



EMOTIONAL INTELLIGENCE QUESTIONNAIRE

Personal Report

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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 10-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	Percent	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.

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

Emotional Intelligence

Overall, you come out as Level 2 competence on emotional intelligence. Your responses to the questionnaire suggest that the development of emotional skills and competencies has only been a moderately important driver for you up to now. Your total score is within the low average range of scores of the international comparison group. This indicates that EI is less likely to be one of your strengths. You are probably the type of person who feels more comfortable dealing with facts and information rather than feelings and emotions. 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 skillful manager can feel what others are feeling and focuses on what's important when emotions are strong. Your responses indicate that you are less capable than the average person in this aspect of emotional intelligence. You should consider improving your skills 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 as competent as the average person in understanding feelings and emotions.

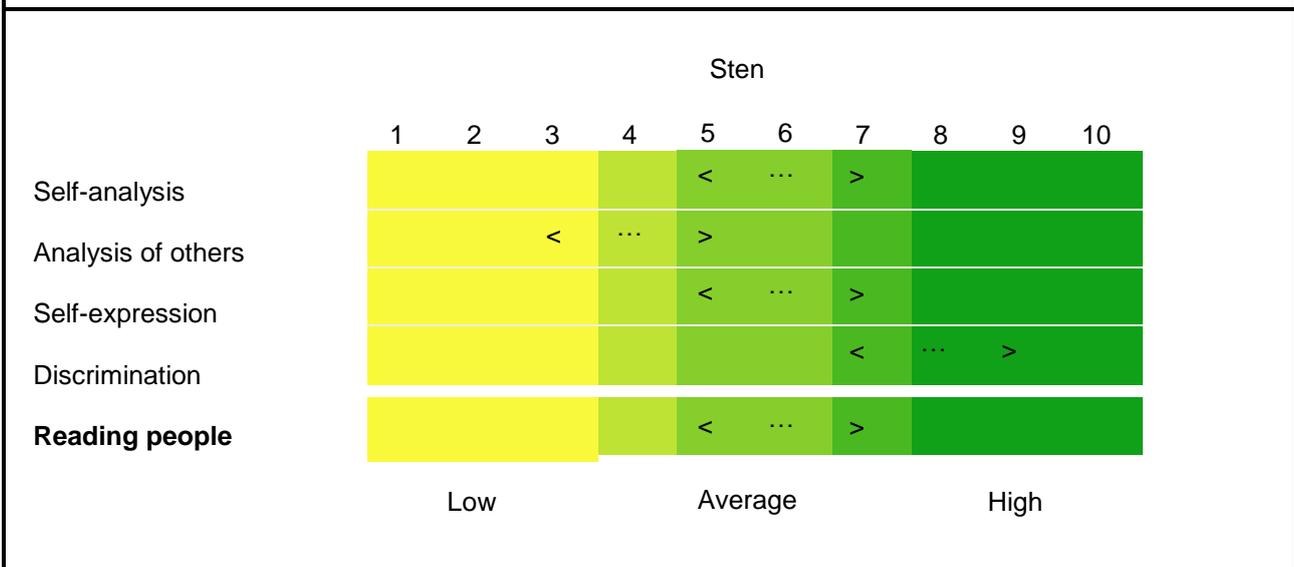
Managing Emotions

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 skillful 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 slightly less skilled than the average person 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



Skill level	Your responses indicate that you are as competent as the average person in reading people's feelings and emotions.
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DESCRIPTION OF DIMENSIONS

Self-analysis	You are as aware of your own feelings and emotions as the average person.
Analysis of others	You don't seem to pay a lot of attention to other people's feelings and emotions.
Self-expression	You are as communicative and forthcoming about your feelings and emotions as the average person.
Discrimination	You can distinguish between real and fake emotions - for example, when someone is trying to manipulate you or deceive you.

MANAGEMENT COMPETENCY IMPLICATIONS

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	< ... >
Judgment	... >
Sensitivity	< ... >
Problem solving	< ... >
Using emotions	< ... >
	Low Average High
Skill level	Your responses indicate that you are less capable than the average person in this aspect of emotional intelligence. You should consider improving your skills in this area.
DESCRIPTION OF DIMENSIONS	
Thinking	Your thinking is not really influenced very much by your feelings and emotions.
Judgment	You do not seem to use instincts and intuition much in making assessments, judgments and decisions.
Sensitivity	You have some knowledge about how to use mood changes to get different perspectives on a situation.
Problem solving	You do not seem to use feelings and emotions to help generate ideas and solve problems.
MANAGEMENT COMPETENCY IMPLICATIONS	
Leading and deciding	You will improve your ability to make decisions, take control and exercise leadership by learning about how to use feelings and emotions in problem solving and decision making.
Creating and conceptualizing	You will improve your ability to handle situations and problems creatively by learning how to use feelings and emotions in creative problem solving.

UNDERSTANDING EMOTIONS										
Sten										
	1	2	3	4	5	6	7	8	9	10
Symptoms	Yellow			Light Green	< ... >	Light Green	Dark Green	Dark Green		
Causes	Yellow			Light Green	< ... >	Light Green	Dark Green	Dark Green		
Complexity	Yellow			Light Green	< ... >	Light Green	Dark Green	Dark Green		
Transitions	Yellow			Light Green	Dark Green	Dark Green	< ... >	Dark Green	Dark Green	
Understanding emotions	Yellow			Light Green	< ... >	Light Green	Dark Green	Dark Green		
	Low			Average			High			
Skill level	Analysis of your responses indicates that you are as competent as the average person in understanding feelings and emotions.									
DESCRIPTION OF DIMENSIONS										
Symptoms	Your ability to identify basic emotions is as well developed as the average person's.									
Causes	Your understanding of what causes different feelings and emotions is as well developed as the average person's.									
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.									
MANAGEMENT COMPETENCY IMPLICATIONS										
Organizing and executing	Your competence in this aspect of emotional intelligence should help you address people issues when organizing and executing work activities.									
Analyzing and interpreting	Your basic understanding of how emotions and feelings work should help you analyses the people side of management problems and issues.									

MANAGING EMOTIONS										
Sten										
	1	2	3	4	5	6	7	8	9	10
Openness			<	...	>					
Monitoring			<	...	>					
Self-control						<	...	>		
Managing others	<	...	>							
Managing emotions			<	...	>					
	Low			Average			High			
Skill level	You seem to be slightly less skilled than the average person in managing your own and other people's feelings and emotions.									
DESCRIPTION OF DIMENSIONS										
Openness	Your ability to stay open to positive and negative emotions, both your own and those of others around you, seems to be slightly less developed than the average person's.									
Monitoring	You seem to be slightly less capable than the next person of evaluating emotional information and changing 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 seem to prefer to ignore rather than deal with people's emotions and feelings.									
MANAGEMENT COMPETENCY IMPLICATIONS										
Adapting and coping	Developing your ability to manage emotions will help you handle change, manage pressure and cope with setbacks.									
Enterprising and performing	Developing your ability to manage 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 behavior 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 favor 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, visualization, 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 favorites. 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			9	10
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	MD
	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
Reading people Identify and express feelings and emotions	Self-analysis 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 behavior
		Assess how your own mood changes may have influenced your performance and relationships over the past month
	Analysis of others 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
	Self-expression 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
	Discrimination Identify false behavior 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
Using emotions Use feelings and emotions to facilitate thinking, problem solving and decision making	Thinking Use feelings and emotions to help focus on key issues and concerns	Probe your own feelings and emotions to elicit your underling 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
	Judgment 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
	Sensitivity 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
	Problem solving 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
Understanding emotions Understand the signs, causes and consequences of feelings and emotions	Symptoms 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
	Causes 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
	Complexity 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
	Transitions 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
Managing emotions Manage your own and other people's feelings and emotions	Openness 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
	Monitoring Change emotional gears when necessary	Use humor 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
	Self-control 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
		Recognize how other people's feelings and emotions may be affecting you
	Managing others 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