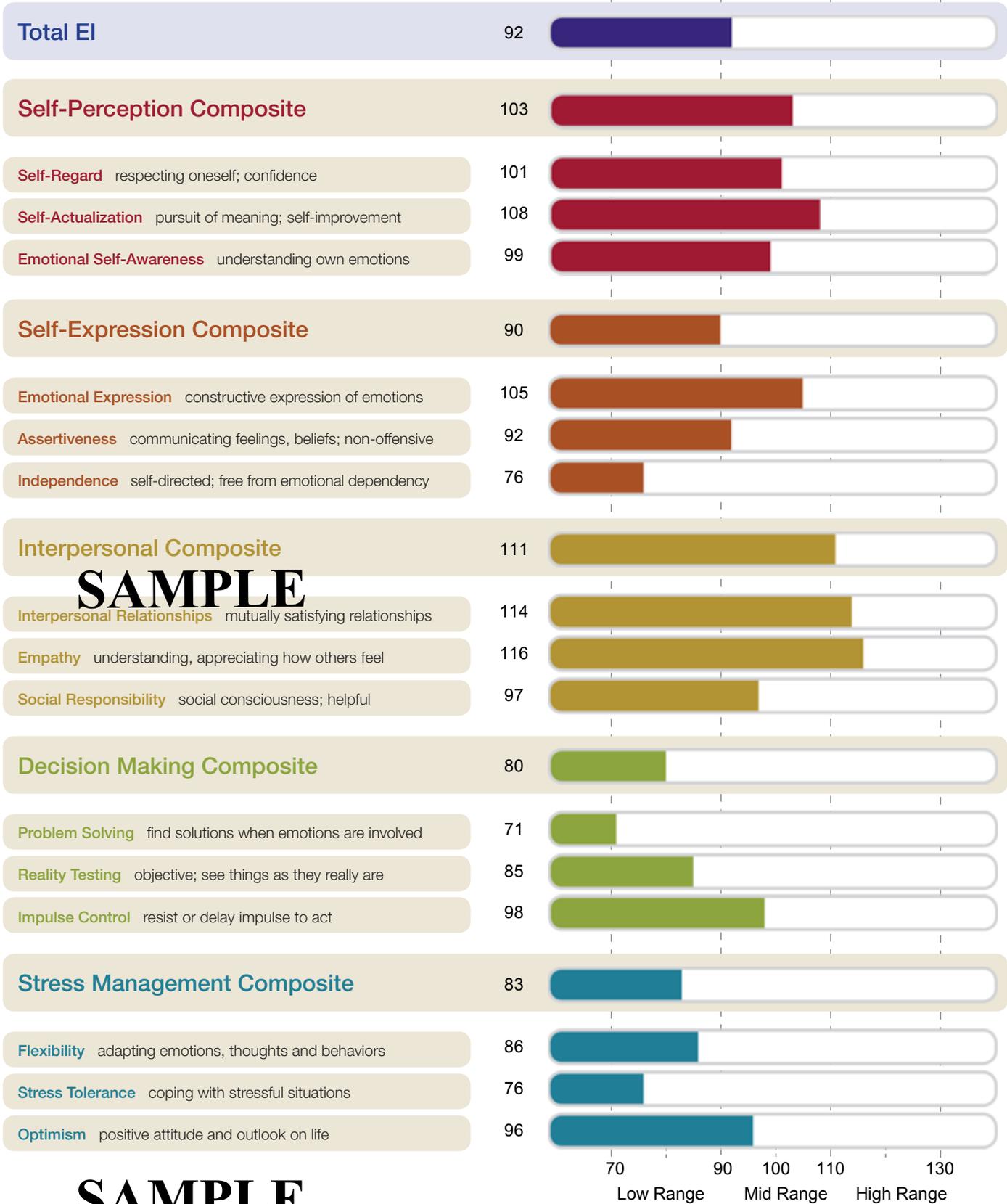


Overview of Your Results

SAMPLE

70 90 100 110 130



SAMPLE

 70 90 100 110 130
 Low Range Mid Range High Range

Self-Regard

SAMPLE

Self-Regard respecting oneself; confidence

101

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Jen, your result suggests that you do have a good sense of your own strengths and weaknesses without being overly confident. At times you may experience lower self-confidence; however, you approach most challenges with self-assuredness and a can-do attitude. You may have:

- a reasonable level of respect for yourself, your talents, and your weaknesses.
- a willingness to openly admit mistakes or unfamiliarity with a situation.
- a well-developed sense of identity—you know what you are good at.

Impact at Work

Emotional Implications. The emotional implications of self-regard extend further than many people realize. The implications from your result suggest that you are driven to achieve your fullest potential, you show a more positive outlook on your capabilities, and you are likely more confident in expressing yourself than those individuals with lower self-regard.

Social and Behavioral Implications. Your self-respect and understanding of your strengths and weaknesses is often perceived by others as confidence in your approach to work. Your feelings of inner strength and self-confidence are evident in the way you conduct yourself and interact with others. You are likely to maintain eye contact, make use of body language that is engaging, and use a tone of voice that is welcoming but deliberate and decisive where appropriate. Like a majority of other people, you still have moments where your self-regard waivers, and care should be taken that you continue to leverage opportunities to showcase your talents and overcome weaknesses.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you insight to reveal hidden talents.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Identify opportunities to repeat the positive examples provided in your feedback.

Healthy Self-Doubt. To strengthen Self-Regard it is important to recognize the difference between healthy and unhealthy self-doubt.

- Healthy self-doubt results from knowing and accepting an area of weakness. For example, you are nervous giving presentations and you know this needs improvement.
- Unhealthy self-doubt results from negative self-talk; there is no evidence that you will do poorly, yet you are convinced you will fail.
- Unhealthy self-doubt prevents you from having stronger Self-Regard. Reflect on what triggers negative self-talk (e.g., stress, feelings of intimidation) and prove it wrong through your actions.

Balancing Your EI

This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(101)  **Problem Solving(71)**

Your Self-Regard is higher than your Problem Solving. These components work effectively together when self-confidence promotes the feeling that you can and will succeed. Therefore, cultivate a feeling of resilience and perseverance to commit to finding required solutions.

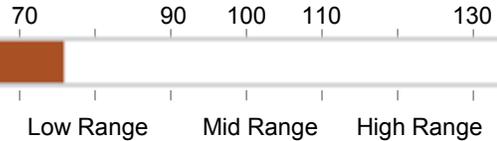
Name: [REDACTED]

Independence

SAMPLE

Independence self-directed; free from emotional dependency

76



What Your Score Means

Jen, being independent means that you are capable of feeling, thinking, and working on your own. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. In your work environment, this can be particularly obvious when you need to make decisions. Although there is nothing wrong with consultation, regularly passing on the role of primary decision maker could be seen as emotional dependency. Consider the following interpretation of your results:

- you like guidance and direction from others on how to do your job.
- you prefer to defer decision making to someone else.
- you see yourself as a supportive follower, you go “with the grain”.

Impact at Work

Emotional Implications. Think of independence as the stage for showcasing your other EI abilities. If you are unable to think or act freely, you are less likely to demonstrate to your colleagues that you have other strengths in EI. You may have many great qualities, but others are unlikely to notice them.

Social and Behavioral Implications. Your score on Independence suggests that you are susceptible to the influence of your colleagues and superiors. Although you have a marked preference for working with others and making decisions in collaboration with coworkers, your reliance on these people suggests that you might be resistant or uncomfortable if required to work autonomously. In conversations or meetings, you may find yourself adopting the same emotions as others in the room or easily conforming to others’ decisions. While this can give the impression of being a great team player, it is at the expense of you putting forth your own independently generated ideas.

Strategies for Action

Stop the Self-Talk. Self-talk, that voice inside your head, can both motivate you and discourage you from being independent. If your self-talk is filled with fear of making mistakes or thoughts of self-doubt, you will be unlikely to take independent action. The next time you find yourself making excuses for why you shouldn’t act/decide on your own, write down arguments against each of your self-talk excuses. For example: “What if I make the wrong decision?”—“Well, I have consulted subject matter experts and completed my own research, so I am well informed. And if it is the wrong decision, then the worst that will happen is _____”.

Holding Yourself Accountable. When you need to make a decision, build in personal accountability by stating to others that you will be the primary decision maker and that you are gathering input to be well informed prior to making the decision.

- By simply stating up front that you are the final decision maker, you will be less likely to pass the buck to someone else for the final decision.
- You can still gather information and feedback prior to making the decision; just be aware that no one is going to give you the answer—you need to do that on your own.

Balancing Your EI

This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Independence(76) ↔ **Interpersonal Relationships(114)**

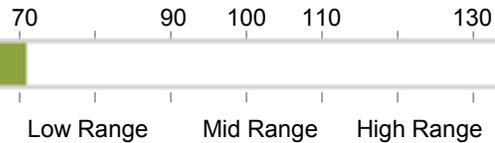
Your Independence is lower than your Interpersonal Relationships result. To balance these components, recognize the importance of being a team player, without becoming overly reliant on the direction or support of others. Be collaborative, but retain the courage of your convictions.

Problem Solving

SAMPLE

Problem Solving find solutions when emotions are involved

71



What Your Score Means

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. Jen, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

- you may prefer others to make decisions for you.
- you may struggle to keep a clear focus on the problem at hand.
- much of your time and energy is spent worrying about decisions rather than trying to solve them.
- you may feel as if you have little control over the outcome of the process.

Impact at Work

Emotional Implications. You are likely derailed by your emotions when it comes to decision making. Rather than leveraging the impact an emotion can have on your ability to solve a problem, you fall victim to your own emotions, such as worry, anxiety, and fear. You may end up feeling paralyzed, exerting effort into worrying about a problem rather than generating the most effective emotion to help you solve it.

Social and Behavioral Implications. To others, you may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. Rather than taking action to resolve a problem as quickly as possible, your emotions may cloud your thinking, causing you to worry, feel overwhelmed, or avoid solving the problem all together. Although you may eventually reach sound solutions, it is difficult for people to see you in a leadership capacity where decisiveness and execution are paramount.

Strategies for Action

Define A Problem. By keeping your focus entirely on the definition of the problem, you can eliminate the tendency to worry about everything extraneous to the issue (e.g., the problem's history).

- Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts/language).
- Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

Watch Your Limit! Our brains typically handle seven chunks of information, whether we are memorizing or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyzes you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

Balancing Your EI

This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(71)  **Emotional Self-Awareness(99)**

Your Problem Solving is lower than your Emotional Self-Awareness. To balance these aspects of EI, emotions should be considered in the decision making process, but not over-analyzed. Emotional information should be integrated into the decision making process but should not block action. Working through emotions verbally with others as you are arriving at a decision can be helpful.