	7	8	9	10
Openness		Orange			Yellow	<	...	>	Green		
Monitoring		Orange			Yellow		Green	<	...	>	
Self-control		Orange			Yellow	<	...	>	Green		
Managing others		Orange			Yellow		Green	<	...	>	
<b>Managing emotions</b>		Orange			Yellow	<	...	>	Green		
		Low			Average			High			
<b>Skill level</b>	<b>Level 5: Expert.</b> You seem to be an expert in managing your own and other people's feelings and emotions.										
<b>Description of dimensions</b>											
Openness	You usually stay open to positive and negative emotions, both your own and those of others around you.										
Monitoring	You evaluate emotional information and change emotional gears when you need to.										
Self-control	You have the ability to think clearly and stay focused when things go wrong or when you are under pressure.										
Managing others	You show respect for others' feelings and interact with them in a sensitive way.										
<b>Management competency implications</b>											
Adapting and coping	Your expertise in managing emotions will help you respond well to change, manage pressure effectively and cope well with setbacks.										
Enterprising and performing	Your well developed skills in managing emotions will help you get results and achieve your personal work objectives.										

## Next Steps

Most people don't need to completely change their style to work in a more emotionally intelligent and competent manner. The following kinds of modest changes have been suggested by experts in the field of emotional intelligence and leadership.

Try to understand what you do well, what motivates and satisfies you and what people and situations push your buttons. Assess how your mood affects your behaviour and performance. Seek feedback to check whether how you see yourself is the same as how other people see you.

Observe people and listen to their conversations. Get to know people on a personal level and try to understand their perspectives and work well with them. Walk around your work environment and notice what is happening. Put yourself in other people's situations and ask yourself what you would do.

When things get difficult, give yourself time to digest difficult situations and sleep on things. Put your immediate needs on hold in favour of achieving larger goals. Give things an opportunity to work out before reacting, but don't allow things to fester. Be cautious about taking important decisions when you are experiencing a low or high mood. Use performance enhancement techniques such as breathing techniques, visualisation, and smiling and laughing to help manage pressure and lift your mood.

Try to use your feelings as a signal to understand what is going on, and balance emotional considerations and facts when making decisions. Try to make your decisions transparent, and try to be reliable and genuine when you discuss your reasons for decisions.

Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and encourage them to work harder.

Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals and try to respond with "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.

Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favourites. Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.

The next section provides further suggestions on things you might try to improve your emotional competencies.

### Profile Chart

Scale	Lower		Average		Higher		High Score Meaning			
	1	2	3	4	5	6			7	8
Self-analysis				<	...	>		Analyzes own emotions in different situations and states.	Reading people	
Analysis of others				<	...	>		Recognizes how others are feeling in different situations and states.		
Self-expression				<	...	>		Expresses emotions and needs appropriately for the situation.		
Discrimination				<	...	>		Recognizes feelings and emotions that point to dishonesty or manipulation.		
Thinking				<	...	>		Uses feelings and emotions to redirect or prioritize thinking.	Using emotions	
Judgment				<	...	>		Uses feelings and emotions to facilitate judgment and decision making.		
Sensitivity				<	...	>		Capitalizes on mood changes to appreciate multiple points of view.		
Problem solving				<	...	>		Uses emotional states to facilitate problem solving and creativity.		
Symptoms				<	...	>		Can spot the clues and warning signs of common emotional states.	Understanding emotions	
Causes				<	...	>		Understands the root causes of positive and negative emotions.		
Complexity				<	...	>		Understands complex feelings and emotional blends		
Transitions				<	...	>		Understands transitions among different feelings and emotions.		
Openness				<	...	>		Open to pleasant and unpleasant feelings and emotions.	Managing emotions	
Monitoring				<	...	>		Monitors feelings and emotions and reflects on implications and meaning.		
Self-control				<	...	>		Knows how to control own feelings and emotions effectively.		
Managing others				<	...	>		Handles others' feelings and emotions sensitively and effectively.		
Impression management				<	...	>		Appears to have responded in a candid and self-critical manner	MID	
1 2 3 4 5 6 7 8 9 10										
Reading people				<	...	>		Self-analysis, Analysis of others, Self-expression, Discrimination	Key Factors	
Using emotions				<	...	>		Thinking, Judgment, Sensitivity, Problem solving		
Understanding emotions				<	...	>		Symptoms, Outcomes, Complexity, Transitions		
Managing emotions				<	...	>		Openness, Monitoring, Self-control, Managing Others		

## Development Advice

Key Area	Dimension	Suggestion
<b>Reading people</b> Identify and express feelings and emotions	<b>Self-analysis</b> Identify your own feelings and emotions	Keep a mood diary recording your feelings and emotions at different points in the day
		Try to spot when your mood changes and anticipate how the change may affect your behaviour
		Assess how your own mood changes may have influenced your performance and relationships over the past month
	<b>Analysis of others</b> Identify other people's feelings and emotions	Look around your work and home environment and take in what is going on
		Observe people in and outside work, listen to their conversations, and diagnose their feelings and emotions
		At critical points in a project, ask bosses, colleagues and direct reports how they feel about things
	<b>Self-expression</b> Express your own feelings and emotions	Express feelings and emotions to help build trust and develop warm and genuine relationships
		Use individual and team successes to express positive emotions and say thank you
		Share anxieties and concerns with other people at work and at home rather than keeping things to yourself
	<b>Discrimination</b> Identify false behaviour and deception	Look for at least four signals suggesting the same thing before totally believing it (Rule of Four)
		In high-stakes situations, analyse people's motives and why they are taking certain positions
		If you have a bad feeling about someone, or something seems too good to be true, look for information to corroborate or refute it

## Development Advice (cont.)

Key Area	Dimension	Suggestion
<b>Using emotions</b> Use feelings and emotions to facilitate thinking, problem solving and decision making	<b>Thinking</b> Use feelings and emotions to help focus on key issues and concerns	Probe your own feelings and emotions to elicit your underlying concerns
		Switch emotional gears to identify the pros and cons of different options and approaches
		Get a range of perspectives by inviting others to express their feelings and emotions
	<b>Judgment</b> Play in feelings and emotions to help reach judgments and decisions	Invite stakeholders to express views and feelings about different options
		Listen to your feelings alongside other sources of information and advice
		Don't ignore bad feelings/anxiety about an option until you have information to refute it
	<b>Sensitivity</b> Use feelings and emotions to generate ideas and possible solutions	Use your positive moods to generate plans and ideas for improvement
		Invite team members to adopt a positive mood to carry out blue sky thinking
		Invite team members to adopt a positive mood to generate/build on each other's ideas and solutions
	<b>Problem solving</b> Change moods to explore problems from different angles and perspectives	Invite team members to each express key risks, concerns, or threats to a project
		Envisage optimistic and pessimistic scenarios to see a problem from different angles
		Ask stakeholders what their views and concerns are to help build a rich picture of a problem

## Development Advice (cont.)

Key Area	Dimension	Suggestion
<b>Understanding emotions</b> Understand the signs, causes and consequences of feelings and emotions	<b>Symptoms</b> Identify the signs of different emotional states	Consider what the emotional signs of a high performing team are
		Consider what the emotional signs of job-related stress and burnout are
		Consider what the emotional warning signs of low morale are
	<b>Causes</b> Understand what causes different emotional states	Consider what produces a confident team
		Consider what anxiety and low self-esteem in the team means
		Consider what frequent mood changes in an individual or team indicate
	<b>Complexity</b> Understand what causes different emotional states	Consider what conditions produce happy employees
		Consider what conditions produce frustrated and angry team members
		Consider what conditions cause relationships at work to break down
	<b>Transitions</b> Understand how emotions change and progress	Learn how to defuse workplace conflict and create team harmony
		Learn how to lift the mood of a group and cheer people up
		Learn how to create enthusiasm and inspire people

## Development Advice (cont.)

Key Area	Dimension	Suggestion
<b>Managing emotions</b> Manage your own and other people's feelings and emotions	<b>Openness</b> Stay open to feelings and emotions	Take an interest in office politics
		Monitor the emotional temperature in your team
		Develop and maintain a broad network of contacts
	<b>Monitoring</b> Change emotional gears when necessary	Use humour to defuse tension and help other people change emotional gears
		Use visualization and positive self-talk to manage performance anxiety
		Use positive reinforcement to help build confidence
	<b>Self-control</b> Control your own feelings and emotions	Stay calm and in control before important events or when things do not go to plan
		Express frustrations and concerns appropriately rather than bottling things up
		Recognise how other people's feelings and emotions may be affecting you
	<b>Managing others</b> Deal with other people's feelings and emotions sympathetically	When individuals are upset or disruptive, deal with the issue quickly
		Act to prevent emotional contagion and the emotional temperature escalating
		Provide opportunities for people to express emotions about success and failure

## Notes