The Emotionally Intelligent Leader

When Business Intelligence meets Emotional Intelligence

An Emotional Intelligence Personal Profiling
for

Stephen Taylor

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Unleash the Potential of Your People
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Summary

The Emotions and Behaviours at Work assessment (EBW) is a validated psychometric measure that provides feedback on a person's Emotional Intelligence at work. It has been created to assist with the assessment and development of personnel.

Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to assist in the selection or development of Stephen. The following report has been generated using a senior manager (leadership) norm group and is intended to summarise the results from the EBW completed on the 23.07.2015. The report is written in a style that can be presented to Stephen.

Content

The report is divided into the following sections:

Introduction to the Emotional Intelligence Report

Guidance on the Interpretation of Feedback Executive Summary

IMPORTANT NOTE

This report was produced by software that is only available to individuals with training in the use of psychometrics (BPS Level B) and the Emotional Intelligence and Behaviours at Work assessment in particular. This report should only be used and fed back by a Facilitator accredited by the British Psychological Society.
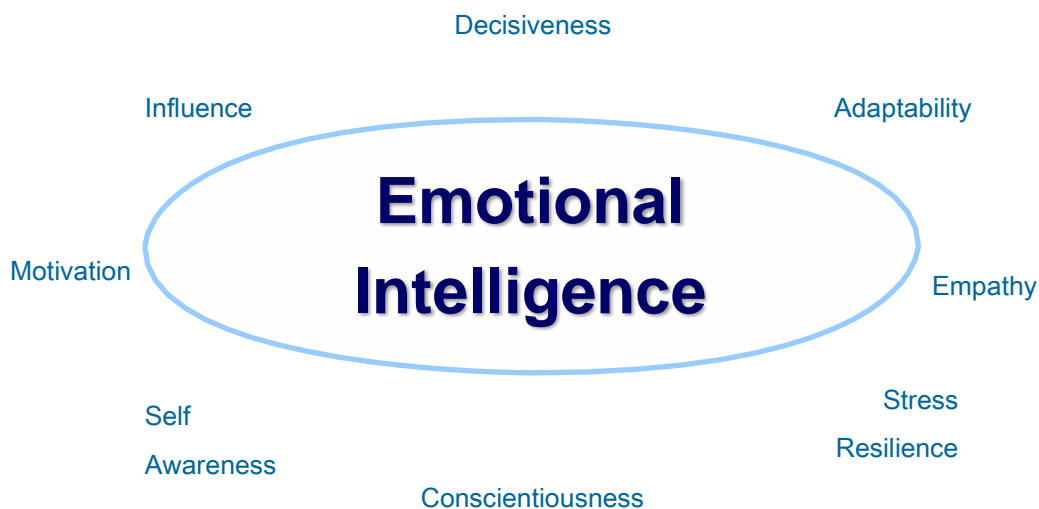
The Emotional Intelligence and Behaviour at Work Assessment

The comments in this report relate to the eight emotional/behavioural clusters that provide the focus for the Emotional Intelligence Profile. These emotional/behavioural clusters determine how we manage ourselves and interact with others. The way a person approaches work is explored along with a range of emotions and behaviours that relate to a person's Emotional Intelligence at work (Business Emotional Intelligence or Business EQ). The report provides detailed feedback on the eight key emotional behavioural clusters that help predict an individual's Business Emotional Intelligence and their potential to succeed in the future.

Business Emotional Intelligence is the knowledge and the ability that individuals have that enable them to both know and manage themselves. It is the capacity that individuals have to manage themselves through knowing and understanding their feelings, wishes, needs, wants and purpose. It is also the knowledge and ability that helps individuals to understand, engage, manage and motivate other people. This includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathic and communicating clearly to others.

The report measures the following emotional behavioural clusters or 'scales'.

Decisiveness

Influence

Adaptability

Emotional Intelligence

Motivation

Empathy

Self Awareness

Stress Resilience

Conscientiousness

These describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these emotions and behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our emotions and behaviours do tend to be quite consistent. However, they can change over time and this report therefore provides a snapshot of a person's emotions and behaviours today, but this could change in the future.

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Guidance on the Interpretation of Feedback

- The main reason for completing the questionnaire and reading this report should be to stimulate your thinking about how your emotions and behaviours can impact on your working style.

  As such, this report should not be treated as a definitive description of your working style but as a starting point from which to explore your Business Emotional Intelligence in more depth.

- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.

- In reviewing your results you should read the definition of each emotional behavioural cluster before going on to read how it relates to you.

- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.

- Consider the information in this report in conjunction with other information you have about your strengths and development needs.

- This report should be seen as a snapshot of your emotions and behaviours at the time you completed the Profiling. Although Business Emotional Intelligence is relatively stable, with the right coaching and training it is possible to develop certain aspects of your emotions and behaviours at work.

- Many people find it very useful to discuss this report with a qualified consultant. A consultant will be able to consider your emotions and behaviours as described in this report,and also other relevant factors, such as your job, and give advice on development areas within your job role and training opportunities.

- You should see this report as the starting point for your development and use it to feed into your own personal development plan.

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Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that form the focus of the Report. However the feedback from each emotional behavioural cluster should be read and considered to maximise the value of the report.

Score Summary

The table below presents the current EBW sten scores for Stephen Taylor using a senior manager (leadership) norm group. These sten scores must be interpreted by an accredited EBW Facilitator.

Decisiveness	1	2	3	4	5	6	7	**8**	9	10
Motivation	1	2	3	4	5	6	7	8	**9**	10
Influence	1	2	3	4	5	6	7	8	**9**	10
Adaptability	1	2	3	4	**5**	6	7	8	9	10
Empathy	1	2	3	4	5	**6**	7	8	9	10
Conscientiousness	1	2	3	4	**5**	6	7	8	9	10
Stress Resilience	1	2	3	4	5	6	7	**8**	9	10

Feedback Overview

Stephen is more comfortable than many taking on responsibility and being in control. He likes making decisions and is prepared to take a stand on tough issues that are important to him.

Stephen is ambitious and passionate about his work and puts a great deal of energy into it. He actively seeks challenge and expects positive outcomes.

Stephen needs to be heard and have an impact, to persuade others and affect outcomes. He likes to lead and is comfortable in high profile roles.

Whilst valuing stability in his working environment and liking a degree of clarity in what is required of him, Stephen may still be comfortable with some uncertainty and can adapt to changing situations.

Recognising, and at times, being sensitive to others' feelings, needs and perspectives, Stephen enjoys working with others. He is likely to be quite approachable, but will balance the needs of the task with his desire to help and support colleagues.

Stephen likes some structure and order when working, but may, at times, want to achieve goals or behave in a way that some may think is not acceptable.

Stephen is generally comfortable dealing with the day-to-day stresses of work and may be better than many in coping with pressure and managing his emotions.

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Feedback

The sten scores and feedback narrative in this section of the report are based on Stephen Taylor's responses on the EBW assessment. Each section starts with a definition of the emotional behavioural cluster followed by the sten scores and feedback narrative. At the end of each section there are some questions to consider based on the feedback narrative.

Decisiveness

Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.

Score

1	2	3	4	5	6	7	8	9	10
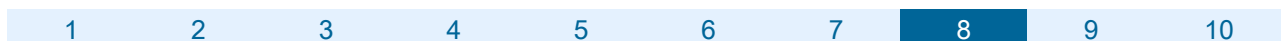
Feedback

Stephen is comfortable with positions of responsibility and may seek them out. He is happy to make decisions and is relatively untroubled by having to make quite major decisions that will affect him or others. His eagerness to come to a decision could mean that he does not always consider all aspects of a problem. However, he will be prepared to come to a decision in situations where all the information is not available, where the outcome cannot be adequately predicted or where decisions have to be made rapidly without adequate time to consider them fully.

Stephen will also be prepared to take control of a situation, even if this means he is likely to be challenged. He has confidence in his own position and will be prepared to stand by his decisions.

At times, Stephen may be eager to reach a solution when colleagues would prefer to explore issues further. He may be uncomfortable with ambiguity and a lack of clarity, preferring to take a strong, clear line, even if this does not fully represent the complexities of a situation. More submissive colleagues may find his need for completion and control to be intimidating or frustrating and he needs to consider whether he is adequately equipped to take on the level of responsibility he does .

Stephen may be less comfortable with roles that require patient information gathering, consideration, reflection, detailed analysis or extended lack of clarity. His preference will be for those situations where he can move from issue to issue making conspicuous progress and may enjoy general or line management roles.

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In teams, Stephen may sometimes close options down prematurely in an attempt to reach a solution and will be frustrated by procrastination or avoidance of decisions in others. He may feel that the group has reached a point where only one outcome is possible, whilst some of his colleagues may prefer to explore matters fully before moving on. He may therefore, come across as slightly impatient at times and needs to consider that while the aim of a meeting is to reach a decision, others may have additional needs such as ensuring that all aspects have been adequately covered.

Questions

Tell me about a situation in which you had to make a decision, but lacked the information or clarity that you needed to be sure you were making the right decision.

Tell me about a time when you had to take a position or present a decision that was unconventional or unpopular.
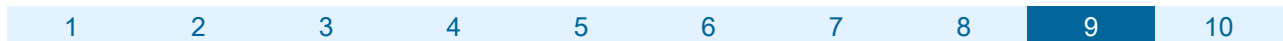
Describe a time when you had the opportunity to take on a lot of responsibility.

Motivation

Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.

Score

1	2	3	4	5	6	7	8	9	10

Feedback

Stephen is ambitious, having a positive attitude towards his work, seeing opportunities and solutions rather than problems. If he can take an interest in a task he is likely to become deeply engrossed in what he is doing and have a great enthusiasm for it. He will also tend to be optimistic about his ventures, expecting everything to work out and so he may underestimate the level of risk involved. This optimism may make him better able to cope with obstacles and he will not be easily deflected although he may become frustrated by what he perceives to be a relative lack of commitment in others.

Stephen is a very self-motivated individual, who can use his passion and drive to get projects started. His energy and enthusiasm for his favoured projects may help Stephen involve and motivate others whilst his optimism could well encourage others to have confidence.

It is not necessarily the case that Stephen's enthusiasm will be well directed and this could lead him to focus his energies inappropriately - this will be dictated in part by his abilities and overall commitment. He may also become impatient and want to deal with everything immediately, being unrealistic about what can be achieved, underestimating the risks of failure or being insufficiently concerned about them.

If he does not feel engaged and challenged he may direct his energies elsewhere. In teams he can be useful for raising the energies of his colleagues but could overwhelm some, whilst other people may find his enthusiasm irritating.

Questions

Tell me about a time when you felt enthusiastic about the work you were doing.

Describe a time when you persevered with a project that you thought might fail.

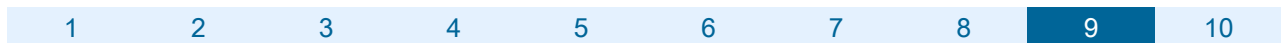Describe a time when you had to do some work that didn't stimulate you.

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Influence

The drive to influence others and persuade them, to be heard and have an impact.

Score

1	2	3	4	5	6	7	8	9	10

Feedback

Stephen's responses in this area suggest that he needs to have an impact and enjoys roles that require him to persuade and influence others. He is likely to become de-motivated in roles/situations in which he cannot see that he is making a significant difference. This does not necessarily mean that he requires high-level roles, although he may well be drawn to high profile and high prestige jobs, but that he will be most comfortable when able to have an impact at the level at which he is working.

Stephen is likely to be relatively effective in roles in which he has to influence and persuade others, such as sales and management. This may be in part because he enjoys it, but also because he feels driven to convince others of his position and to use people to achieve his goals. He is more able than most to get others to do things for him and go along with his plans.

Where some are uncomfortable in roles where they have to assert their ideas, Stephen Taylor is likely to relish and feel comfortable doing so. Again, the appropriateness of doing this will be very dependent upon the type of role Stephen is in. His desire to make an impact may make him impatient of highly consultative and democratic processes and he may find it hard to avoid the temptation to force his views on others. Likewise, Stephen may be tempted to persuade others to his own position even if others' ideas and perspectives are more appropriate.

It is important to Stephen that he has an opportunity express his ideas and opinions and will be likely to do this regardless of whether or not he is required to do so. The value of his contributions will, of course, be dependent upon the quality of his ideas.

Stephen is likely to enjoy a relatively high profile and may present as confident and assured as a result. It may be possible that this enables him to advance more rapidly and to attract more key roles.

Stephen therefore, seems best suited to roles where he can make an impact and be allowed to have his say. Whilst he may find it hard to fulfil a role where he has no influence, this does not mean that he will not be prepared to take a lead from others, especially if he feels his views are taken seriously.

In teams, he is likely to provide much more input than his colleagues, ensuring that his views are listened to and heard.

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Questions

Describe a time when you had to convince somebody of something.

Describe a time when you had to get other people to do what you wanted them to.

Tell me about a time when you had to decide whether or not to take control of a situation.

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Adaptability

The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.

Score

1	2	3	4	5	6	7	8	9	10

Feedback

Stephen values a proven approach to work, but will be prepared to embrace change and new ideas when he recognises their benefits. This approach may suit him well when tasked with developing new procedures and systems although, like most people, he is likely to be daunted by having to start in a completely new area without having any relevant experience to draw on.

Like most people, he will be frustrated by sudden and unexpected events that require him to change his plans and will not be fully comfortable in situations where he is unable to predict what he will be doing.

Although liking stability in his workplace, Stephen will enjoy learning and developing. He will be prepared to consider new ideas and perspectives, but will find it harder to take on very radical or unconventional solutions that are outside of his experience.

Likewise, when he is attempting to develop new solutions himself, his solutions are likely to be a development of his previous experiences blended with some new ideas rather than being radical new solutions.

Stephen seems more suited to stable roles, but is prepared to accept a degree of uncertainty as long as he has clear idea of what his role is.

Questions

Describe a time when you had to go through a period of major change at work and how you dealt with it.
Describe a time when someone tried to get you to see things from their perspective
Describe a time when you had to work with an unchanging routine.

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Empathy

The ability to recognise, be sensitive to and consider others' feelings, needs and perspectives. The need to understand, to help and work with others.

Score

1	2	3	4	5	6	7	8	9	10

Feedback

Stephen is interested in people and likes to enjoy positive relationships with those around him, but can balance this with the needs of the role. At times, he can be sensitive to others' feelings and emotions, being able to recognise when they are uncomfortable or beginning to get upset, angry etc. He is likely to develop some relationships at work and can develop a rapport with many of those he meets, but is content to keep some of his relationships on a purely professional footing.

Stephen will generally prefer to avoid conflict, but will be prepared to deal with it where necessary. Like most people, he may find this difficult and will usually put effort into finding solutions and compromises to facilitate co-operative working relationships where possible.

As a manager or colleague, Stephen is likely to be quite supportive and approachable, dealing with people's needs whilst still considering the needs of the task. Whilst he will not ignore or tolerate poor performance or inappropriate behaviour and will seek to address it he may, like most people, find this uncomfortable. On occasion, this might mean that he finds a compromise between dealing with the issue and maintaining harmony with colleagues and partners.

Stephen seems happy working with others or working independently to formulate his own ideas, probably preferring a blend between the two. He may therefore, dislike extremes of either kind (having to work without support or doing everything by consensus) and could find them unfulfilling. Whilst he will generally feel more comfortable having the support of others, he can work in isolation at times if required.

Stephen is likely to want some contact with people in his job role, be it colleagues, clients or others, but will probably want some time to himself occasionally. He will like working in teams as long as he can see the benefits of meetings and collaboration.

Questions

Describe a time when you had to be firm with somebody else.
Describe a time when you had to develop a rapport with someone.
Describe a time when you had to work with a group of people to achieve a goal.

Conscientiousness

The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.

(The Emotional Behavioural indicator shows the overall score for Conscientiousness which consists of the Structure and Rules subscales).

Score

1	2	3	4	**5**	6	7	8	9	10

Feedback

Stephen likes some structure and order when working but may, at times, be comfortable taking a more flexible approach to his commitments. He will also be prepared to take a more flexible approach to the rules and conventions than most people and may be more concerned with achieving the goal than the way in which it is achieved.

Structure

| 1	2	3	4	**5**	6	7	8	9	10

Stephen's score suggests he will wish to meet his commitments in a fairly organised way, but may be content to leave some things open. Whilst he will still want to work hard to try to ensure his promises, including those relating to deadlines and delivery, are met, he will not necessarily accept unreasonable demands upon himself.

Stephen will enjoy some structure and order when working, but he will not necessarily be as organised, at all times, as his peers, and may be more comfortable with some untidiness or lack of structure in others. Although some may interpret this as a lack of efficiency on his behalf.

Stephen will be broadly comfortable in roles where he can organise and structure his own work and where he does not have to follow a rigid set plan.

Rules

1	2	3	**4**	5	6	7	8	9	10
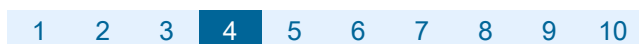
Stephen is likely to be relatively comfortable in roles where he can define his own goals and modes of working and where he is rewarded for what he achieves rather than how he achieves it. He is likely to be less comfortable in very regulated, structured and bureaucratic organisations, particularly where he is required to conform visibly to their standards.

Whilst he may be able to fit into these organisations and make a valuable contribution, he could experience a degree of conflict with colleagues because of his working style. He may find it frustrating working to arbitrary deadlines and timetables as he may be less focused on the specific requirements and needs of the task.

He is also more prepared to be flexible with the rules and systems than others in order to achieve the desired result. This may mean that he is better able to achieve the desired results and act on the intention rather than the literal wording of rules and guidance. However, some may perceive this as an indication that Stephen is not entirely reliable because they do not know exactly what to expect of him and cannot fully rely on him to follow the organisation's procedures. He in turn may view those who work very closely to the rules to lack flexibility and to be too bogged down by the rules to be effective.

In teams, Stephen may sometimes appear to be working to a slightly different agenda than others. He may alienate some by his individualistic approach, but can be effective in achieving results.

Questions

Tell me about a time when you had to make detailed plans and then adapt them.
Tell me about a time you were expected to work strictly within a set of rules and regulations.
Describe a time when it became very hard to keep to a commitment you had made.

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Stress Resilience

The capability to relax and deal with the day to day pressures of work; the level of comfort with showing and managing emotions e.g., can control/ hide temper when provoked.

(The Emotional Behavioural indicator shows the overall score for Stress Resilience which consists of the Resilience and Emotional Control subscales).

Score

1	2	3	4	5	6	7	8	9	10
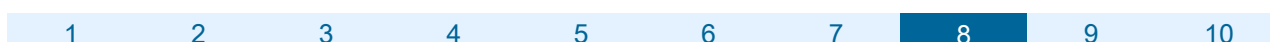
Feedback

Stephen's Stress Resilience score suggests that he is comfortable dealing with the day-to-day pressures of work, but may not always recognise when work is getting too much for himself or others. He will be able to manage his emotions and the way he expresses his feelings, but occasionally he may reveal more than he intended.

Resilience

1	2	3	4	5	6	7	8	9	10
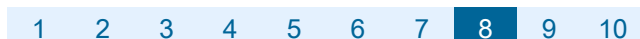
Stephen's answers suggest that he is better able than many to manage the day-to-day pressures of life. But, like most, people Stephen will suffer when he is put under too much pressure, although he reports as being generally able to manage his workload without feeling overwhelmed or distressed. This may help him when he has to work with demanding or unreasonable people or when the day is not going well.

Stephen's responses suggests that either, he has effective strategies for handling those times when the pressure of work does start to weigh upon him, or he is capable of absorbing some pressure. As most of the time, Stephen appears to be fairly effective in managing pressure at work, he may not always recognise those times when work is becoming too demanding for him to function effectively.

Similarly, Stephen's own resilience may mean that he is not always able to appreciate when others are under pressure or to make sufficient allowances for those who are not as resilient as himself. It may also be that he is less sensitive to things that are a source of stress to others and so he may not appreciate that his behaviour or the decisions he makes may create pressures for other people. Further, because he may see these issues differently, it is possible that he may not always appreciate feedback he is being given to that effect, and may be untroubled (or fail to pick up on) some aspects of the feedback that reflect negatively on him.

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It is possible that one of the reasons that Stephen is relatively able to resist stress is that he avoids taking on too much. This may make him feel more comfortable, but could mean that he is not fully exploring his potential. He may at times worry insufficiently and take things for granted.

It is also possible that Stephen needs the stimulation of highly pressured environments and so can only get motivated when presented with those situations.

Emotional Control

1	2	3	4	5	6	7	8	9	10

Most of the time Stephen can manage his emotions, but like most people, sometimes he will express negative emotions such as anger and frustration when under pressure.

In most cases he will be able to present a controlled image and deal with matters in a relatively un-emotional manner, but at times he will feel it is appropriate to show his feelings, negative or positive.

Because at times Stephen will be generally happy to show his feelings, people are likely to recognise when Stephen is under pressure and be able to assess what Stephen is feeling. This may mean at times, that Stephen is likely to reveal more of his feelings than he wishes to.

Questions

Tell me about a time when you were under a lot of pressure at work.

Tell me about a time when you had to control your emotions at work.

Describe a time when you had to do some work that had a low chance of success.

Self Awareness

The Self Awareness scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you on the E.I. scales. It was developed by statistically identifying questions that tend to be good predictors of the difference between how you rate yourself and how others rate you. It is not therefore, based on a specific theory as to why these ratings may differ. You should use it purely to challenge yourself on whether you have been realistic and honest with yourself in the way you answered the questions.

Score

1	2	3	4	5	6	7	8	9	10
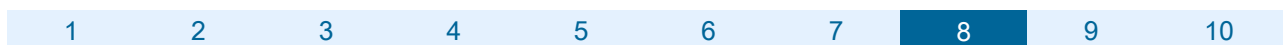
Feedback

Stephen tends to see himself broadly in the same way that others see him, identifying the same strengths and weakness as they do. This means he is likely to be aware of areas that he needs to work on and so is less likely to pursue ineffective strategies in the mistaken belief that they are working. He may also be better able to deploy his skills and abilities because he has greater insights into what is effective and so will be less affected by false modesty.

Self-awareness is often accompanied by introspection and self-monitoring and this facilitates development. An awareness of how he comes across to others can also help minimise misunderstandings with others as he will be more sensitive to the impact he has on them.

Questions

Describe a time when you received feedback about your behaviour that you were not aware about.

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How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

When MILITARY Intelligence meets EMOTIONAL Intelligence

Decisiveness
The capacity and preparedness to take decisions, accept responsibility and take the initiative. Provides clarity on issues and is prepared to be assertive.

Motivation/Drive
Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.

Influence
Is able to persuade others, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.

Adaptability
Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.

Empathy
Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable.

Conscientiousness
Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.

Stress Resilience / Emotional Control
Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.

Self-Awareness
This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.

For further information on our Emotional Intelligence Workshops on Emotionally Intelligent Leadership or Emotionally Intelligent Super Teams please contact us on: 0844 745 2120 or email info@mtceurope.co.uk.