

# EMOTIONAL INTELLIGENCE VIEW360

Emotional Intelligence View 360 Report for:

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Online Assessment: 27 Jun 2008



The Emotional Intelligence View 360 report is designed to provide a focus about specific emotional intelligence competency strengths and potential development areas. It should not be used as a source of information concerning personnel actions including promotion, salary, review or termination.

# EMOTIONAL INTELLIGENCEVIEW360

## Summary Feedback Report

### Introduction

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarizes feedback from the following type and number of raters:

Self	1
Manager	1
Subordinate	4
Team Member	3

### What Does this Report Give Me?

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

# EMOTIONAL INTELLIGENCE VIEW 360

## Summary Feedback Report Continued

### What is Emotional Intelligence?

It's not how intelligent we are, but how we are intelligent. At the most basic level, Emotional Intelligence is the ability to recognize, understand and manage your emotions and behavior effectively.

### What are the Components of Emotional Intelligence?

The most widely accepted model of emotional intelligence (EI) has been influenced by several scientists and researchers. Howard Gardner's (1983) theory of multiple intelligence lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognized today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their theory of EI in 1990 and Reuven Bar-On (1988) has placed EI in the context of health and well-being. Daniel Goleman (1998) formulated EI in terms of a theory of organizational and job performance.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

	Perception	Behavior
Self	Self-Awareness	Self-Management
Others	Social Awareness	Relationship Management

### What is the Association between Emotional Intelligence and Effectiveness?

A growing research literature suggests that Emotional Intelligence may play a far more important role in career success and job performance than IQ. Studies suggest that:

- ✓ Highly conscientious employees who lack social and emotional intelligence perform more poorly than those high in conscientiousness and emotional intelligence
- ✓ On average, strengths in purely cognitive capacities are approximately 27 percent more frequent in high performers than in the average performers, whereas strengths in social and emotional competencies are 53 percent more frequent
- ✓ The highest performing managers and leaders have significantly more "emotional competence" than other managers
- ✓ Poor social and emotional intelligence are strong predictors of executive and management "derailment" and failure in one's career

# EMOTIONAL INTELLIGENCEVIEW360

## Competency Definitions

### Self Management

#### **Self-Development**

*Manages one's own time, energy and abilities for continuous personal growth and maximum performance.*

#### **Adaptability/Stress Tolerance**

*Maintains balance and performance under pressure and stress. Copes with ambiguity and change in a constructive manner.*

#### **Self-Control**

*Manages and controls emotions and behavior in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.*

#### **Engenders Trust**

*Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationships with others.*

#### **Strategic Problem Solving**

*Analyzes a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.*

#### **Achievement Orientation**

*Accomplishes tasks, projects and assignments on time and with quality.*

### Relationship Management

#### **Building Strategic Relationships**

*Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.*

#### **Conflict Management**

*Negotiates and effectively resolve interpersonal differences with others.*

#### **Leadership/Influence**

*Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.*

#### **Interpersonal Sensitivity/Empathy**

*Takes actions that demonstrate consideration for the feelings and needs of others.*

#### **Team/Interpersonal Support**

*Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments.*

#### **Collaboration**

*Establishes and develops cooperative, supportive and collaborative working relationships with others.*

# EMOTIONAL INTELLIGENCE VIEW 360

## Competency Definitions Continued

### Communication

#### **Written Communication**

*Expresses written thoughts and ideas in a clear and concise manner.*

#### **Two-Way Feedback**

*Keeps others informed in a timely manner.*

#### **Oral Communication**

*Conveys oral thoughts and ideas in a clear and concise manner.*

#### **Oral Presentation**

*Presents individual and organizational viewpoints to groups in a clear and persuasive manner.*

#### **Listening**

*Listens attentively and seeks to understand the verbal communications of others.*

### EMOTIONAL INTELLIGENCE VIEW 360 FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

# EMOTIONAL INTELLIGENCE VIEW 360

## Self-Awareness and Social Awareness View Introduction

This section provides feedback about your level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

	Perception	Behavior
Self	Self-Awareness	Self-Management
Others	Social Awareness	Relationship Management

Self-awareness and Social-awareness can be categorized in four distinct ways:

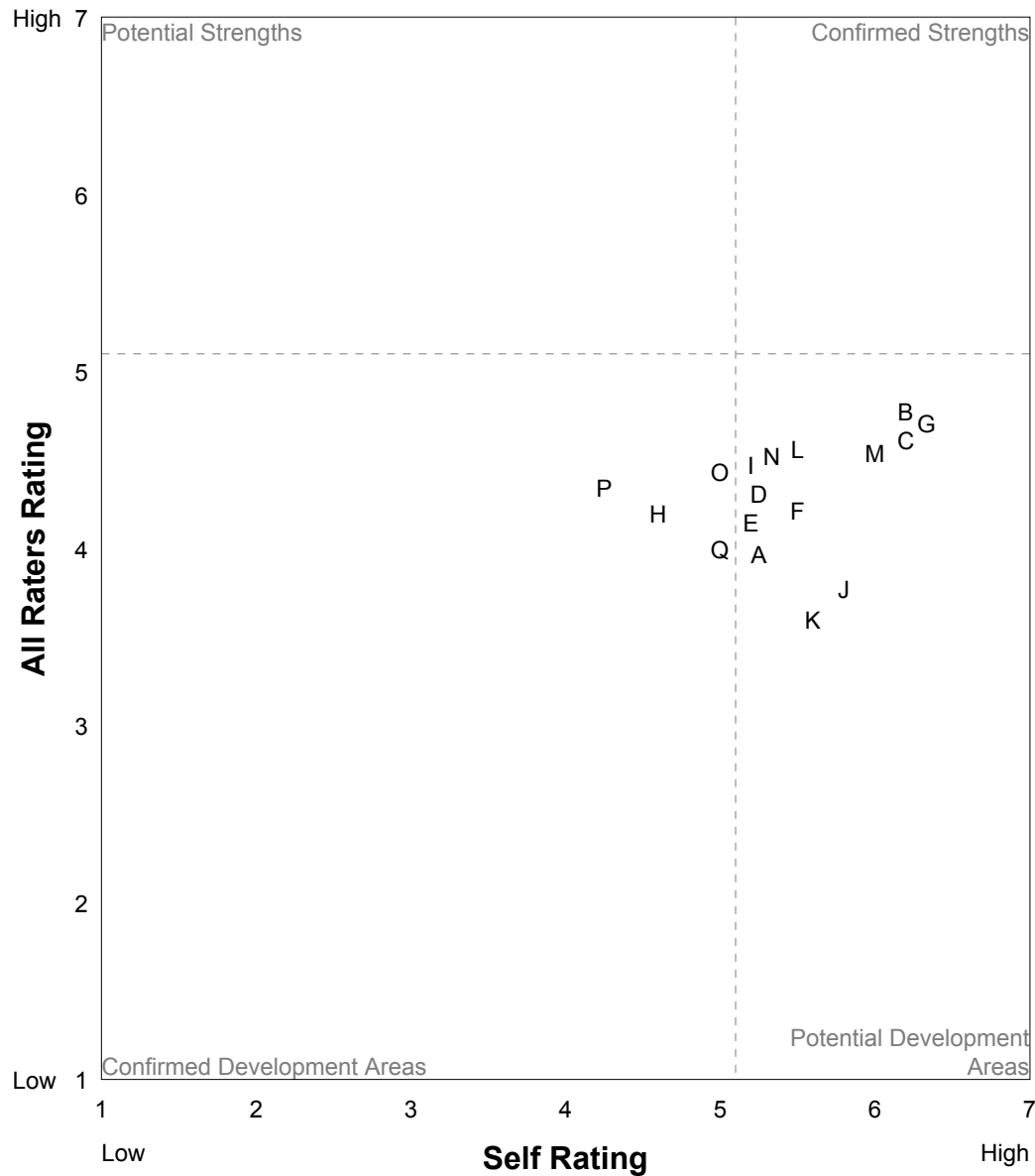
1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

Examine which specific emotional intelligence competencies fall into each of these four categories. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.

# EMOTIONAL INTELLIGENCE VIEW360

## Self-Awareness and Social Awareness View

### Self - All Raters (N = 8)



#### Average Scores

	<u>Self</u>	<u>All Raters</u>
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#### Confirmed Development Areas

H. Conflict Management	4.60	4.20
O. Oral Communication	5.00	4.44
P. Oral Presentation	4.25	4.34
Q. Listening	5.00	4.00

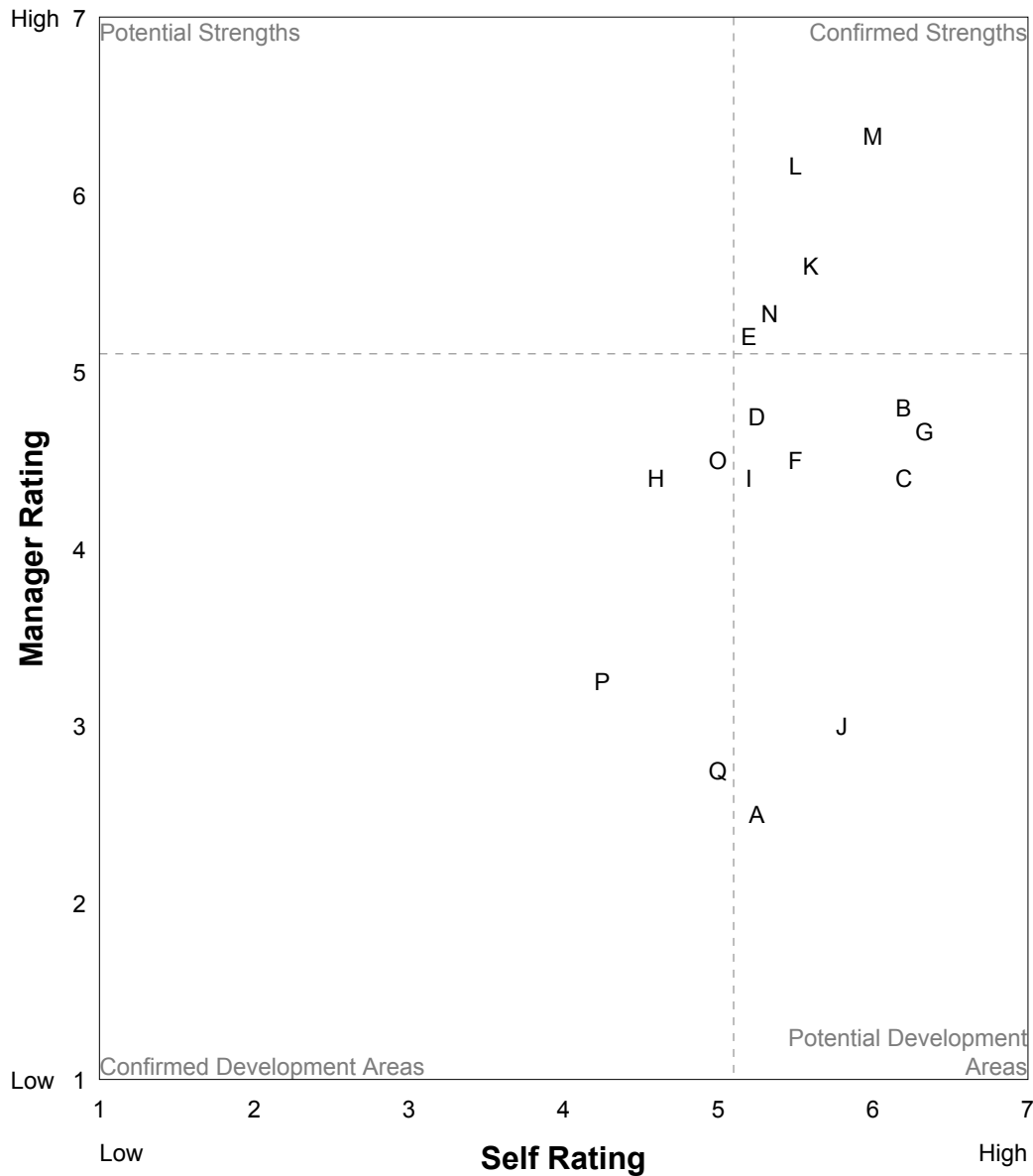
#### Potential Development Areas

A. Self-Development	5.25	3.97
B. Adaptability/Stress Tolerance	6.20	4.78
C. Self-Control	6.20	4.70
D. Engenders Trust	5.25	4.31
E. Strategic Problem Solving	5.20	4.30
F. Achievement Orientation	5.50	4.22
G. Building Strategic Relationships	6.33	4.71
I. Leadership/Influence	5.20	4.03
J. Interpersonal Sensitivity/Empathy	5.80	3.78
K. Team/Interpersonal Support	5.60	3.60
L. Collaboration	5.50	4.56
M. Written Communication	6.00	4.54
N. Two-Way Feedback	5.33	4.52

# EMOTIONAL INTELLIGENCE VIEW360

## Self-Awareness and Social Awareness View

### Self - Manager (N = 1)



#### Average Scores

Self    Manager

#### Confirmed Strengths

E. Strategic Problem Solving	5.20	5.20
K. Team/Interpersonal Support	5.60	5.60
L. Collaboration	5.50	6.17
M. Written Communication	6.00	6.33
N. Two-Way Feedback	5.33	5.33

#### Confirmed Development Areas

H. Conflict Management	4.60	4.40
O. Oral Communication	5.00	4.50
P. Oral Presentation	4.25	3.25
Q. Listening	5.00	2.75

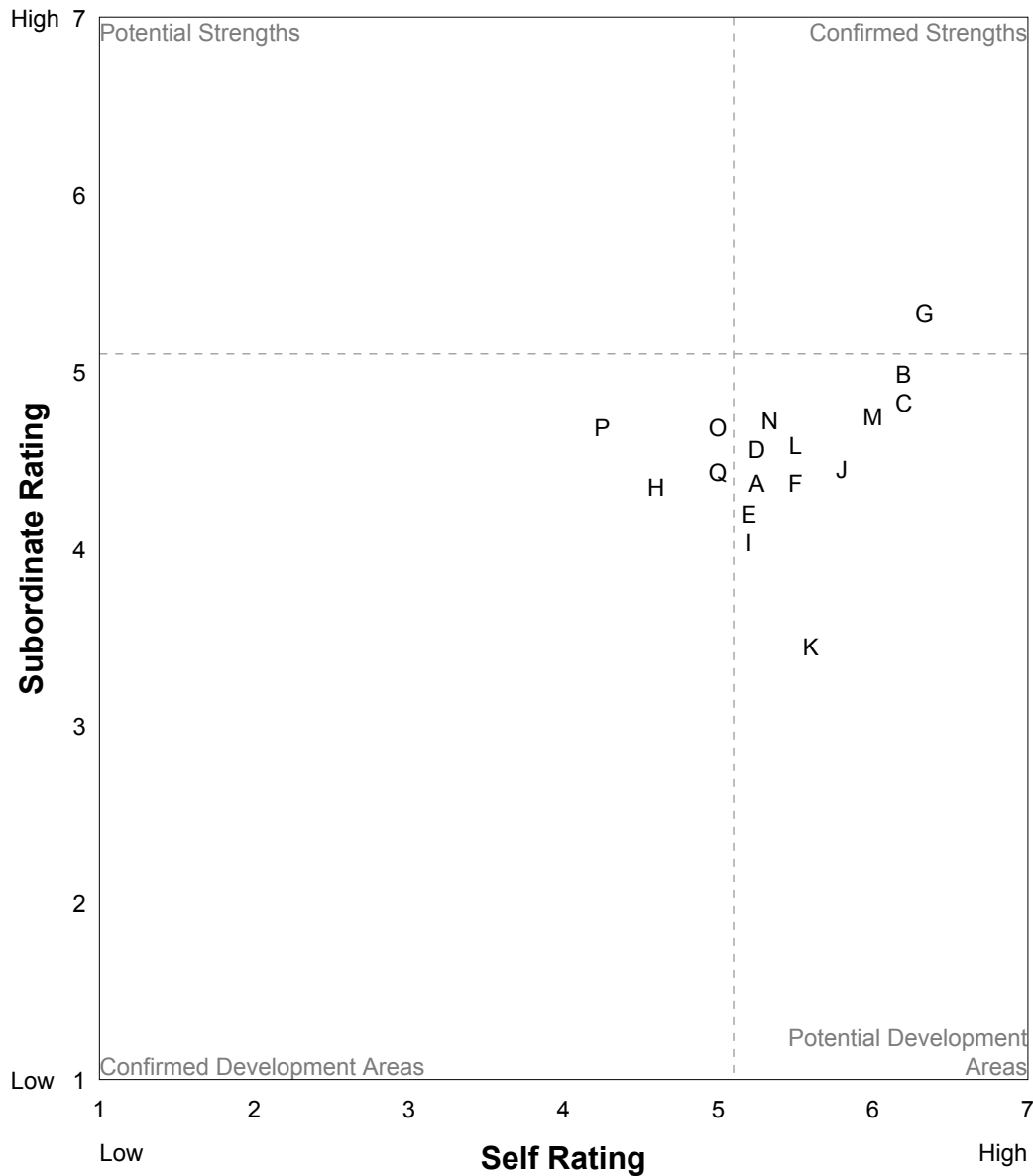
#### Potential Development Areas

A. Self-Development	5.25	2.50
B. Adaptability/Stress Tolerance	6.20	4.80
C. Self-Control	6.20	4.40
D. Engenders Trust	5.25	4.75
F. Achievement Orientation	5.50	4.50
G. Building Strategic Relationships	6.33	4.67
I. Leadership/Influence	5.20	4.40
J. Interpersonal Sensitivity/Empathy	5.80	3.00

# EMOTIONAL INTELLIGENCE VIEW360

## Self-Awareness and Social Awareness View

### Self - Subordinate (N = 4)

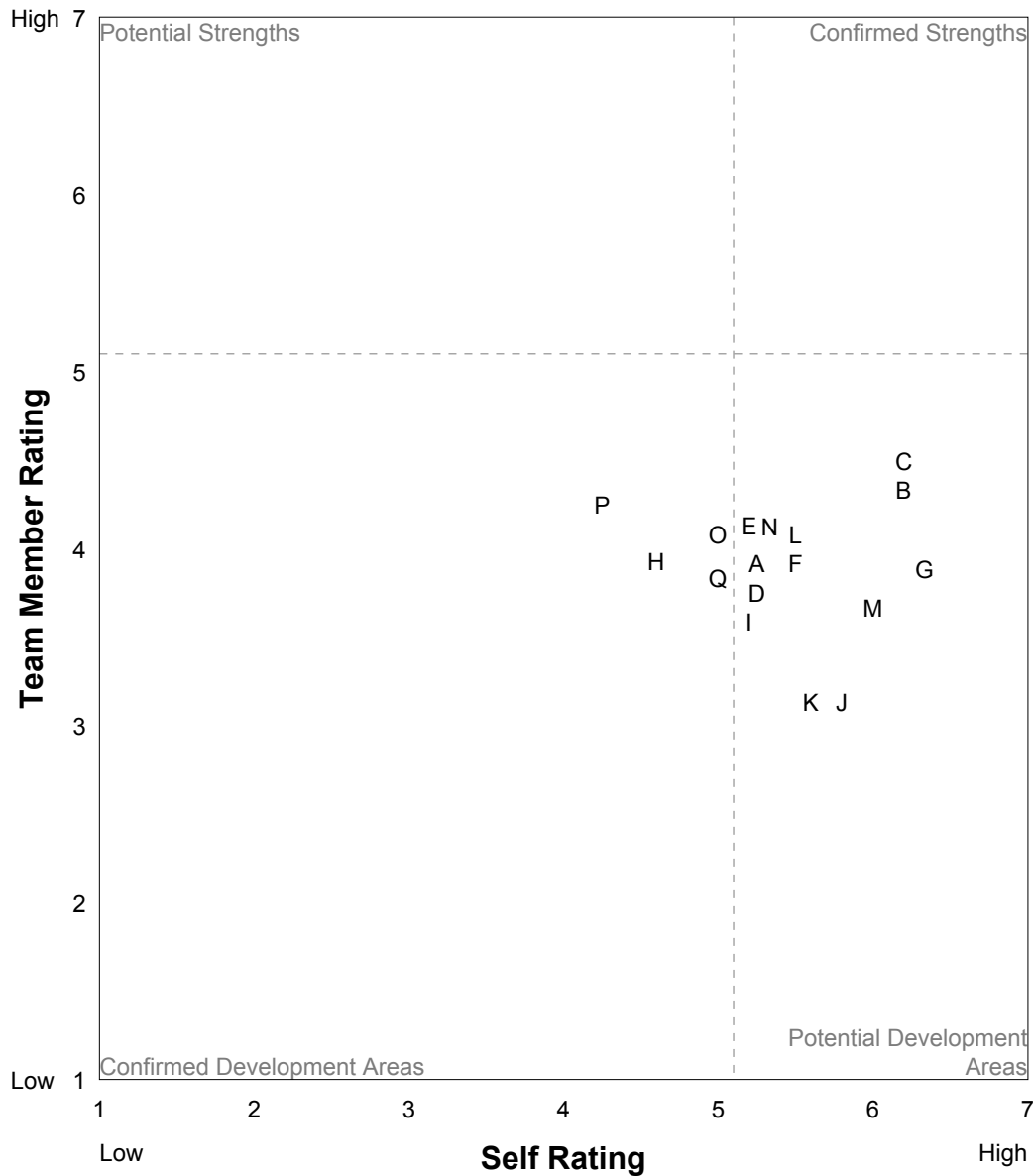


	Average Scores	
	<u>Self</u>	<u>Subordinate</u>
<b>Confirmed Strengths</b>		
G. Building Strategic Relationships	6.33	5.33
<b>Confirmed Development Areas</b>		
H. Conflict Management	4.60	4.35
O. Oral Communication	5.00	4.69
P. Oral Presentation	4.25	4.69
Q. Listening	5.00	4.44
<b>Potential Development Areas</b>		
A. Self-Development	5.25	4.38
B. Adaptability/Stress Tolerance	6.20	5.10
C. Self-Control	6.20	5.00
D. Engenders Trust	5.25	4.56
E. Strategic Problem Solving	5.20	4.20
F. Achievement Orientation	5.50	4.38
I. Leadership/Influence	5.20	4.10
J. Interpersonal Sensitivity/Empathy	5.80	4.45
K. Team/Interpersonal Support	5.60	3.45
L. Collaboration	5.50	4.58
M. Written Communication	6.00	4.75
N. Two-Way Feedback	5.33	4.58

# EMOTIONAL INTELLIGENCE VIEW360

## Self-Awareness and Social Awareness View

### Self - Team Member (N = 3)



#### Average Scores

	<u>Self</u>	<u>Team Member</u>
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#### Confirmed Development Areas

H. Conflict Management	4.60	3.93
O. Oral Communication	5.00	4.08
P. Oral Presentation	4.25	4.25
Q. Listening	5.00	3.83

#### Potential Development Areas

A. Self-Development	5.25	3.92
B. Adaptability/Stress Tolerance	6.20	4.33
C. Self-Control	6.20	4.40
D. Engenders Trust	5.25	3.83
E. Strategic Problem Solving	5.20	4.13
F. Achievement Orientation	5.50	3.92
G. Building Strategic Relationships	6.33	3.89
I. Leadership/Influence	5.20	3.80
J. Interpersonal Sensitivity/Empathy	5.80	3.13
K. Team/Interpersonal Support	5.60	3.13
L. Collaboration	5.50	4.00
M. Written Communication	6.00	3.67
N. Two-Way Feedback	5.33	4.13

# EMOTIONAL INTELLIGENCEVIEW360

## Competency Introduction

This section provides feedback about your level of self-management and relationship management behaviors by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

	Perception	Behavior
Self	Self-Awareness	Self-Management
Others	Social Awareness	Relationship Management

### How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 17 Emotional Intelligence View 360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each Emotional Intelligence View 360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

# EMOTIONAL INTELLIGENCEVIEW360

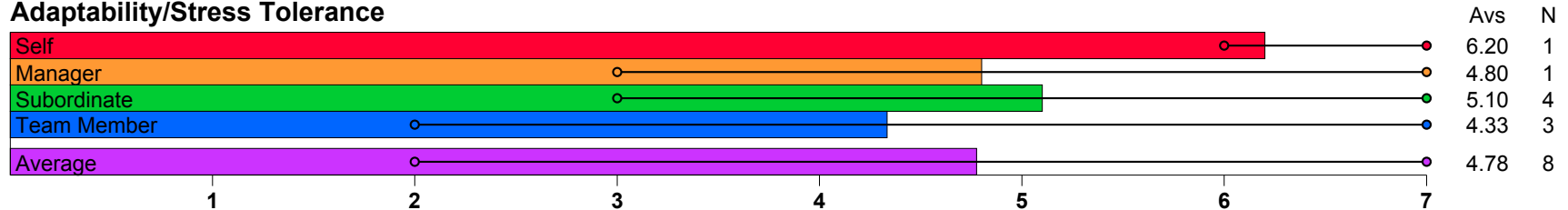
## Competency Introduction Continued

- Avs** "Avs" is the average score and corresponds with the bar length.
- N** "N" shows the number of respondents who answered the questions in this competency.
- NR** "NR" means no people from a particular rater group have responded.
- AP** "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

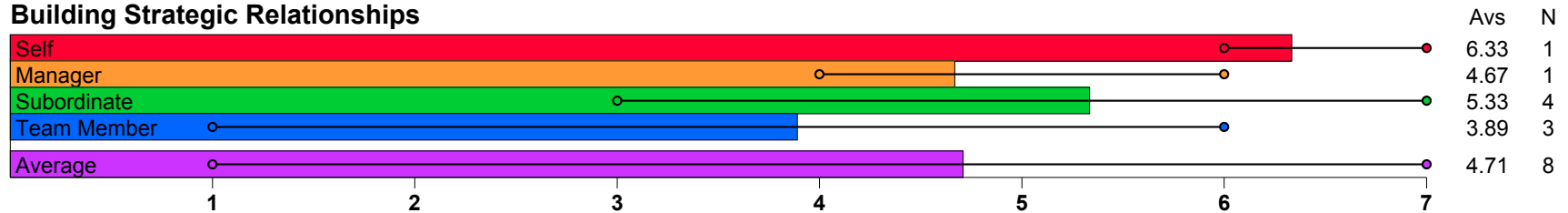
# EMOTIONAL INTELLIGENCEVIEW360

## Competency Summary

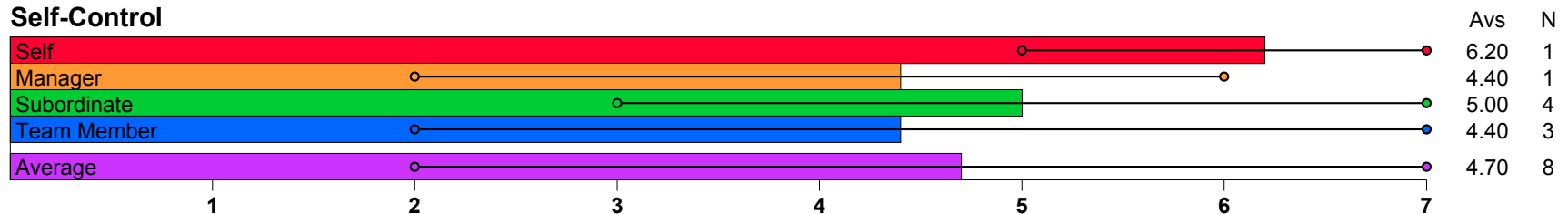
### Adaptability/Stress Tolerance



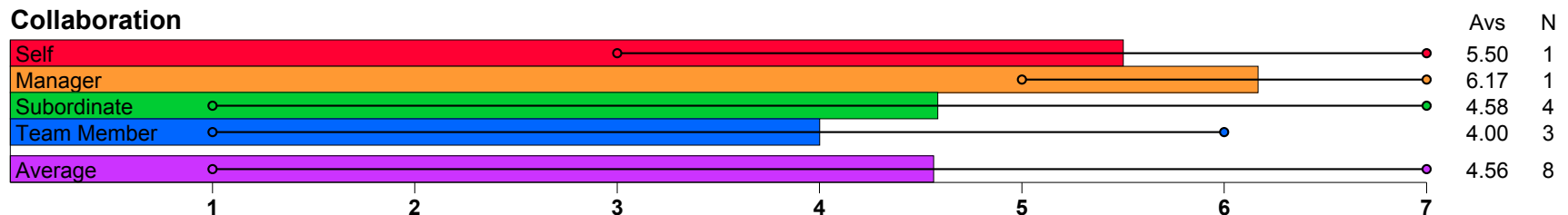
### Building Strategic Relationships



### Self-Control



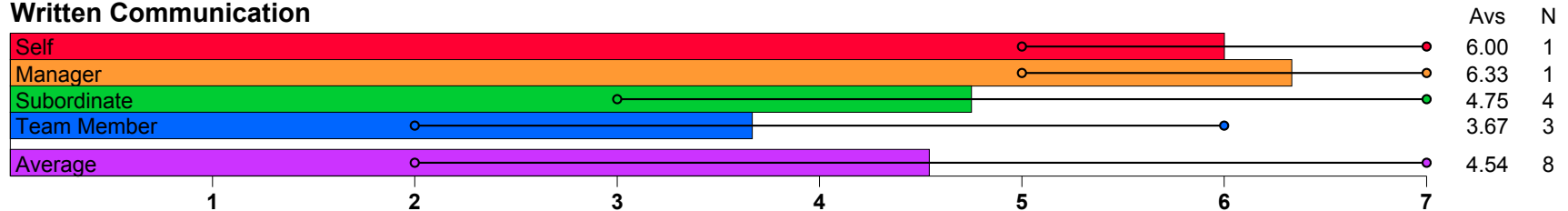
### Collaboration



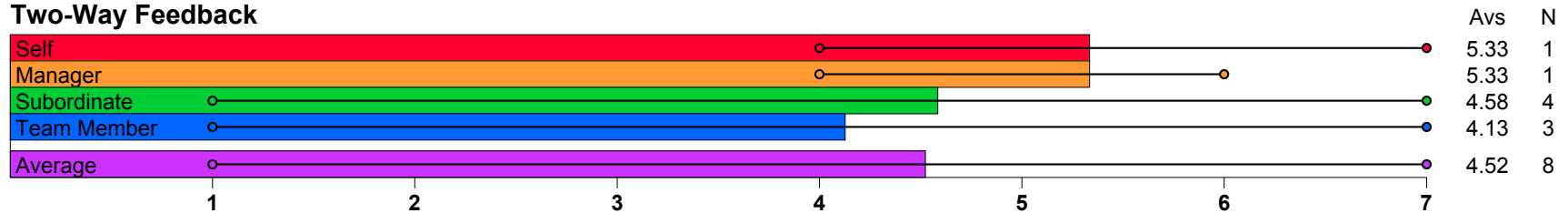
# EMOTIONAL INTELLIGENCE VIEW360

## Competency Summary Continued

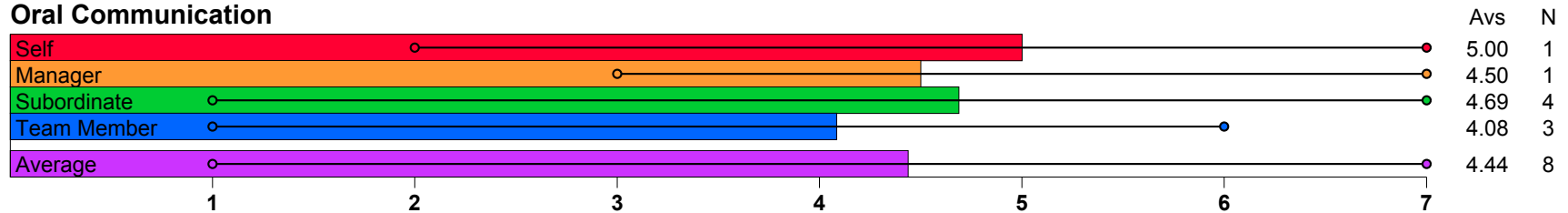
### Written Communication



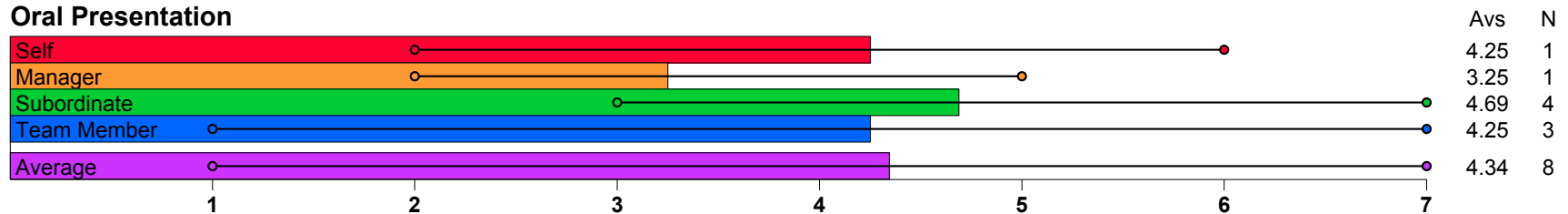
### Two-Way Feedback



### Oral Communication



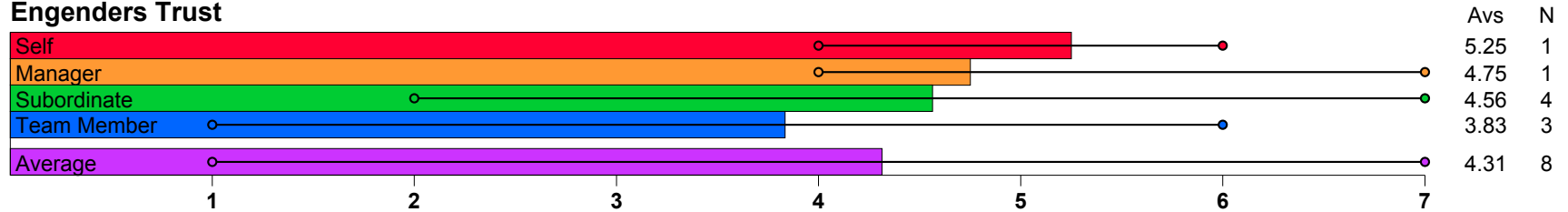
### Oral Presentation



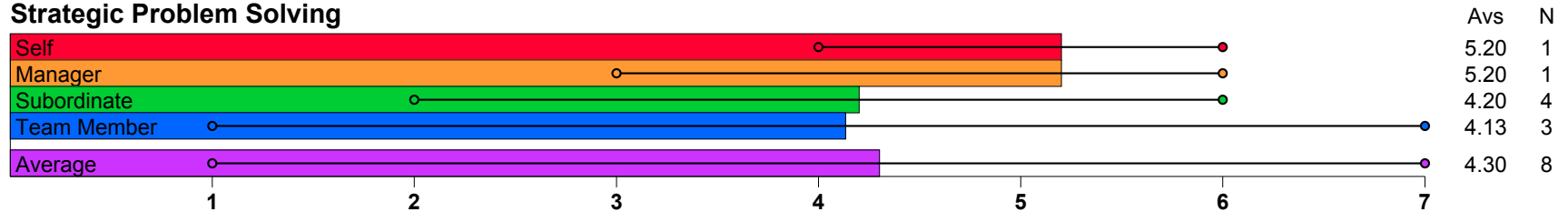
# EMOTIONAL INTELLIGENCEVIEW360

## Competency Summary Continued

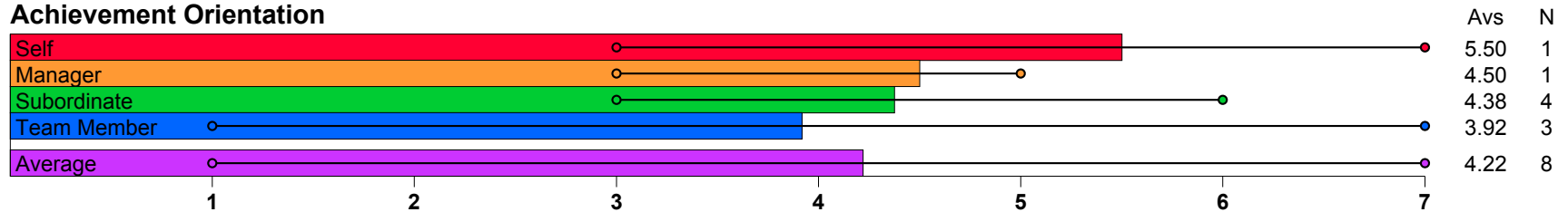
### Engenders Trust



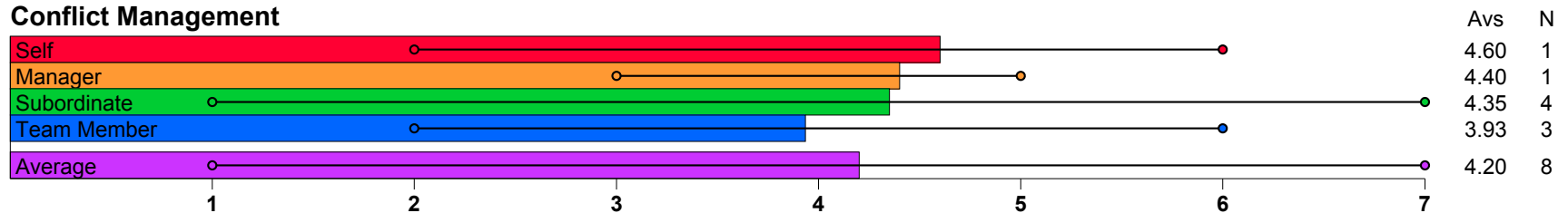
### Strategic Problem Solving



### Achievement Orientation



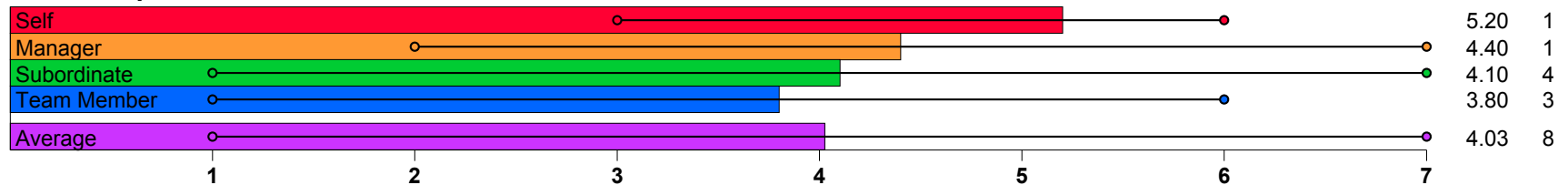
### Conflict Management



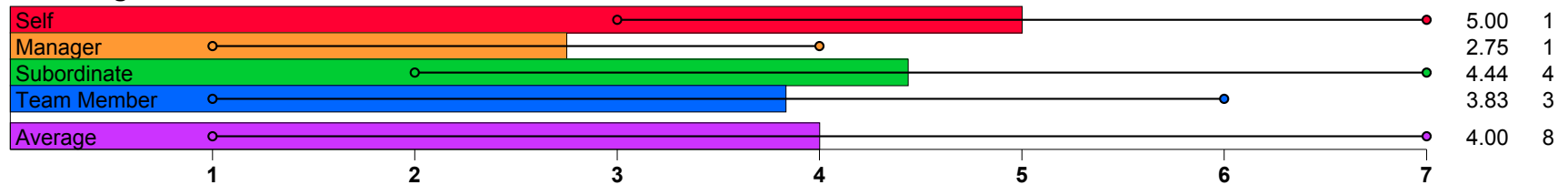
# EMOTIONAL INTELLIGENCEVIEW360

## Competency Summary Continued

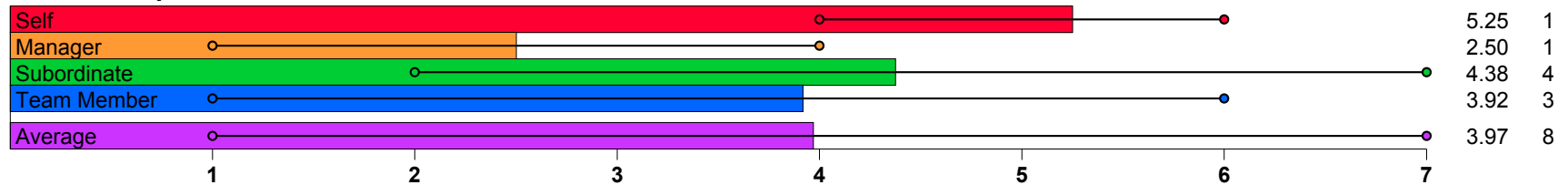
### Leadership/Influence



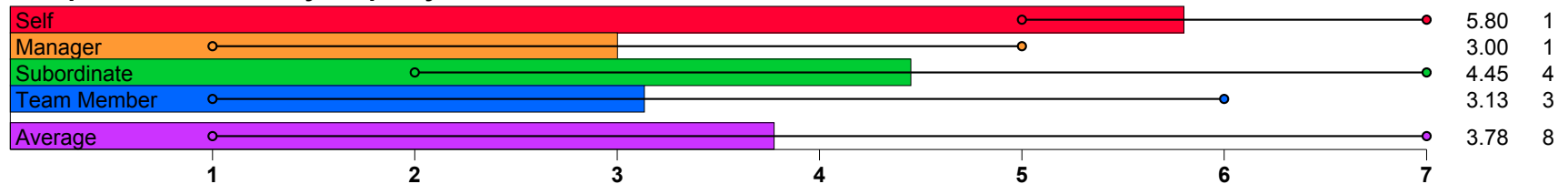
### Listening



### Self-Development



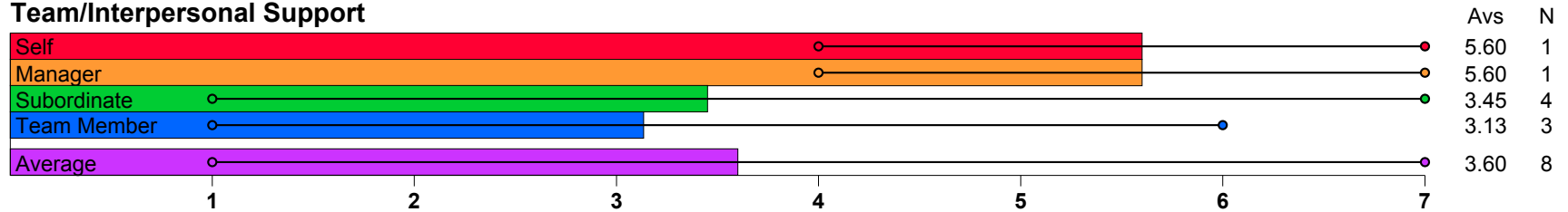
### Interpersonal Sensitivity/Empathy



# EMOTIONAL INTELLIGENCEVIEW360

## Competency Summary Continued

### Team/Interpersonal Support



# EMOTIONAL INTELLIGENCE VIEW 360

## Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	<b>Building Strategic Relationships</b>	<b>5.8</b>	0	0	0	2	0	4	<b>2</b>
Handles tense situations without overreacting, becoming overly emotional or defensive	<b>Self-Control</b>	<b>5.5</b>	0	1	0	0	<b>0</b>	7	0
Demonstrates and practices high standards of personal and professional integrity	<b>Engenders Trust</b>	<b>5.4</b>	0	0	1	0	3	<b>3</b>	1
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	<b>Leadership/Influence</b>	<b>5.3</b>	1	0	0	1	2	<b>1</b>	3
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	<b>Conflict Management</b>	<b>5.3</b>	0	0	0	3	<b>1</b>	3	1
Makes decisions confidently and quickly when necessary	<b>Strategic Problem Solving</b>	<b>5.3</b>	0	0	0	<b>1</b>	4	3	0
Maintains close contact and communications with others (i.e., keeps others well informed)	<b>Two-Way Feedback</b>	<b>5.1</b>	0	0	1	1	<b>2</b>	2	1
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	<b>Adaptability/Stress Tolerance</b>	<b>5.0</b>	0	0	2	1	2	<b>1</b>	2
Maintains an effective balance between work, family and personal life	<b>Adaptability/Stress Tolerance</b>	<b>5.0</b>	0	0	1	0	5	<b>2</b>	0
Uses written communications effectively and appropriately (e.g., email)	<b>Written Communication</b>	<b>5.0</b>	0	0	2	1	2	1	<b>2</b>

# EMOTIONAL INTELLIGENCEVIEW360

## Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	<b>Adaptability/Stress Tolerance</b>	7.0	0	0	0	0	0	0	1
Demonstrates and practices high standards of personal and professional integrity	<b>Engenders Trust</b>	7.0	0	0	0	0	0	0	1
Uses appropriate grammar, tense, and language in all written communications	<b>Written Communication</b>	7.0	0	0	0	0	0	0	1
Uses written communications effectively and appropriately (e.g., email)	<b>Written Communication</b>	7.0	0	0	0	0	0	0	1
Expresses confidence in the skills and abilities of others	<b>Team/Interpersonal Support</b>	7.0	0	0	0	0	0	0	1
Takes initiative and offers formal and informal assistance, training and coaching to others	<b>Team/Interpersonal Support</b>	7.0	0	0	0	0	0	0	1
Clearly expresses and requests information from others	<b>Oral Communication</b>	7.0	0	0	0	0	0	0	1
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	<b>Leadership/Influence</b>	7.0	0	0	0	0	0	0	1
Works collaboratively and non-competitively with others	<b>Collaboration</b>	7.0	0	0	0	0	0	0	1
Develops cooperative, rather than competitive, working relationships with others	<b>Collaboration</b>	7.0	0	0	0	0	0	0	1

# EMOTIONAL INTELLIGENCE VIEW 360

## Most Frequent Behaviors - Subordinate

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	<b>Building Strategic Relationships</b>	<b>6.5</b>	0	0	0	0	0	2	<input type="text" value="2"/>
Restates and clarifies important points and questions from others during presentations	<b>Oral Presentation</b>	<b>6.0</b>	0	0	0	0	2	<input type="text" value="0"/>	2
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	<b>Self-Control</b>	<b>6.0</b>	0	0	0	0	1	2	<input type="text" value="1"/>
Handles tense situations without overreacting, becoming overly emotional or defensive	<b>Self-Control</b>	<b>6.0</b>	0	0	0	0	<input type="text" value="0"/>	4	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	<b>Leadership/Influence</b>	<b>5.8</b>	0	0	0	1	1	<input type="text" value="0"/>	2
Summarizes and paraphrases what others have said in order to clarify understanding	<b>Listening</b>	<b>5.5</b>	0	0	<input type="text" value="1"/>	0	0	2	1
Maintains a positive and constructive outlook even when plans or decisions are thwarted	<b>Adaptability/Stress Tolerance</b>	<b>5.5</b>	0	0	0	0	3	<input type="text" value="0"/>	1
Effectively builds relationships and partnerships with others outside the organization	<b>Building Strategic Relationships</b>	<b>5.5</b>	0	0	0	1	1	<input type="text" value="1"/>	1
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	<b>Conflict Management</b>	<b>5.5</b>	0	0	0	1	<input type="text" value="1"/>	1	1

# EMOTIONAL INTELLIGENCEVIEW360

## Most Frequent Behaviors - Subordinate

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates and practices high standards of personal and professional integrity	Engenders Trust	5.5	0	0	0	0	2	2	0

# EMOTIONAL INTELLIGENCEVIEW360

## Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains close contact and communications with others (i.e., keeps others well informed)	<b>Two-Way Feedback</b>	<b>6.0</b>	0	0	0	0	1	0	1
Researches and utilizes available information in order to understand and solve issues and problems	<b>Strategic Problem Solving</b>	<b>6.0</b>	0	0	0	0	1	1	1
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	<b>Achievement Orientation</b>	<b>5.7</b>	0	0	0	0	2	0	1
Confidently delivers oral presentations that are persuasive, clear, and logically organized	<b>Oral Presentation</b>	<b>5.3</b>	0	1	0	0	0	0	2
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	<b>Self-Control</b>	<b>5.3</b>	0	0	1	0	0	1	1
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	<b>Self-Control</b>	<b>5.3</b>	0	0	0	1	0	2	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	<b>Conflict Management</b>	<b>5.3</b>	0	0	0	1	0	2	0
Makes decisions confidently and quickly when necessary	<b>Strategic Problem Solving</b>	<b>5.3</b>	0	0	0	1	0	2	0
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	<b>Building Strategic Relationships</b>	<b>5.3</b>	0	0	0	1	0	2	0

# EMOTIONAL INTELLIGENCEVIEW360

## Most Frequent Behaviors - Team Member

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Realistically appraises ones own strengths and development areas	Self-Development	5.0	0	0	0	1	1	1	0

# EMOTIONAL INTELLIGENCEVIEW360

## Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	2.9	2	2	1	1	2	0	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	3.0	2	1	3	1	0	0	1
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	3.1	1	3	2	0	0	2	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	3.3	2	0	2	3	0	1	0
Manages time effectively and efficiently	Self-Development	3.3	1	0	6	0	0	0	1
Follows through on stated commitments and promises	Achievement Orientation	3.4	1	1	2	2	2	0	0
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	3.4	0	2	2	3	1	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	3.5	0	2	3	1	1	1	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	3.5	0	3	1	2	1	1	0
Maintains openness, honesty and candor in interpersonal relationships	Engenders Trust	3.6	1	0	2	4	0	1	0

# EMOTIONAL INTELLIGENCE VIEW 360

## Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	<b>Engenders Trust</b>	<b>3.6</b>	0	2	1	3	2	0	0
Generates and considers multiple options before making a decision	<b>Strategic Problem Solving</b>	<b>3.6</b>	0	3	2	0	1	2	0
Encourages others to express contrary views, ideas and opinions	<b>Conflict Management</b>	<b>3.6</b>	0	1	4	1	1	1	0
Resists the desire to speak or act when it will not be helpful to the situation	<b>Self-Control</b>	<b>3.6</b>	0	1	3	3	0	1	0

# EMOTIONAL INTELLIGENCE VIEW 360

## Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	1.0	1	0	0	0	0	0	0
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	1.0	1	0	0	0	0	0	0
Manages time effectively and efficiently	Self-Development	1.0	1	0	0	0	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	2.0	0	1	0	0	0	0	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	2.0	0	1	0	0	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	2.0	0	1	0	0	0	0	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	2.0	0	1	0	0	0	0	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	2.0	0	1	0	0	0	0	0
Seeks and applies feedback and constructive criticism from others	Self-Development	3.0	0	0	1	0	0	0	0
Maintains eye contact when communicating with others	Oral Communication	3.0	0	0	1	0	0	0	0

# EMOTIONAL INTELLIGENCE VIEW 360

## Least Frequent Behaviors - Manager

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains a positive and constructive outlook even when plans or decisions are thwarted	<b>Adaptability/Stress Tolerance</b>	<b>3.0</b>	0	0	1	0	0	0	0
Researches and utilizes available information in order to understand and solve issues and problems	<b>Strategic Problem Solving</b>	<b>3.0</b>	0	0	1	0	0	0	0
Modifies his/her leadership style to persuade, motivate and influence others	<b>Leadership/Influence</b>	<b>3.0</b>	0	0	1	0	0	0	0
Is prepared and organized for meetings, discussions and presentations	<b>Oral Presentation</b>	<b>3.0</b>	0	0	1	0	0	0	0
Restates and clarifies important points and questions from others during presentations	<b>Oral Presentation</b>	<b>3.0</b>	0	0	1	0	0	0	0
Performs work in a conscientious and dependable manner	<b>Achievement Orientation</b>	<b>3.0</b>	0	0	1	0	0	0	0
Shows an interest in and is considerate of the feelings and needs of others	<b>Interpersonal Sensitivity/Empathy</b>	<b>3.0</b>	0	0	1	0	0	0	0
Encourages others to express contrary views, ideas and opinions	<b>Conflict Management</b>	<b>3.0</b>	0	0	1	0	0	0	0

# EMOTIONAL INTELLIGENCE VIEW 360

## Least Frequent Behaviors - Subordinate

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	2.3	1	1	2	0	0	0	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	3.0	1	0	2	0	1	0	0
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	3.3	1	0	1	1	1	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	3.3	0	2	0	1	1	0	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	3.3	0	2	1	0	0	1	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	3.3	0	2	1	0	0	1	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	3.3	0	1	2	0	1	0	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Engenders Trust	3.3	0	2	0	1	1	0	0
Allows for disagreements to emerge and to be discussed openly	Conflict Management	3.5	1	0	1	0	2	0	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	3.5	1	0	1	1	0	1	0

# EMOTIONAL INTELLIGENCEVIEW360

## Least Frequent Behaviors - Subordinate

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	3.5	0	0	2	2	0	0	0

# EMOTIONAL INTELLIGENCE VIEW 360

## Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Follows through on stated commitments and promises	<b>Achievement Orientation</b>	<b>2.0</b>	1	1	1	0	0	0	0
Makes high quality and logical decisions based on adequate data and information	<b>Strategic Problem Solving</b>	<b>2.0</b>	1	1	1	0	0	0	0
Makes an effort to understand and take an interest in how others are feeling	<b>Interpersonal Sensitivity/Empathy</b>	<b>2.0</b>	0	3	0	0	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others	<b>Leadership/Influence</b>	<b>2.7</b>	1	1	0	0	1	0	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	<b>Interpersonal Sensitivity/Empathy</b>	<b>2.7</b>	1	0	1	1	0	0	0
Maintains openness, honesty and candor in interpersonal relationships	<b>Engenders Trust</b>	<b>2.7</b>	1	0	1	1	0	0	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	<b>Team/Interpersonal Support</b>	<b>2.7</b>	1	1	0	0	1	0	0
Expresses confidence in the skills and abilities of others	<b>Team/Interpersonal Support</b>	<b>2.7</b>	1	0	1	1	0	0	0
Uses appropriate grammar, tense, and language in all written communications	<b>Written Communication</b>	<b>2.7</b>	0	2	0	1	0	0	0
Effectively builds relationships and partnerships with others outside the organization	<b>Building Strategic Relationships</b>	<b>3.0</b>	0	1	1	1	0	0	0

# EMOTIONAL INTELLIGENCE VIEW360

## Least Frequent Behaviors - Team Member

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Acknowledges and recognizes the contributions and accomplishments of others	<b>Team/Interpersonal Support</b>	<b>3.0</b>	0	2	0	0	1	0	0
Manages time effectively and efficiently	<b>Self-Development</b>	<b>3.0</b>	0	0	3	0	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation	<b>Self-Control</b>	<b>3.0</b>	0	1	1	1	0	0	0

# EMOTIONAL INTELLIGENCE VIEW360

## Behavior Summary

The average score for each of the 17 Emotional Intelligence View 360 competencies and 74 questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Adaptability/Stress Tolerance</b>	<b>6.20 (0.87)</b>	<b>4.80 (0.56)</b>	<b>5.10 (0.64)</b>	<b>4.33 (0.55)</b>	<b>4.78 (0.58)</b>
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	6.00 (1.00)	7.00 (1.00)	4.75 (0.51)	4.67 (0.58)	5.00 (0.50)
Maintains an effective balance between work, family and personal life	6.00 (1.00)	5.00 (1.00)	5.25 (0.86)	4.67 (0.58)	5.00 (0.71)
Demonstrates flexibility and resilience in response to adversity and challenge	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.67 (0.32)	4.88 (0.52)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	6.00 (1.00)	3.00 (1.00)	5.50 (0.71)	3.67 (0.84)	4.50 (0.59)
Maintains optimism and makes the most out of situations whether good or bad	7.00 (1.00)	4.00 (1.00)	5.00 (0.59)	4.00 (0.73)	4.50 (0.63)
<b>Building Strategic Relationships</b>	<b>6.33 (0.84)</b>	<b>4.67 (0.69)</b>	<b>5.33 (0.56)</b>	<b>3.89 (0.42)</b>	<b>4.71 (0.47)</b>
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	7.00 (1.00)	4.00 (1.00)	6.50 (0.83)	5.33 (0.69)	5.75 (0.64)
Effectively builds relationships and partnerships with others outside the organization	6.00 (1.00)	6.00 (1.00)	5.50 (0.63)	3.00 (0.73)	4.63 (0.47)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	6.00 (1.00)	4.00 (1.00)	4.00 (0.76)	3.33 (0.32)	3.75 (0.54)
<b>Self-Control</b>	<b>6.20 (0.67)</b>	<b>4.40 (0.50)</b>	<b>5.00 (0.57)</b>	<b>4.40 (0.42)</b>	<b>4.70 (0.49)</b>
Handles tense situations without overreacting, becoming overly emotional or defensive	5.00 (1.00)	6.00 (1.00)	6.00 (1.00)	4.67 (0.37)	5.50 (0.56)

# EMOTIONAL INTELLIGENCEVIEW360

## Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Self-Control</b>	<b>6.20 (0.67)</b>	<b>4.40 (0.50)</b>	<b>5.00 (0.57)</b>	<b>4.40 (0.42)</b>	<b>4.70 (0.49)</b>
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	5.00 (1.00)	4.00 (1.00)	4.75 (0.64)	5.33 (0.69)	4.88 (0.65)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	7.00 (1.00)	6.00 (1.00)	4.25 (0.57)	5.33 (0.43)	4.88 (0.49)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	7.00 (1.00)	2.00 (1.00)	6.00 (0.76)	3.67 (0.43)	4.63 (0.38)
Resists the desire to speak or act when it will not be helpful to the situation	7.00 (1.00)	4.00 (1.00)	4.00 (0.59)	3.00 (0.73)	3.63 (0.63)
<b>Collaboration</b>	<b>5.50 (0.58)</b>	<b>6.17 (0.77)</b>	<b>4.58 (0.56)</b>	<b>4.00 (0.56)</b>	<b>4.56 (0.52)</b>
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	7.00 (1.00)	5.00 (1.00)	5.25 (0.86)	4.33 (0.58)	4.88 (0.69)
Develops supportive, helpful, and friendly working relationships with others	6.00 (1.00)	6.00 (1.00)	4.75 (0.40)	4.33 (0.58)	4.75 (0.48)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	6.00 (1.00)	6.00 (1.00)	5.00 (0.76)	3.67 (0.84)	4.63 (0.67)
Solicits and values the thoughts, opinions, feedback, and ideas of others	3.00 (1.00)	6.00 (1.00)	4.25 (0.72)	4.33 (0.43)	4.50 (0.56)
Develops cooperative, rather than competitive, working relationships with others	6.00 (1.00)	7.00 (1.00)	4.50 (0.71)	3.33 (0.43)	4.38 (0.45)
Works collaboratively and non-competitively with others	5.00 (1.00)	7.00 (1.00)	3.75 (0.36)	4.00 (0.73)	4.25 (0.40)
<b>Written Communication</b>	<b>6.00 (0.73)</b>	<b>6.33 (0.69)</b>	<b>4.75 (0.53)</b>	<b>3.67 (0.58)</b>	<b>4.54 (0.48)</b>
Uses written communications effectively and appropriately (e.g., email)	7.00 (1.00)	7.00 (1.00)	5.00 (0.53)	4.33 (0.58)	5.00 (0.50)
Writes in a logical, organized, and clear manner	5.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.00 (0.73)	4.63 (0.67)
Uses appropriate grammar, tense, and language in all written communications	6.00 (1.00)	7.00 (1.00)	4.25 (0.45)	2.67 (0.69)	4.00 (0.38)
<b>Two-Way Feedback</b>	<b>5.33 (0.58)</b>	<b>5.33 (0.69)</b>	<b>4.58 (0.42)</b>	<b>4.13 (0.28)</b>	<b>4.52 (0.38)</b>
Maintains close contact and communications with others (i.e., keeps others well informed)	5.00 (1.00)	4.00 (1.00)	5.00 (0.59)	6.00 (0.67)	5.14 (0.58)
Communicates information needed by others in a prompt and timely manner	4.00 (1.00)	6.00 (1.00)	4.50 (0.45)	3.33 (0.13)	4.25 (0.28)

# EMOTIONAL INTELLIGENCEVIEW360

## Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Two-Way Feedback</b>	<b>5.33 (0.58)</b>	<b>5.33 (0.69)</b>	<b>4.58 (0.42)</b>	<b>4.13 (0.28)</b>	<b>4.52 (0.38)</b>
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	7.00 (1.00)	6.00 (1.00)	4.25 (0.28)	3.67 (0.58)	4.25 (0.38)
<b>Oral Communication</b>	<b>5.00 (0.29)</b>	<b>4.50 (0.50)</b>	<b>4.69 (0.49)</b>	<b>4.08 (0.43)</b>	<b>4.44 (0.46)</b>
Provides clear, succinct and logical answers to questions from others	7.00 (1.00)	4.00 (1.00)	4.75 (0.17)	4.67 (0.37)	4.63 (0.29)
Maintains eye contact when communicating with others	7.00 (1.00)	3.00 (1.00)	5.25 (0.64)	4.33 (0.21)	4.63 (0.40)
Clearly expresses and requests information from others	2.00 (1.00)	7.00 (1.00)	4.25 (0.86)	3.67 (0.58)	4.38 (0.56)
Articulates and enunciates clearly when speaking and communicating	4.00 (1.00)	4.00 (1.00)	4.50 (0.63)	3.67 (0.84)	4.13 (0.69)
<b>Oral Presentation</b>	<b>4.25 (0.40)</b>	<b>3.25 (0.64)</b>	<b>4.69 (0.53)</b>	<b>4.25 (0.36)</b>	<b>4.34 (0.45)</b>
Restates and clarifies important points and questions from others during presentations	6.00 (1.00)	3.00 (1.00)	6.00 (0.67)	4.00 (0.46)	4.88 (0.44)
Handles questions in meetings and presentations in a responsive and diplomatic manner	2.00 (1.00)	5.00 (1.00)	5.25 (0.57)	3.67 (0.84)	4.63 (0.59)
Confidently delivers oral presentations that are persuasive, clear, and logically organized	3.00 (1.00)	2.00 (1.00)	3.75 (0.72)	5.33 (0.21)	4.13 (0.37)
Is prepared and organized for meetings, discussions and presentations	6.00 (1.00)	3.00 (1.00)	3.75 (0.72)	4.00 (0.28)	3.75 (0.51)
<b>Engenders Trust</b>	<b>5.25 (0.72)</b>	<b>4.75 (0.57)</b>	<b>4.56 (0.51)</b>	<b>3.83 (0.57)</b>	<b>4.31 (0.53)</b>
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	7.00 (1.00)	5.50 (0.83)	4.67 (0.58)	5.38 (0.63)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	5.00 (1.00)	4.00 (1.00)	5.25 (0.51)	4.00 (0.73)	4.63 (0.56)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	6.00 (1.00)	4.00 (1.00)	3.25 (0.57)	4.00 (0.73)	3.63 (0.63)
Maintains openness, honesty and candor in interpersonal relationships	4.00 (1.00)	4.00 (1.00)	4.25 (0.64)	2.67 (0.58)	3.63 (0.56)
<b>Strategic Problem Solving</b>	<b>5.20 (0.67)</b>	<b>5.20 (0.61)</b>	<b>4.20 (0.48)</b>	<b>4.13 (0.36)</b>	<b>4.30 (0.43)</b>
Makes decisions confidently and quickly when necessary	4.00 (1.00)	6.00 (1.00)	5.00 (1.00)	5.33 (0.69)	5.25 (0.78)

# EMOTIONAL INTELLIGENCEVIEW360

## Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Strategic Problem Solving</b>	<b>5.20 (0.67)</b>	<b>5.20 (0.61)</b>	<b>4.20 (0.48)</b>	<b>4.13 (0.36)</b>	<b>4.30 (0.43)</b>
Sticks with a decision or course of action unless it is obvious that it is incorrect	6.00 (1.00)	5.00 (1.00)	5.25 (0.86)	4.00 (0.28)	4.75 (0.51)
Researches and utilizes available information in order to understand and solve issues and problems	6.00 (1.00)	3.00 (1.00)	4.25 (0.40)	6.00 (0.73)	4.75 (0.43)
Generates and considers multiple options before making a decision	4.00 (1.00)	6.00 (1.00)	3.25 (0.45)	3.33 (0.58)	3.63 (0.45)
Makes high quality and logical decisions based on adequate data and information	6.00 (1.00)	6.00 (1.00)	3.25 (0.45)	2.00 (0.73)	3.13 (0.41)
<b>Achievement Orientation</b>	<b>5.50 (0.45)</b>	<b>4.50 (0.71)</b>	<b>4.38 (0.71)</b>	<b>3.92 (0.38)</b>	<b>4.22 (0.55)</b>
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	7.00 (1.00)	5.00 (1.00)	4.00 (0.76)	5.67 (0.69)	4.75 (0.64)
Performs work in a conscientious and dependable manner	7.00 (1.00)	3.00 (1.00)	5.25 (0.72)	3.67 (0.58)	4.38 (0.56)
Works hard to achieve and accomplish tasks, projects, assignments and goals	5.00 (1.00)	5.00 (1.00)	4.25 (0.86)	4.33 (0.37)	4.38 (0.59)
Follows through on stated commitments and promises	3.00 (1.00)	5.00 (1.00)	4.00 (0.76)	2.00 (0.73)	3.38 (0.56)
<b>Conflict Management</b>	<b>4.60 (0.50)</b>	<b>4.40 (0.73)</b>	<b>4.35 (0.54)</b>	<b>3.93 (0.48)</b>	<b>4.20 (0.53)</b>
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	5.00 (1.00)	4.00 (1.00)	5.50 (0.63)	5.33 (0.69)	5.25 (0.64)
Resists reacting defensively and keeps an open mind when others disagree with him/her	6.00 (1.00)	5.00 (1.00)	4.75 (0.72)	3.33 (0.58)	4.25 (0.60)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	6.00 (1.00)	5.00 (1.00)	4.25 (0.57)	3.67 (0.43)	4.13 (0.52)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	5.00 (1.00)	3.50 (0.45)	3.67 (0.58)	3.75 (0.51)
Encourages others to express contrary views, ideas and opinions	2.00 (1.00)	3.00 (1.00)	3.75 (0.72)	3.67 (0.43)	3.63 (0.59)
<b>Leadership/Influence</b>	<b>5.20 (0.61)</b>	<b>4.40 (0.38)</b>	<b>4.10 (0.39)</b>	<b>3.80 (0.47)</b>	<b>4.03 (0.41)</b>
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	6.00 (1.00)	7.00 (1.00)	5.75 (0.57)	4.00 (0.28)	5.25 (0.36)
Modifies his/her leadership style to persuade, motivate and influence others	6.00 (1.00)	3.00 (1.00)	4.75 (0.40)	4.00 (0.53)	4.25 (0.45)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	5.00 (1.00)	6.00 (1.00)	3.25 (0.57)	4.00 (1.00)	3.88 (0.58)

# EMOTIONAL INTELLIGENCEVIEW360

## Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Leadership/Influence</b>	<b>5.20 (0.61)</b>	<b>4.40 (0.38)</b>	<b>4.10 (0.39)</b>	<b>3.80 (0.47)</b>	<b>4.03 (0.41)</b>
Convinces and persuades others to see his/her perspective and ideas	6.00 (1.00)	4.00 (1.00)	3.50 (0.40)	4.33 (0.58)	3.88 (0.49)
Communicates and expresses ideas in a manner that persuades and influences others	3.00 (1.00)	2.00 (1.00)	3.25 (0.51)	2.67 (0.43)	2.88 (0.49)
<b>Listening</b>	<b>5.00 (0.53)</b>	<b>2.75 (0.57)</b>	<b>4.44 (0.51)</b>	<b>3.83 (0.44)</b>	<b>4.00 (0.46)</b>
Summarizes and paraphrases what others have said in order to clarify understanding	3.00 (1.00)	1.00 (1.00)	5.50 (0.50)	3.67 (0.37)	4.25 (0.28)
Waits out silences and listens patiently without interrupting others	5.00 (1.00)	4.00 (1.00)	4.00 (0.53)	4.00 (0.73)	4.00 (0.63)
Takes the time to understand and listen to others	7.00 (1.00)	4.00 (1.00)	4.00 (0.76)	3.67 (0.32)	3.88 (0.55)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	5.00 (1.00)	2.00 (1.00)	4.25 (0.51)	4.00 (0.46)	3.88 (0.46)
<b>Self-Development</b>	<b>5.25 (0.72)</b>	<b>2.50 (0.63)</b>	<b>4.38 (0.44)</b>	<b>3.92 (0.50)</b>	<b>3.97 (0.44)</b>
Realistically appraises ones own strengths and development areas	5.00 (1.00)	4.00 (1.00)	4.50 (0.45)	5.00 (0.73)	4.63 (0.56)
Seeks and applies feedback and constructive criticism from others	6.00 (1.00)	3.00 (1.00)	4.50 (0.40)	4.00 (0.28)	4.13 (0.37)
Pursues continuous learning and self-development of knowledge, experiences and skills	4.00 (1.00)	2.00 (1.00)	4.50 (0.50)	3.67 (0.58)	3.88 (0.49)
Manages time effectively and efficiently	6.00 (1.00)	1.00 (1.00)	4.00 (0.42)	3.00 (1.00)	3.25 (0.48)
<b>Interpersonal Sensitivity/Empathy</b>	<b>5.80 (0.75)</b>	<b>3.00 (0.53)</b>	<b>4.45 (0.51)</b>	<b>3.13 (0.62)</b>	<b>3.78 (0.50)</b>
Develops and maintains warm, friendly, and sensitive relationships with others	5.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (0.53)	4.25 (0.68)
Shows an interest in and is considerate of the feelings and needs of others	7.00 (1.00)	3.00 (1.00)	4.75 (0.36)	3.67 (0.84)	4.13 (0.49)
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	5.00 (1.00)	2.00 (1.00)	4.50 (0.31)	3.33 (0.84)	3.75 (0.43)
Makes an effort to understand and take an interest in how others are feeling	6.00 (1.00)	5.00 (1.00)	4.25 (0.64)	2.00 (1.00)	3.50 (0.53)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	6.00 (1.00)	1.00 (1.00)	4.25 (0.64)	2.67 (0.58)	3.25 (0.48)

# EMOTIONAL INTELLIGENCEVIEW360

## Behavior Summary Continued

Questions	Self	Manager	Subordinate	Team Member	Average
<b>Team/Interpersonal Support</b>	<b>5.60 (0.60)</b>	<b>5.60 (0.55)</b>	<b>3.45 (0.52)</b>	<b>3.13 (0.52)</b>	<b>3.60 (0.46)</b>
Provides timely and ongoing feedback to others regarding working relationships and job performance	7.00 (1.00)	6.00 (1.00)	5.25 (0.64)	2.67 (0.43)	4.38 (0.38)
Takes initiative and offers formal and informal assistance, training and coaching to others	5.00 (1.00)	7.00 (1.00)	3.00 (0.53)	3.67 (0.84)	3.75 (0.45)
Encourages cooperation and teamwork among people who depend on each other to get work done	4.00 (1.00)	4.00 (1.00)	3.25 (0.64)	3.67 (0.43)	3.50 (0.56)
Acknowledges and recognizes the contributions and accomplishments of others	7.00 (1.00)	4.00 (1.00)	3.50 (0.83)	3.00 (0.53)	3.38 (0.67)
Expresses confidence in the skills and abilities of others	5.00 (1.00)	7.00 (1.00)	2.25 (0.72)	2.67 (0.58)	3.00 (0.40)

# EMOTIONAL INTELLIGENCEVIEW360

## Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

- ✓ Please provide any written comments you have regarding the demonstrated Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding possible Development Areas of the individual in the space provided below

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your professional development plan?

# EMOTIONAL INTELLIGENCEVIEW360

Open Ended Comments Summary

**SIGNATURE STRENGTHS**

**EMOTIONAL INTELLIGENCEVIEW360**  
Open Ended Comments Summary Continued  
**DEVELOPMENT OPPORTUNITIES**

# EMOTIONAL INTELLIGENCEVIEW360

## Development Planning Guide

### Examining your Emotional Intelligence View 360 Feedback Report

Your reactions to your Emotional Intelligence View 360 feedback report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

### Emotional Reaction

Your initial reaction to your summary feedback report is important. It provides insight that is useful in interpreting your results and in deciding what competencies you will target for your developmental planning efforts. Start with your feelings about your summary feedback report. If you had to select a single word or phrase to describe your emotional reactions, to your summary feedback report it would be:

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What is it about your report that leads you to feel this way?

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How do your self-ratings compare to your manager? Your direct reports? Your peers? Team members? Other raters?

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What trends do you see (things that are surprising or validating)?

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What new insights, if any do you get from your report?

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# EMOTIONAL INTELLIGENCE VIEW 360

## Development Planning Guide Continued

### Deciding What Competencies to Work On

The first column below summarizes the Emotional Intelligence View 360 competencies. Place a check next to the ones you would rate as being most important to your current position. The second column reflects competencies in which other raters have provided feedback that some additional development is desirable. Place a check next to those competencies that others see as potential development areas. Any competency with both columns checked suggests a more critical development area. These should be targeted as part of your Development Plan.

Competency Group	Competency	Importance	Development
<b>Self Management</b>	Self-Development		
	Adaptability/Stress Tolerance		
	Self-Control		
	Engenders Trust		
	Strategic Problem Solving		
	Achievement Orientation		
<b>Relationship Management</b>	Building Strategic Relationships		
	Conflict Management		
	Leadership/Influence		
	Interpersonal Sensitivity/Empathy		
	Team/Interpersonal Support		
	Collaboration		
<b>Communication</b>	Written Communication		
	Two-Way Feedback		
	Oral Communication		
	Oral Presentation		
	Listening		

# EMOTIONAL INTELLIGENCEVIEW360

## Development Planning Guide Continued

### Deciding What Competencies to Work On Continued

List three strengths based upon your Emotional Intelligence View 360 results to continue to leverage for successful performance in your current job or position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three development areas based upon your Emotional Intelligence View 360 results (i.e., behaviors you will do more, less or differently for successful performance in your current job or position):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The purpose of your Emotional Intelligence View 360 feedback is to assist you to develop specific emotional intelligence competencies. Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! Research suggests that desired change is more likely to be successful when:

- ✓ The desired competency is specifically defined
- ✓ There is commitment and motivation to change behavior
- ✓ An action plan is shared with others
- ✓ An analysis is made of reasons for potential lack of success
- ✓ Other people support your behavior change
- ✓ The behavioral outcomes are visible and can be measured

The action plan worksheet on the next page will assist you in developing one of the competencies you have identified based on the results of your Emotional Intelligence View 360. As you begin your action plan, consider the following:

- ✓ Focus on being specific
- ✓ Use the recommendations in your feedback report as a basis for your behavioral plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how to monitor and evaluate results

# EMOTIONAL INTELLIGENCEVIEW360

## Development Planning Guide Continued

### Deciding What Competencies to Work On Continued

Summarize your key development area (competency) that you plan to focus on. Target these toward a specific group and list them in order of importance in the space provided below:

I wish to increase my **own** general effectiveness in the following areas:

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I wish to increase my effectiveness with my **Manager** in the following areas:

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I wish to increase my effectiveness with my **Direct Reports** in the following areas:

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I wish to increase my effectiveness with my **Team Members or Peers** in the following areas:

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# EMOTIONAL INTELLIGENCEVIEW360

## Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	