

Sam Sample | Example EI Report Date

EXPERT

EMOTIONAL INTELLIGENCE REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS



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REPORT STRUCTURE

This report presents Sam Sample's Emotional Intelligence (EI) profile in the following sections:

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- Development Plan

**DISCLAIMER**

This is a strictly confidential assessment report on Mat Black. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Mat Black.

The Emotional Intelligence profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Research studies have shown that Emotional Intelligence (EI) contributes to several factors of interpersonal effectiveness and leadership capability. Employees who demonstrate high levels of EI are better at understanding themselves and others, making confident decisions and expressing their views. They have also been found to effectively manage their emotions and have the drive, energy and optimism to succeed. Furthermore, they are more capable of being sensitive to interpersonal and organisational dynamics and relate to others with diplomacy and tact.

This report describes Sam Sample's Emotional Intelligence in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training. These competencies are described in detail below.

The report outlines Sam Sample's most likely personal strengths and weaknesses in each of the EI competency domains. These should be treated as hypotheses to be explored in greater detail via other assessments. For example, Sam Sample's level of job specific knowledge can be assessed through a critical review of his work history and previous qualifications, and by the use of objective tests and structured interviews. His skills can be assessed in greater detail through work sample tests, behavioural observation, role-plays and assessment centre exercises.

This report can be used for assessment and selection, or as a tool to facilitate Sam Sample's personal development. In the latter case it should be used as a starting point to begin exploring with Sam Sample possible development needs and to produce a shared development strategy for promoting his EI competencies

Please Note:

- As the report contains information relating to a number of different competencies, it is important when using it to focus on those competencies that are specific to the role being considered.
- The competency scores are calculated from Sam Sample's responses on the 15FQ+ personality questionnaire. Therefore, if this report is to be used to compare different individual's EI competencies, it is essential all the reports are produced using the same norms.
- The report describes Sam Sample's EI competencies in terms of his typical behaviour, and should not be taken as an assessment of his maximum (or most effective) performance. Rather it describes his core EI competencies, with his actual performance in any particular setting being influenced by a number of factors in addition to his level of Emotional Intelligence. These include: the specific skills he has developed; the impact the environment has on facilitating or inhibiting his performance; his motivation; his current level of emotional wellbeing, etc.



DIMENSIONS

In line with the work of Goleman this report defines emotional intelligence as consisting of competencies in two domains, the personal and interpersonal. Within these domains, EI competencies are split into two clusters. The definitions of the EI domains and associated competency clusters are presented below.

PERSONAL DOMAIN

The Self-awareness Competency Cluster includes: Emotional Self-awareness; Self-confidence and Accurate Self-assessment. These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

The Self-management Competency Cluster includes: Emotional Self-control; Optimism; Achievement Orientation; Forward Planning; Conscientiousness; Adaptability and Trustworthiness. These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

INTER-PERSONAL DOMAIN

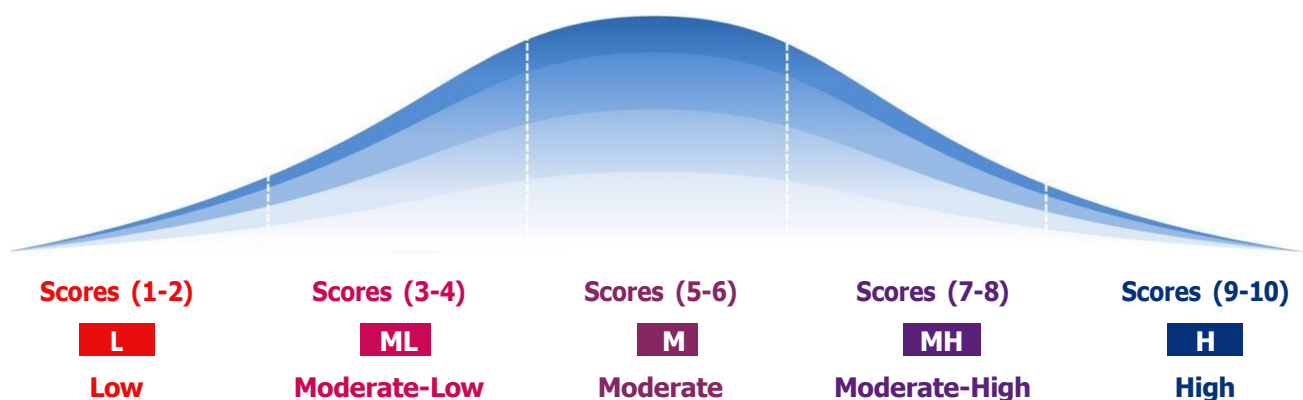
The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

The Relationship Management Competency Cluster includes: Persuasiveness; Conflict Management; Inspirational Leadership; Change Catalyst; Team Working and Open Communication. These competencies enable a person to: communicate effectively; relate to others with diplomacy and tact; network; negotiate successfully; work collaboratively; openly share information; actively participate in team projects; motivate others; actively promote change and develop colleagues' potential through coaching, mentoring and teaching.

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit effective workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.





REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	NZ Respondents	19633

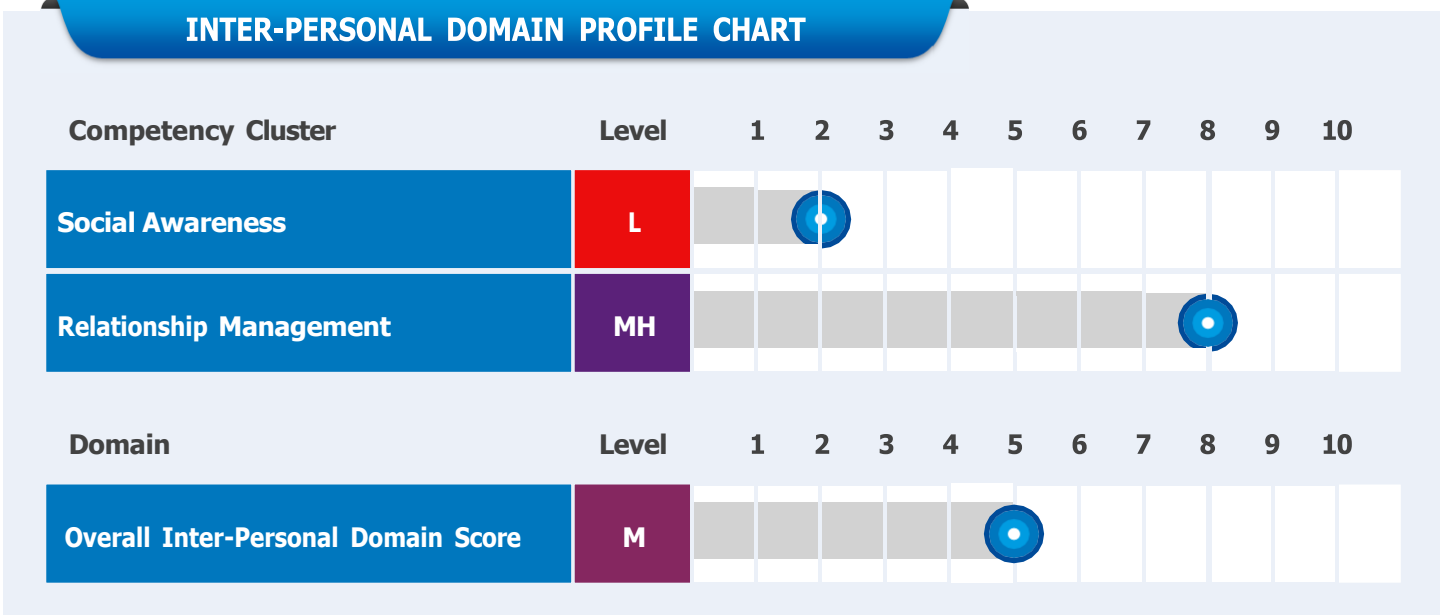
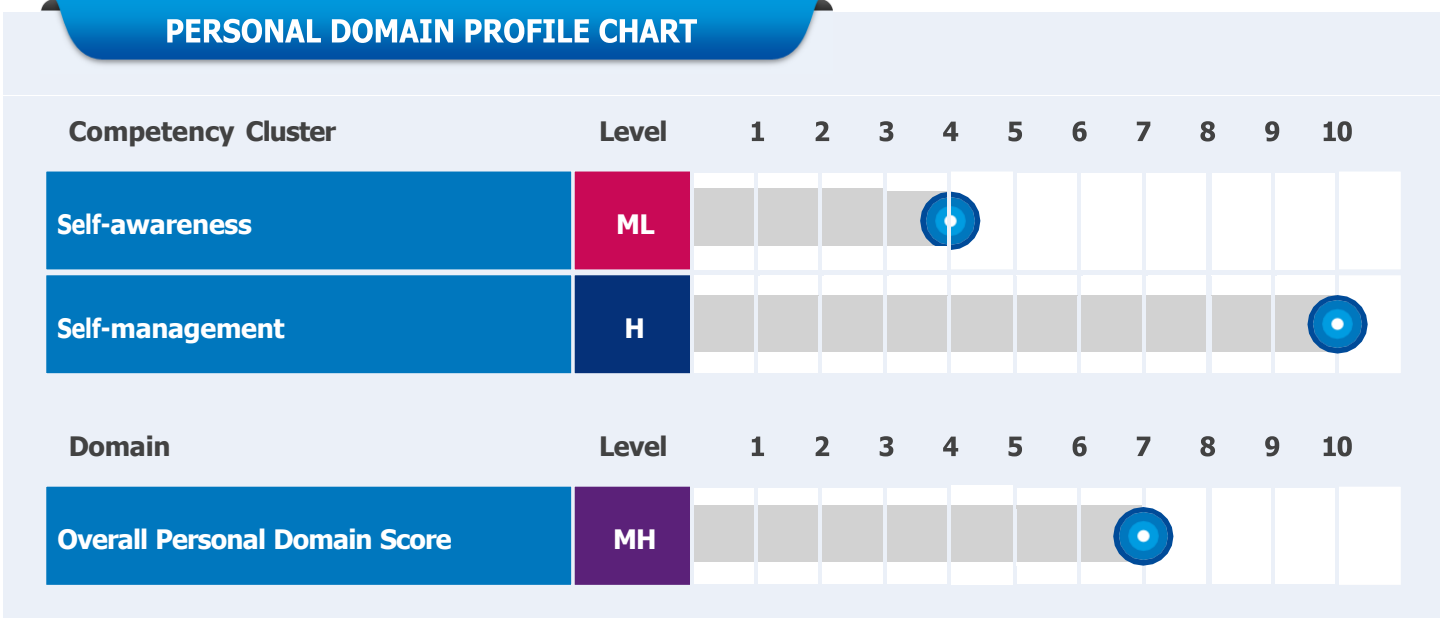
RESPONSE STYLE

The Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results indicate that Sam Sample may have been concerned to present himself in a socially acceptable manner. That is, he may have intentionally (or otherwise) selected answers that project an image that he considered to be favourable given the context in which the questionnaire was completed. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate strategy or alternatively a reflection of his true personality, being more a function of genuine altruism, a strongly internalised moral or behavioural code than a deliberate intention to present himself positively.

EMOTIONAL INTELLIGENCE PROFILE

The competency scores are weighted composites of the behavioural dimensions that contribute to each of EI Domains. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sam Sample's responses to the questionnaire. Further details are available in the discussion of the results later in the report.

POTENTIAL STRENGTHS

Mat Black's responses to the assessment suggest the following core competencies:

- He would be expected to be reasonably happy to take pro-active decisions.
- He would be expected to be quite happy to express his views and opinions freely, even if they are unpopular and are unlikely to be well received.
- He is likely to have quite a strong social presence.
- He would be expected to cope reasonably well with setbacks.
- He should not be that prone to let his emotions cloud his judgment or adversely affect his performance at work.
- He is likely to have a relatively optimistic and positive outlook on life.
- He is unlikely to have much difficulty pushing un-obliging or uncooperative colleagues into action.
- He would be expected to have fairly high levels of energy and drive.
- He is likely to be quite open to novel ideas and would be expected to be quite motivated to seek out new solutions to problems.
- He is likely to be motivated to try to achieve a balance between attending to detail, while at the same time being open to 'the bigger picture'.
- He would be expected to be capable of being quite a persuasive speaker.
- Others are likely to find the enthusiasm with which he embraces new ideas infectious.

POTENTIAL AREAS FOR DEVELOPMENT

Mat Black's responses to the assessment suggest the following development needs:

- To actively seek help, support and guidance from others.
- To be more open to his own emotional experiences.
- To be more sensitive to others' emotions.
- To be more tactful and diplomatic in his dealings with others.
- To ensure he does not upset others and unnecessarily cause discord and disagreement.
- To develop active listening skills.
- To be more attentive to the power relationships and emotional undercurrents within any given group or organisation.
- To be more attentive to clients' requirements and trying to understand how they can best be met.
- In situations where he is negotiating, to be a little more prepared to concede ground in order to move the negotiations forward.
- To be less inclined to 'take centre stage' and dominate in meetings and discussions.

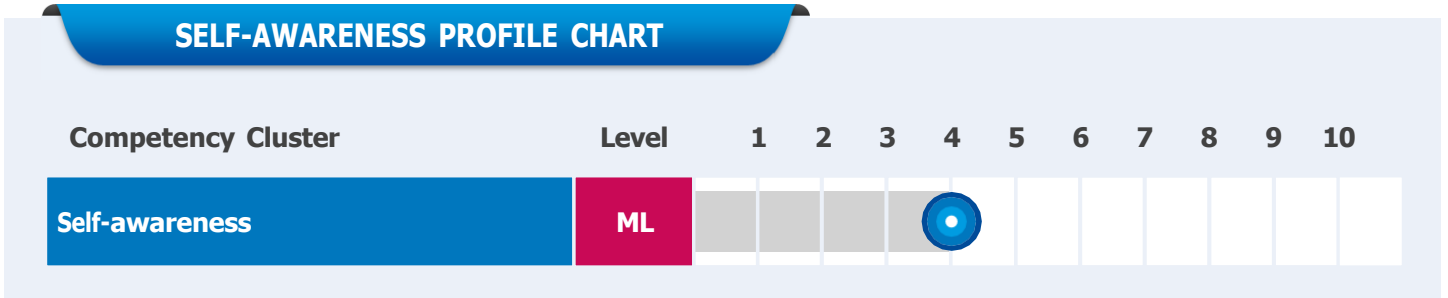


SELF-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-awareness
- Self-confidence
- Accurate Self-assessment

These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.



EMOTIONAL SELF-AWARENESS

Sam Sample’s profile indicates he is unlikely to be particularly open to his own emotional experiences. His scores indicate he is inclined to take a fairly tough-minded and fairly utilitarian approach to life. As a result, it would be expected that his natural inclination will be to focus on external realities and ignore his own feelings.

SELF-CONFIDENCE

Sam Sample’s responses to the questionnaire indicate he is likely to be fairly confident and self-assured. As a result, he is quite unlikely to be troubled by feelings of self-doubt. His scores indicate he is likely to have a fairly strong sense of his own self-worth and be relatively sure of his own opinions. Consequently, he should be reasonably happy to take decisions pro-actively. He would therefore not be expected to be unduly prone to prevaricate, even when much is at stake. He is likely to cope at least as well as most people with uncertainty; with him being reasonably comfortable making decisions in situations where outcomes are unclear and only limited information is available. His responses suggest he is very socially bold. As a result, Sam Sample is likely to have a very strong social presence. He is likely to be quite happy to freely express his views and opinions, even if they are unpopular; without him being particularly concerned that his views may be badly received. His scores suggest he is quite assertive and, as such, is unlikely to experience much difficulty pushing un-obliging or uncooperative colleagues into action should this be required of him. Even though his responses to the questionnaire indicate he is likely to have fairly high levels of self-esteem and be reasonably confident of his own opinions, he should not be averse to seeking support and guidance from others.



ACCURATE SELF-ASSESSMENT

Despite the fact that his profile suggests he is not any more confident or sure of his own intellectual abilities than most people, Sam Sample is nonetheless unlikely to be unduly prone to overestimate his own level of knowledge and skill. His scores suggest he is not any more suspicious than most and that he should be as open to receiving feedback, even when this is not presented in the most constructive manner. Moreover, he should be relatively happy to enter into a dialogue as to how best to improve his performance. In general he is likely to be quite open to acknowledging mistakes or errors he has made, but may be a little reluctant to do so if he anticipates censure.

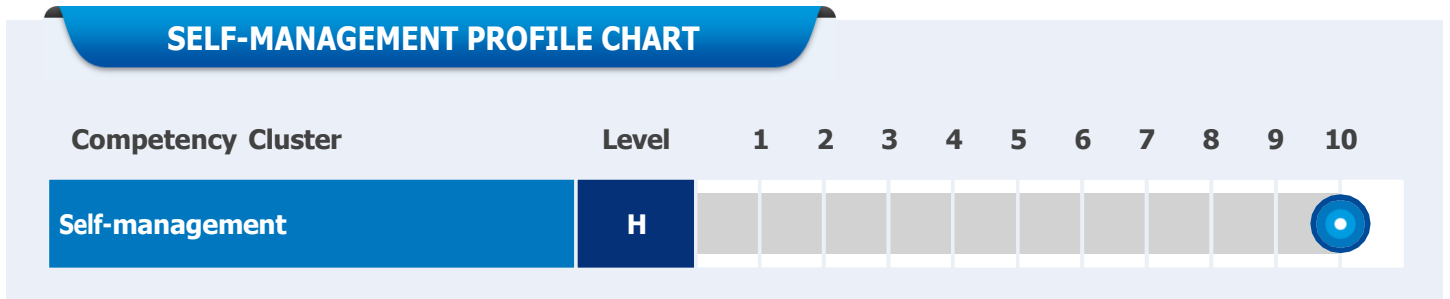


SELF-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-control
- Achievement Orientation
- Forward Planning
- Conscientiousness
- Adaptability
- Trustworthiness

These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.



EMOTIONAL SELF-CONTROL

The profile suggests Sam Sample is likely to be very stable and emotionally mature. As a result, he should not be that prone to let his emotions cloud his judgment or adversely affect his performance at work. Consequently, his colleagues are not likely to view him as being in the least moody or unpredictable. He is unlikely to lose his composure when placed under all but the most extreme pressure or experience difficulty maintaining his concentration in noisy, distracting environments. As such, he would not be expected to experience much difficulty coping with the emotional demands of challenging working environments. As his scores suggest he has average levels of frustration tolerance, he should be no more likely than most to become short tempered or irritable when things go wrong. Moreover, he should not experience undue difficulty dealing with slow or indecisive people and is no more likely than most to lose his temper in such situations.

ACHIEVEMENT ORIENTATION

As his results suggest he is lively, enthusiastic and fun-loving, he would be expected to have fairly high levels of energy and drive. He shouldn't be troubled by feelings of despondency or depression and should generally have more than enough energy to meet challenging work schedules.



FORWARD PLANNING AND CONSCIENTIOUSNESS

The assessment results indicate Sam Sample is likely to have a slightly below average level of self-control and self-restraint. As a consequence, he would be expected to have a less strong sense of duty than some and to be less committed than some to finishing tasks. However, as his scores also indicate he is likely to be as meticulous and attentive to detail as most people, he would be expected to be reasonably committed to maintaining quality standards. While he is likely to perceive the value of forward planning and be motivated to look to the future to anticipate possible difficulties, he may nonetheless wish to keep his plans sufficiently flexible so as to be able to adapt them to changing events and circumstances as they arise.

ADAPTABILITY AND TRUSTWORTHINESS

Sam Sample's responses to the questionnaire indicate he is likely to be radical by nature and inclined to question existing methods and procedures. Consequently, he is likely to be quite motivated to seek out new solutions to problems. As his scores suggest he is no more rule-bound or rigid than most, he should be quite adaptable and open to change. As his profile indicates he is likely to be somewhat unconventional by nature and not be highly respectful of authority, he would be expected not to feel a very strong sense of allegiance to conventional moral standards and codes of conduct.

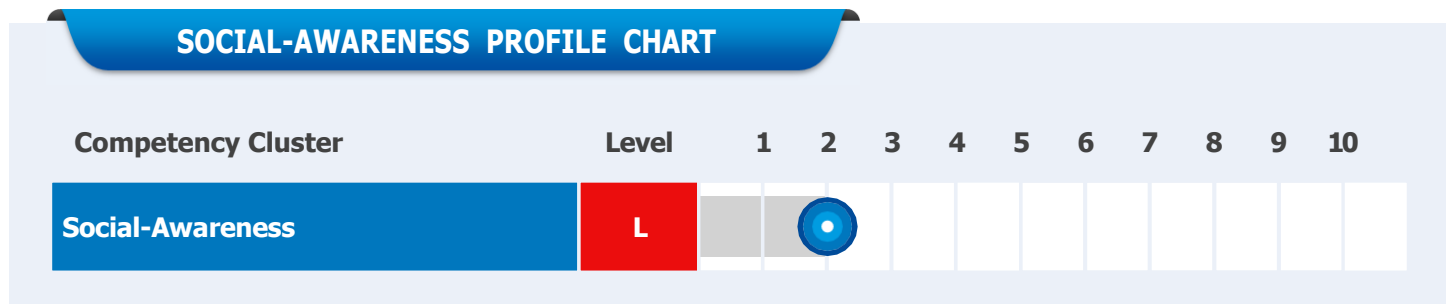


SOCIAL-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Empathy
- Interpersonal Openness
- Organisational ('political') Awareness
- Service Orientation

These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.



EMPATHY

Sam Sample's scores suggest he is unlikely to be very concerned about saying things that might cause offence. Moreover, as his profile indicates he is likely to be slightly lacking in interpersonal warmth, he would be expected to have a little less insight into, and understanding of, others' emotions than most people. As he is unlikely to take a lot of interest in his colleagues and their personal needs, he may be viewed as a little lacking in empathy and concern for others. Sam Sample's profile further suggests he is assertive and relatively direct. As a result, people may be inclined to view him as being a little insensitive at times. However, as he is unlikely to be concerned about raising issues that might cause discord or disagreement, he should be capable of being direct and to the point when this is needed.

INTERPERSONAL OPENNESS

His responses to the questionnaire indicate Sam Sample is likely to be slightly less agreeable and accommodating than many and a little lacking in interpersonal warmth. Consequently, he might not be expected to be a very good listener. His profile suggests that even though he is not conservative or traditional by nature, he may not always be that open to others' views and opinions, particularly if they do not coincide with his own views.

ORGANISATIONAL AWARENESS AND SERVICE ORIENTATION

Having a pattern of scores which suggests that, by nature, he is not unduly sensitive to the subtleties and overtones of social situations, Sam Sample might not be expected to be highly motivated to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As his scores suggest he is as trusting as most people and as inclined as most to take others at face value, he would not be expected to feel any greater need than most to question their motives and consider what hidden agendas (if any) may be at play. Sam Sample's profile indicates he is unlikely to have a great amount of interest in understanding other people's needs, wants and goals, and is not likely to be that intuitive by nature. As a result, he is not expected to be highly interested in trying to understand clients' requirements and how they can best be met.

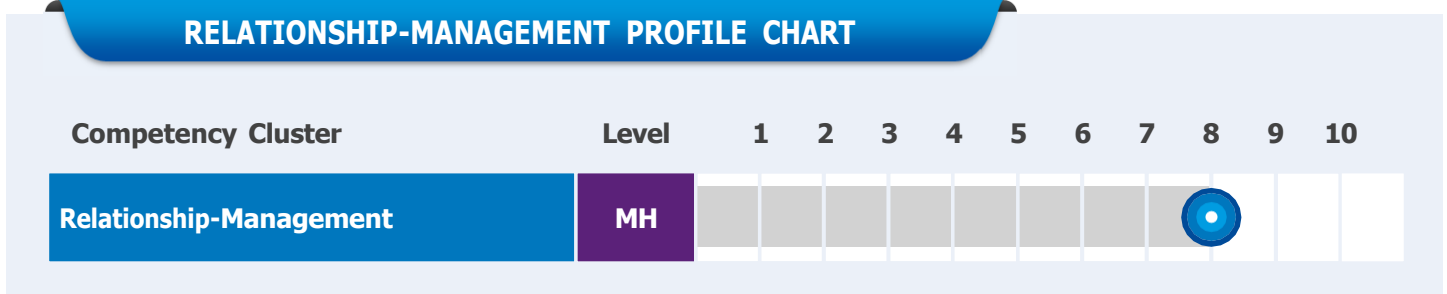


RELATIONSHIP-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Persuasiveness
- Conflict Management
- Inspirational Leadership
- Change Catalyst
- Team Working
- Open Communication

These competencies enable a person to: communicate effectively, relating to others with diplomacy and tact; negotiate successfully; motivate others and actively promote change; network; work collaboratively, openly share information and actively participate in team projects; develop colleagues' potential through coaching, mentoring and teaching.



PERSUASIVENESS AND CONFLICT MANAGEMENT

As the assessment results suggest he is very socially confident and is likely to feel comfortable and at ease when speaking to large groups of people, Sam Sample would be expected to be quite an effective public speaker. The profile further suggests Sam Sample is assertive and may be rather inclined to 'take centre stage' in meetings and discussions. As a consequence, there is a risk that his more reticent colleagues may occasionally find him slightly overpowering and may even have some difficulty 'making their voice heard'. In situations where he is negotiating he may be expected occasionally to be a little too inclined to get others to concede on their points, while not making sufficient concessions to move negotiations forward. As a result, he may not be particularly effective in roles that require active negotiation skills. As his scores suggest he is likely to be slightly less motivated than many to attend to the emotional undercurrents of the setting he finds himself in, it would be expected that he may not always be very diplomatic and tactful in his dealings with others.

INSPIRATIONAL LEADERSHIP AND CHANGE CATALYST

Having a profile which suggests he is lively and participative, Sam Sample is unlikely to experience great difficulty energising and motivating others and galvanising them into action. As his responses to the questionnaire indicate he is open to new ideas, others are likely to find the enthusiasm with which he embraces new working methods and procedures to be fairly infectious.



TEAM WORKING AND OPEN COMMUNICATION

As his profile suggests he is quite group-orientated, he should enjoy team work. Moreover, Sam Sample would be expected to have quite a large network of friends and colleagues to call upon for help and advice if needed. His results further suggest he is not unduly inclined to doubt people's motives and is likely to be at least as open and straightforward as most in his dealings with colleagues. Consequently, he is unlikely to see undue reason to be guarded or manipulative in his work relationships. As a result, he should be relatively happy to share information and knowledge with his colleagues, with him not fearing they may use this information to gain an advantage over him. Therefore, he is unlikely to be concerned that the development of others might undermine his position at work. His profile suggests that, when developing colleagues, he is likely to prefer to adopt a balanced style, which incorporates elements of teaching along with mentoring and coaching. As his scores indicate he is inclined to believe he has at least as much as most others to contribute to the development of staff, he is likely to be relatively happy to take on such roles.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of the profile.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

A detailed description of Sam Sample's most likely behaviour on each of the competency behavioural dimensions is provided in this section along with development recommendations. Please review these before working with him on the development plan.



1. FEEDBACK AND REACTIONS

Gauging Sam Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the "Feedback" report can be shared with Sam Sample before discussing the results with him. Use the following questions to gauge his overall reaction to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam Sample which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

This development plan is for:

This development plan is overseen by:

Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Universal Competency Framework. The areas which have been determined as most in "Need" for development from the profile have been marked with a check mark under the "Need" column, though users may also select other areas which they deem to be in need for development.

Domain	Competency Cluster	Need	Priority
Personal Domain	Self-awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Personal Domain	Self-management	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Social Awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Relationship Management	<input type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in "Need" of development and which have also been selected as a "Priority" should be considered as part of Sam Sample's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam Sample's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?