

Sample Report

Trait Emotional Intelligence

07/12/2018

Private & Confidential

Norms: United Kingdom 2017

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This report provides you with information and guidance which can help you become more aware of your emotional intelligence. It provides a basis for development and training activities.

Before going any further please read this introduction. It provides the background you need to understand your report and to act on it.

What is emotional intelligence and why is it important?

How well do we understand ourselves and other people? How do we approach crucial relationships? These are issues in every aspect of our home, social and work life.

Much of our work success is based on our skills, knowledge and experience; but another part depends on how we get on with colleagues, managers, staff who report to us, suppliers and customers. We need to understand ourselves and how we appear to other people, as well as understand what makes other people tick. We can then use this knowledge to achieve our goals. Emotional intelligence is not about being nice or soft. It involves interacting effectively with other people to get a job done or to achieve the kind of life we want.

Emotional intelligence is important in work areas as varied as leadership and management, team and project work and all types of customer relationship. It affects our family and social life.

The Trait Emotional Intelligence Questionnaire measures our understanding of ourselves and of other people, and our ability to use this knowledge to achieve our goals.

How to think about your report

Put the scores and these comments in the context of your life and work when you're thinking about them. Ask questions like: what am I trying to achieve?; where do I have problems in relationships with other people?; what aspects of my emotional intelligence are particularly important in my work or personal life?

Scores on the Trait Emotional Intelligence Questionnaire tend to be very stable over time; as stable as your basic personality. But like your basic personality, work or life events may cause certain aspects of your emotional intelligence to fluctuate. The scores in this report are therefore not carved in stone. They will assist in your own assessment of how effectively you interact with others. This report should be seen as the beginning of an investigation which can result in an improved understanding of how to interact with other people. This will have benefits in both your work performance and social life.

Scores

Your scores are reported in three different banding categories:



The use of the word 'average' does not imply that you can achieve good or bad scores on this questionnaire. The percentages indicate how you responded as compared with the other people who filled in the Questionnaire during its development.

There is no right or wrong way of using emotional intelligence. There are positive and negative implications for all the different scores on this questionnaire. These are explained in the report.

Uses

The Trait Emotional Intelligence Questionnaire is used for a number of purposes. Examples of these are:



It is important that you understand why you have been asked to fill in the Trait Emotional Intelligence Questionnaire and how the scores will be used to benefit you.

This report has been produced by Thomas International website. Further information can be obtained <http://www.thomasinternational.net>

The Trait Emotional Intelligence Questionnaire was developed by K.V. Petrides, PhD at the London Psychometric Laboratory in University College London (UCL).

Factor and Facet scores

Below are your scores on the four Factors of the Trait Emotional Intelligence Questionnaire. Trait emotional intelligence comprises four broad categories called 'Factors' ('well-being', 'self-control', 'emotionality', and 'sociability') that help summarise people's scores on the 15 different Facets. Factors represent a level of measurement that is broader than that of the Facets, but more detailed than that of global Trait Emotional Intelligence. The trade-off between the various levels of measurement (Facet – Factor – Global) concerns breadth versus depth. At the Facet level, descriptions are detailed and focused, whereas at the global level, descriptions give a broad overview. The Factor level provides a useful level of intermediate measurement and description.

Global score

The Global score gives you a snapshot of your general emotional functioning.

This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Background

This report is based on your responses to the questionnaire. It therefore reflects what you think of yourself. Your scores have been compared to the responses of a representative UK working population sample then reported under the headings of four main, broad Factors. These are made up of fifteen more focused Facets.

There are also two independent Facets that do not contribute to a Factor:

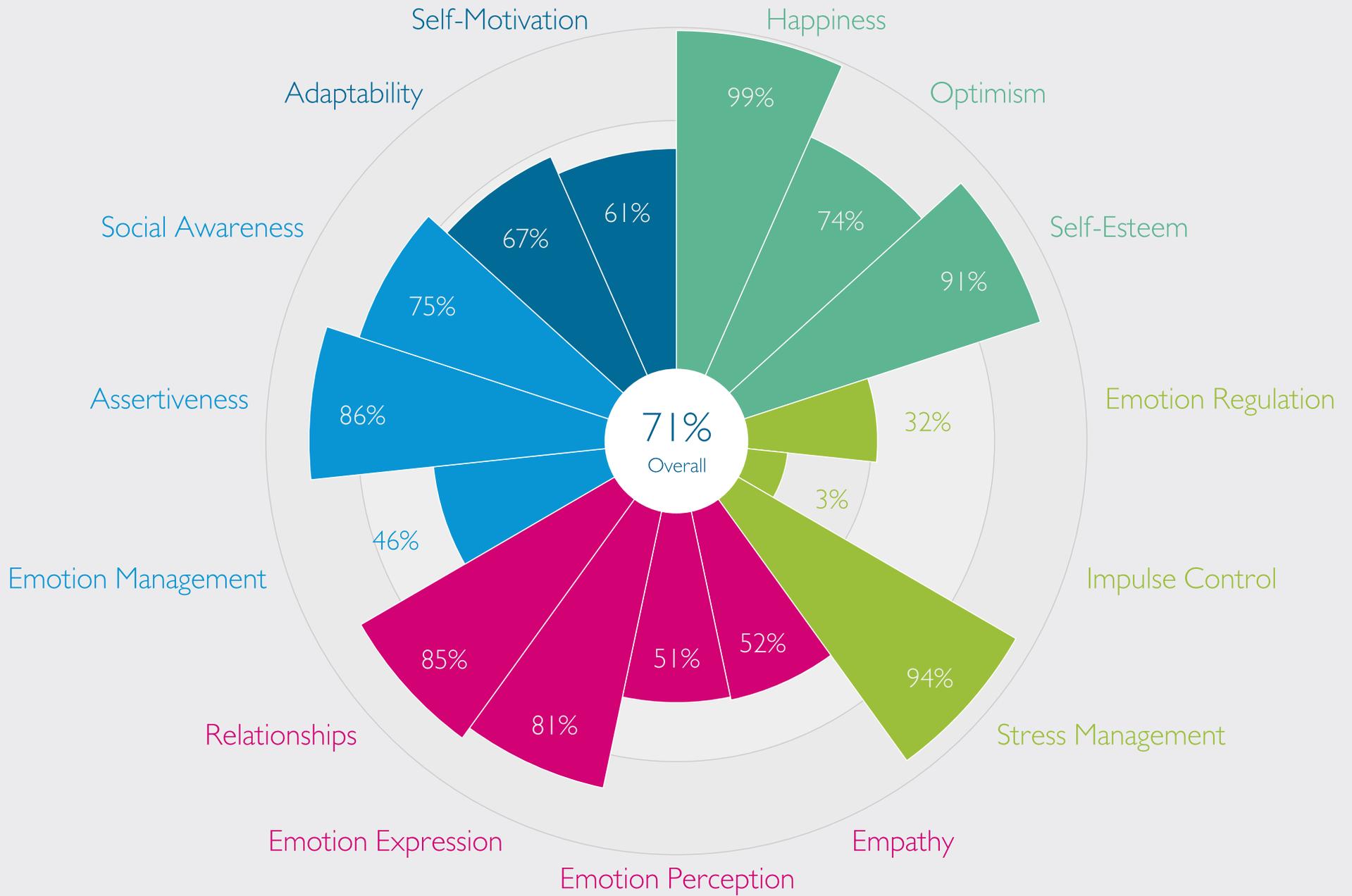
Adaptability and Self Motivation



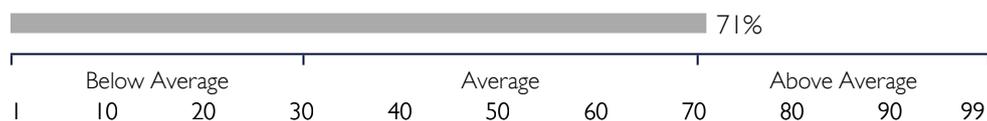
View the full interactive TEIQue Guide online at www.thomasinternational.net

"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power."

Lao Tzu



Global Score



Well-Being Factor

- Happiness: 93%
- Optimism: 74%
- Self-Esteem: 91%



Self-Control Factor

- Emotion Regulation: 29%
- Impulse Control: 3%
- Stress Management: 94%



Emotionality Factor

- Empathy: 52%
- Emotion Perception: 51%
- Emotion Expression: 81%
- Relationships: 85%



Sociability Factor

- Emotion Management: 46%
- Assertiveness: 86%
- Social Awareness: 75%



Independent Facets

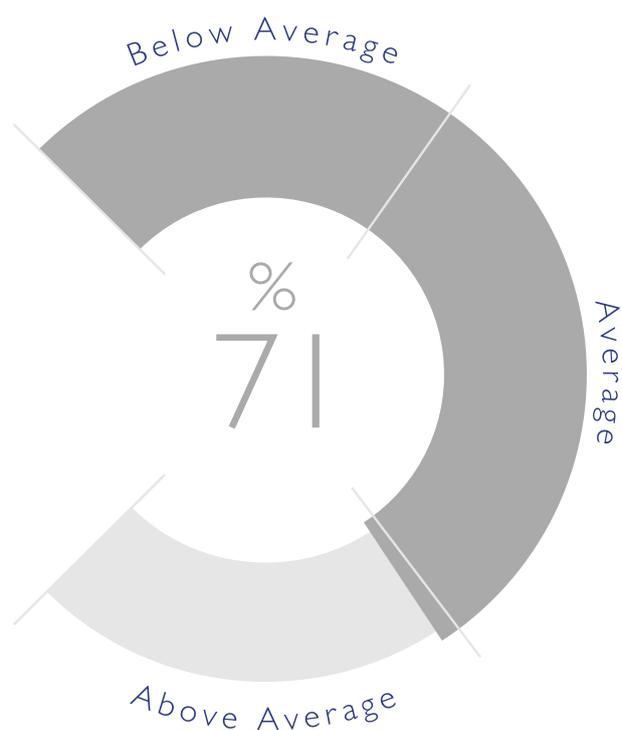
- Adaptability: 67%
- Self-Motivation: 61%



GLOBAL SCORE

The Global score gives you a snapshot of your general emotional functioning.

This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.



Above Average scores

Your Global score suggests that you see yourself as more emotionally developed than other people. It suggests that in most contexts you are confident that you have a good capacity to understand, process and use emotional information. In order to find out more about the details of your underlying emotional functioning, please refer to the Factor and Facet scores. These will help you explore the strengths and areas for development which make up this overall general score.

Well-Being Factor

This Factor describes your overall well-being.

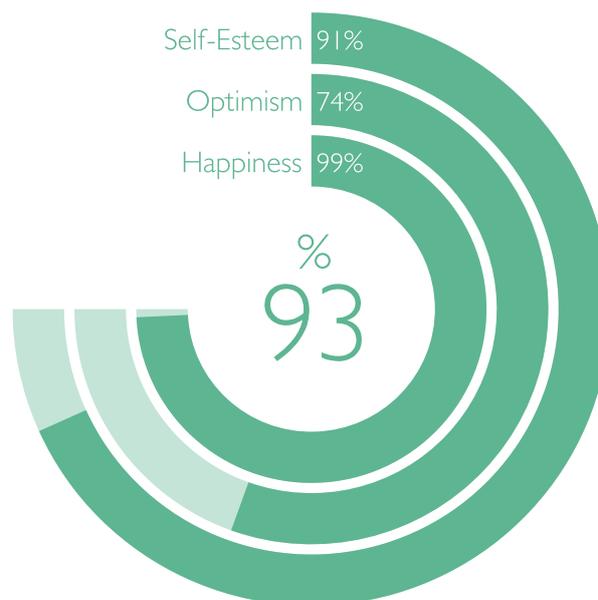
It is made up of three Facets:

Happiness: how content and how good you feel about the present;

Optimism: how positive you feel about the future;

Self-esteem: how confident you are and your levels of self-respect.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



Above Average

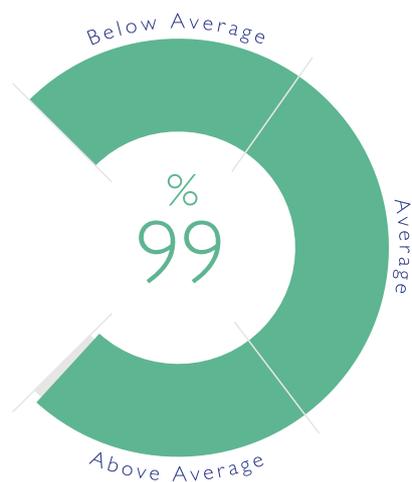
Your Well-being score suggests that you are more likely to be more upbeat and fulfilled than most people. People with a Well-being score similar to yours tend to enjoy life and expect positive things to happen to them. Higher levels of Well-being can help you remain confident in the face of adversity.

However answering the questions below will give you a better understanding of your Well-being score:

- How realistic are you in your estimates of your abilities?
- Are you accurate about how quickly and easily you can achieve goals and positive outcomes?
- Do you have a tendency to be over-optimistic, self-satisfied or complacent?

Others do not see the world as such a positive place and you sometimes need to adapt to their view.

If you feel that sometimes things are not turning out as you expect, it might be useful to make a conscious effort to notice negative incidents that could provide you with a more realistic understanding of situations.



Happiness is a widely-used word. This report uses a specific definition:

Happiness measures pleasant emotional states in the present.

This is different from the Facet Optimism, which measures how you view the future. How you view your past might be indicated by a term like life-satisfaction.

So, the Facet Happiness measures which state naturally reasserts itself. Obviously specific events may affect your happiness for a while but, at any given time, are you usually cheerful and content or are you dissatisfied and unhappy?

Happiness

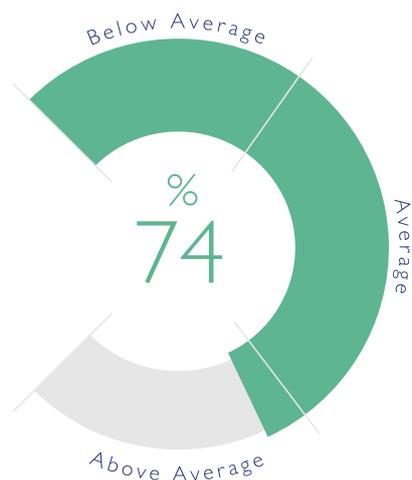
Above Average scores

Your responses suggest you feel you're more cheerful and content about yourself than most people. This feeling affects your life at work and at home.

Happiness is good for you. It helps you feel well and can influence your physical health. Happiness is contagious. Customers and friends prefer to talk to cheerful people.

Here are some issues you can think about and work on.

- Try to have patience and listen to people who are not as naturally happy as you. This is particularly important if you work in a team.
- Some people view cheerfulness whatever the circumstances as a sign of slap-dash work – that you are taking things too lightly. Your actions could strike others as naive and suggest you haven't grasped what is really going on.
- Don't let your natural happiness blind you to warning signs or problems.



Whereas Happiness looks at pleasant emotional states in the present, Optimism measures the extent to which we view the future positively.

You hear this kind of measure applied all the time when people talk about a 'glass half full or a glass half empty' kind of person.

Optimism

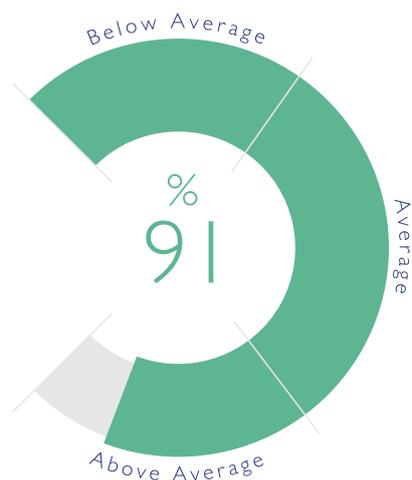
Above Average scores

Your score indicates that you are more positive about the future than most people and may well be known for your positive outlook. In unclear situations you tend to look for positives and fresh opportunities rather than for threats.

You meet difficulties with the firm belief that you're going to work them out. You are in a position to provide the positive energy for a group of people when faced with a difficult project. You can motivate others through your optimism.

Here are some issues you can think about and work on.

- Your score suggests you can be unrealistic and overly positive. You can brush difficulties aside and assume that targets are going to be reached, even if the evidence suggests real problems. At work, this means you can mislead others by minimising possible problems. Managers don't like unpleasant surprises, particularly if you've assured them everything is going to be OK. At home, you might not pay attention to your family's and friends' real fears about the future.
- Your optimism can make you dismissive of people who are experiencing difficulties. Just saying: "Things will work themselves out" might suggest you're not taking them seriously. You can miss important information: their pessimism could be caused by genuine work or social problems which you could improve but which may become more serious if left uncorrected.
- Get some less optimistic people in your team at work, or talk to them when you're making a personal decision. They'll balance your natural approach. They might occasionally irritate you, but they could prevent you from making blunders.



Self-esteem measures how you evaluate yourself: your abilities, your achievements, and other aspects of your life.

Low self-esteem is often used as an excuse for mistakes or socially unacceptable behaviour. There is a kernel of truth in this interpretation: self-esteem is an important driver of achievement and well-being.

Good levels of self-esteem are important in all aspects of our lives and very low levels can cause problems to your well-being. However, even here the situation is not absolute. People with low levels of self-esteem can do demanding jobs well, create satisfying relationships and enjoy their lives. Too high a level of self-esteem can cause as many problems as a very low level.

Self-Esteem

Above Average scores

You have a very positive view of yourself and your achievements. You seem to be happier than most people with what you have been given in life, what you have worked to achieve and who you are. This suggests you have a healthy view of life and are not prone to counter-productive worries or lack of confidence.

You will be good at jobs where you have to back your judgement and make quick decisions, and you will have a positive effect on those around you. It has been argued that high self esteem is one of the aspects that contribute to effective leadership, though it has to be coupled with other skills and personal qualities.

High self-esteem is a generally positive human quality.

Here are some issues you can think about and work on.

- Your self-confidence may make you appear arrogant and this can cause colleagues to mistrust you.
- You may not be aware of the weaknesses you undoubtedly have. You may think you don't need to work at your skills or to consult people who complement your skill set.
- Make sure you listen to other people's views especially on an issue that affects them personally. They can provide you with useful information and ideas you don't have. If you ignore other people, they may stop talking to you.

Self-Control Factor

This Factor describes how well you regulate external pressure, stress, and impulses.

It is made up of:

Emotion Regulation: your capacity to regulate your emotions, stay focused and remain calm in upsetting situations;

Impulse Control: whether you think before you act, if you give into your urges, or take hasty decisions;

Stress Management: how well you manage pressure and stress.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



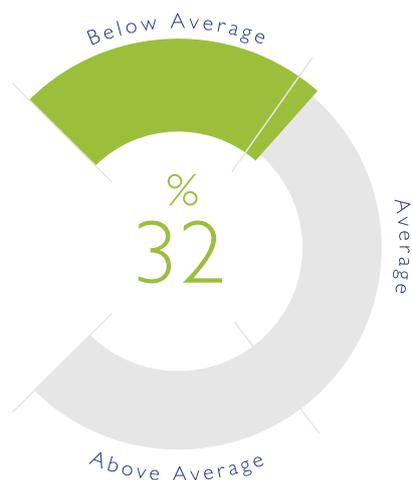
Below Average

Your Self-control score suggests that you find it difficult to regulate your emotions and deal with stresses and strains. Although some stress can help productivity, past a certain point performance may suffer. People with scores similar to yours often try to identify those people and situations which particularly raise and lower their stress levels, avoiding the former and seeking support from the latter.

Answering the following questions may give you a better understanding of your level of self-control:

- Do you find yourself giving in to impulses without thinking things through?
- Do you have a tendency to make decisions quickly without considering the consequences?

Although following impulses helps people to be open to new experiences, it may also get them involved in things that they later regret. It is important that at times you slow your decision-making down, particularly if there is a lot at stake.



Emotion Regulation measures how you control your feelings and internal states in the short, medium and long term. Emotion Expression, another Facet in this report, measures how you communicate your feelings and emotion to other people. The two areas will affect each other: what you feel and think may affect how you act. But Emotion Regulation concentrates on your internal states rather than their outward expression.

Emotion Regulation concentrates on such issues as your ability to stay calm and focused even in upsetting situations. Negative thoughts and disruptive emotions get in the way of our concentration and affect our performance. What are seen as positive emotions can be as disruptive as negative ones. For example, you may get too happy or excited to think straight: these feelings may cause you to jump to conclusions rather than take into account all the factors of a problem. Dwelling on the way emotions have affected us for too long may serve to make a problem worse, rather than better.

Emotion Regulation

Average scores

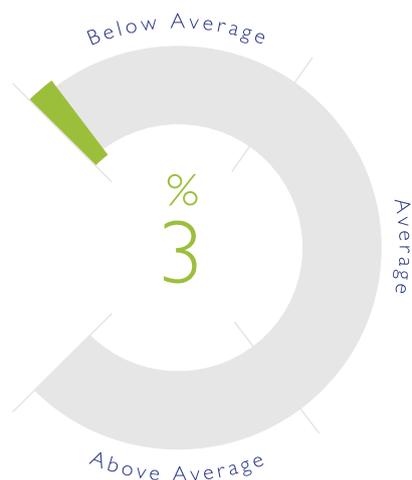
You are able to control your emotions and to allow them to develop internally as well as most people.

This allows you to stay focused and calm. You can avoid disruptive effects on your internal state which happen when emotions get out of control in stressful and confrontational situations.

Your responses indicate that you will occasionally experience uncontrolled emotions. These may express themselves in your behaviour, though not in an extreme way. This is a good balance: being controlled, but allowing emotion to affect your thinking in appropriately.

Here are some issues you can think about and work on.

- You may be critical of people who are affected by emotions and show it. This sort of person can articulate the emotional aspects of a problem more quickly than someone who is very controlled.
- Emotion is important in our individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.



This Facet measures the characteristic way we act: with forethought and planning or unthinkingly, quickly and on the spur of the moment.

We are taught to think before we make decisions or act. We are supposed to weigh up evidence and arguments. Yet work and life change so fast that there isn't always time to think things through. Decisions have to be made based on incomplete information. Sometimes it is more important to act than to weigh up the options. Many people will admit, when pressed, that they at times act on gut instinct, on pre-existing beliefs, on impulse or for reasons they find hard to explain.

Many senior leaders say that one of their most important jobs is to make decisions quickly, based on minimal evidence. They claim that making a decision and acting is usually better than sitting around and over-analysing a situation.

Both thinking things through and acting on impulse have their positive and negative aspects.

Impulse Control

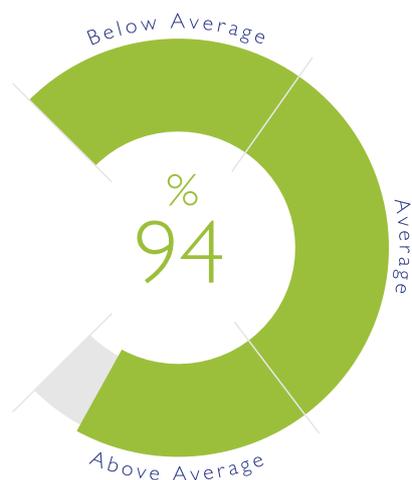
Below Average scores

More than most people you act fast and on the spur of the moment. You don't always consider the consequences. You get a buzz from seeing things happen. You may get bored if someone slows you down with too much evidence, data and opinions, especially if the conclusions these suggest are not immediately clear.

Your impulsiveness allows you to act quickly. Leaders, managers and supervisors are asked to make decisions when people further down in the organisation, often with more detailed knowledge of the situation, have failed to agree. You'll be able to do this.

Here are some issues you can think about and work on.

- If you love acting on the spur of the moment, then make sure you have one or more people around you who can think in a more considered way. Recognise that their way of thinking is not wrong or slow. It is a different, complementary way of facing the same challenge.
- Impulsive decisions seize opportunities, but multiply risk. Try to hold back on decisions which have risks for your business or your personal life. Consider asking someone more planning-oriented to prepare the arguments.
- Try to distinguish between impulses that spring from your experience and genuinely held beliefs, as opposed to those which really are to do with how you're feeling that day: bored, tired, eager to move on. The former may well help you seize opportunities; you may regret the latter.



Stress Management measures how well you handle pressure and stress. These are inescapable aspects of work and home life. A certain amount of pressure is essential for achieving what we want and enjoying many activities. Past a certain point pressure and stress have psychological and physical effects which prevent us doing our best work, finding pleasure in our life or, in extreme cases, staying healthy.

Many people try to develop ways of coping with the pressure and this Facet looks at whether you feel you cope well.

Stress has received a lot of attention in recent years. There are many books and training courses that describe ways of living a less unhealthily pressured life, including methods to prioritise work and relaxation techniques.

Stress Management

Above Average scores

Your score on this scale indicates that you have developed coping mechanisms that allow you to handle pressure calmly and effectively. You are less likely than others to complain about your workload and schedule.

You are particularly well-suited to working on parallel projects with tight deadlines, clashing priorities, large numbers of people clamouring for your attention and urgent decisions. You'll also be able to cope with a lot of demands in your private life.

Here are some issues you can think about and work on.

- Make sure you distinguish between managing stress effectively and ignoring it. Ignoring stress creates problems in the future.
- You may find yourself unsympathetic to people who manage stress badly. If you manage, know or live with people like this, watch out for signs of stress. Talk the issues over with the person exhibiting them and help them to plan action.

Emotionality Factor

This Factor describes your capacity to perceive and express emotions and how you use them to develop and sustain relationships with others.

It is made up of:

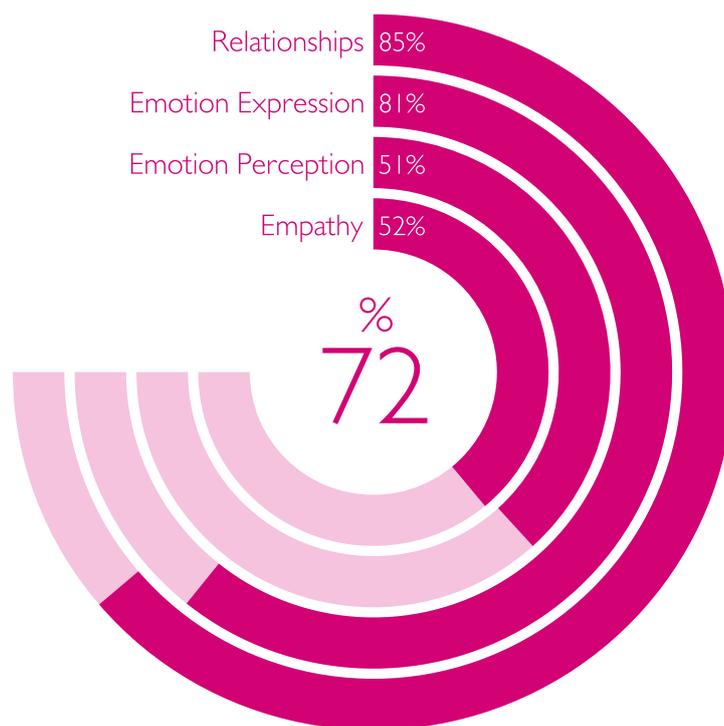
Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;

Emotion Perception: your capacity to understand your own and other people's emotions;

Emotion Expression: your capacity to express your emotions;

Relationships: your capacity to forge and sustain fulfilling relationships both in and out of work.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



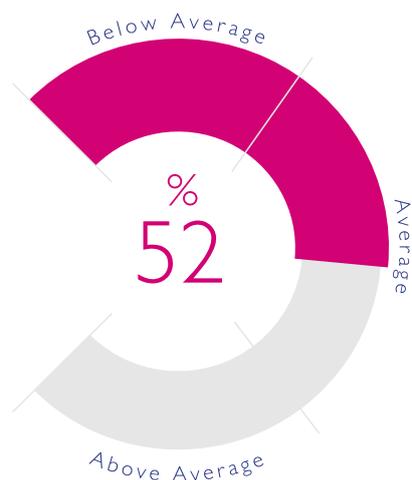
Above Average

Your Emotionality score suggests that you are more likely than most people to be aware of your own and others' feelings. You report that you can understand emotions and are sensitive to their intricacies and meanings. You describe yourself as someone who values seeing things from other people's points of view and you are therefore likely to be approachable; you may even welcome opportunities to listen to others when they have emotional issues.

Sometimes this interest in other people can divert you from critical tasks. Ask yourself whether you invest more time and energy considering others instead of addressing job performance, organisational goals and non-people issues.

People like you, who understand their emotions well, are more likely to express their feelings at appropriate times. You seem to feel comfortable sharing emotions but think about the following questions when you do this:

- Are you aware of some people being less comfortable giving and receiving emotional information?
- When sharing emotions, do you pay attention to listeners' reactions to what you are saying?
- Do you feel the need to be less open with some people?



This Facet measures whether you understand other people's viewpoints and their reasons for feeling and acting the way they do. It also looks at how far you take their motives and feelings into account when considering how to respond to them.

If you understand why someone is doing or thinking something, you are in a better position to communicate with them effectively.

Thus, empathy is a key element in work roles, from management and supervision to selling and customer support. It also helps in personal relationships.

Empathy is important with colleagues. Understanding someone's reasons for doing something can avoid misunderstandings and arguments at work. People often attribute the wrong motives to each other.

Empathy does not imply agreement or sympathy. It can lead you to judge someone more harshly because you've put yourself in their shoes and found their thinking sloppy, their motives dubious or their reasons for acting in a certain way inadequate.

Empathy has downsides: it can lead you to focus on individuals and their concerns, rather than on a wider picture or the goal you have in mind.

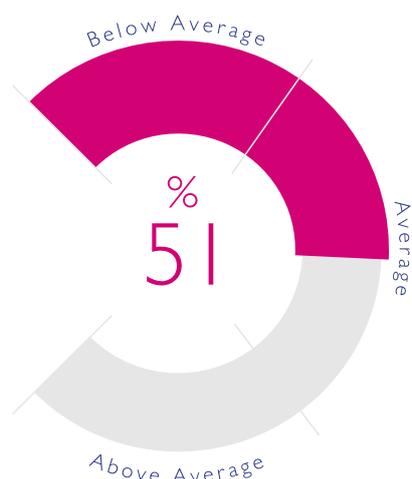
Empathy

Average scores

Your scores suggest you take into account others' viewpoints and feelings as much as most people.

Here are some issues you can think about and work on.

- Take care not to be inconsistent: showing empathy one moment then turning it off. Consistency is important in good relationships and good management.
- People differ in how empathetic they are. Try not to judge highly empathetic people as weak or people who score low on this Facet as unsympathetic.



Emotion Perception measures your emotional literacy: how good you are at understanding your and other people's emotional feelings. Empathy measures how easy you find it to put yourself in others' shoes. Emotion Expression is your ability to make your emotions clearly understood. By contrast, Emotion Perception looks at how well you can read emotions in any situation.

Research shows that inability to recognise emotions, coupled with a lack of sensitivity to social situations (which is measured in Social Awareness) can cause anti-social behaviour and avoidable disagreements. These can hinder organisational effectiveness and happiness in relationships, among other things. Emotion Perception contributes to the smooth running of any group of people.

Emotion Perception

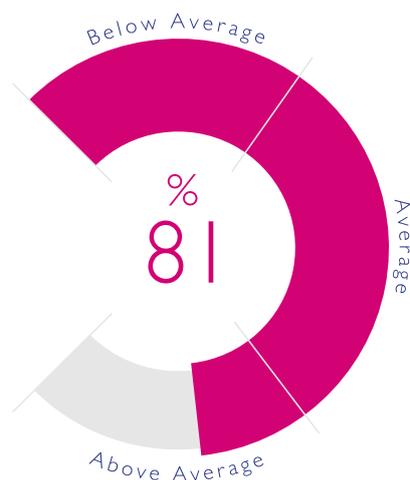
Average scores

Your score suggests you are as good as most people at understanding your own and other people's feelings. There are, however, times when you may feel emotionally confused, unable to decode other people's emotional signals and maybe feel unsure about exactly what you feel.

You don't run the risk of translating all problems into human and emotional terms and ignoring other important aspects of work and social life.

Here are some issues you can think about and work on.

- There are times when you can't decode another person's feelings. Acknowledge and accept that and ask more questions until you're sure. Jumping to conclusions is dangerous.



The Facet Emotion Regulation concerns control of your internal states. By contrast this Facet, Emotion Expression, measures how fluent you are at communicating your emotions to others.

We express our emotions in many different ways: through our facial expressions; through our posture and bodily actions; through written and spoken words. We can express our emotion deliberately to create a desired effect, or naturally without any forethought.

Emotion is not a soft side-issue at work or outside it. It contributes to work culture, problem solving, motivation, trust and building effective teams. Being able to express how we feel can prevent misunderstandings in relationships.

Emotion Expression

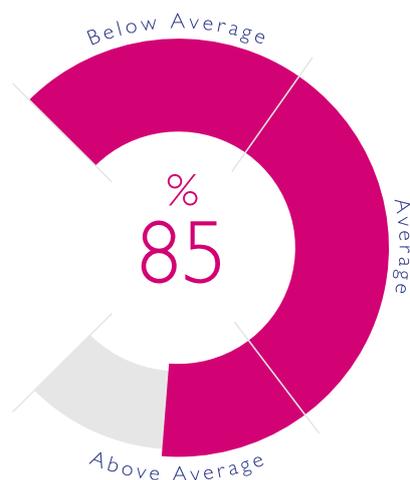
Above Average scores

You're happier than most people in communicating your feelings to others. You seem to be able to find the right words and actions to get your feelings across in a way that you're satisfied with.

This is a very important skill in a variety of leadership positions. Emotional commitment by leaders creates followership and a feeling among staff that such a leader is authentic. This is sometimes expressed as 'what you see is what you get'. In relationships, clear emotional communication can help stop minor issues getting out of control – though Emotion Perception also plays a part here.

Here are some issues you can think about and work on.

- Make sure you don't talk about your emotions all the time. This can become wearing for others and may cause them to stop listening.
- You may view as 'cold' people who aren't as comfortable as you with expressing their emotions. Lack of expression, however, doesn't mean lack of emotion.
- There are unwritten social, organisational and even gender rules about feeling, admitting to and displaying emotion. Yet emotion helps people achieve what they want in work and life. Understanding the emotional rules at home, at work, and in any social situation is very important.
- In difficult times – say your organisation is having a lean sales patch, or a relationship is going through a difficult phase – constantly talking about your own emotions can seem self-serving and indulgent.
- We give a lot away about ourselves when we're emotionally expressive. In very political, competitive situations, this may be exploited by others.



This Facet measures how effective you are at starting and maintaining relationships with others.

Attitudes to relationships can be looked at in many ways. To some people relationships are a priority. To others their own thoughts and the jobs they have to do are more important. People can be more or less skilled in starting relationships and continuing them. Numbers of relationships differ from person to person, as does their depth.

We use the language of relationship management at work all the time without realising it. It helps us to explain why people work the way they do and what projects or roles they're best suited to. You may find people characterised as:

good networkers – people with a large number of not particularly deep relationships;

a good team member – who has deeper relationships with a small group; or

loners – people who don't seem to need relationships with others and may be concentrated on specific tasks.

This way of describing people also fits how we function outside work: some people have lots of friends and keep in touch; some have a few close friends.

Relationships

Above Average scores

Your score suggests you believe you have more fulfilling personal relationships (in and out of work) than other people. Such relationships ensure that you have a circle of people on whom you can rely for a variety of things: information, social enjoyment and emotional support in difficult circumstances, for instance.

Here are some issues you can think about and work on.

- Beware of putting your relationships before work all the time. Organisations usually understand that close relationships – particularly with families – may take priority over work in certain circumstances. But if this happens too often they may question your commitment.
- Managing through personal relationships can work very well but does have dangers. For instance disciplining or even making redundant a person you consider to be a good friend can cause real problems.
- Don't fall into the trap of wanting to be liked by everyone. At its worst this can lead to demanding affection. You often need to work or socialise with people you have nothing in common with or who may not particularly like you. Even if you don't have a close relationship with someone, you can respect each other.

Sociability Factor

This Factor describes your capacity to socialise, to manage and to communicate with others.

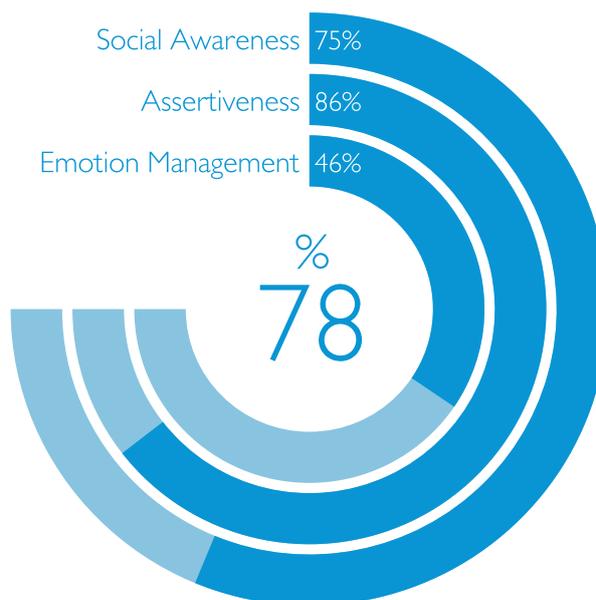
It is made up of:

Emotion Management: your capacity to manage other people's emotional states;

Assertiveness: how forthcoming you are and the degree to which you stand up for your own rights;

Social Awareness: your capacity to feel comfortable in social contexts and how you behave in the presence of people you do not know well.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



Above Average

Your Sociability score suggests that you feel more comfortable in social contexts than most people.

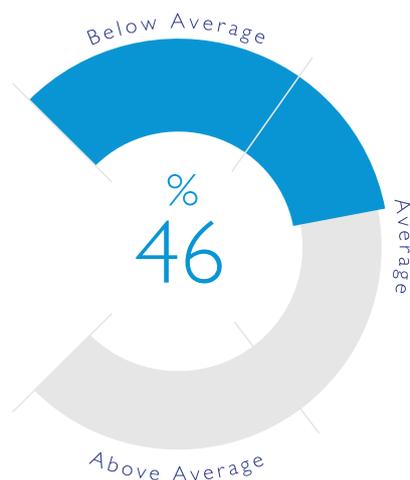
This suggests a preference towards being open to social situations and being more self-confident than most people. You are more likely to stand up for your rights and to confront others when necessary. However, since most people are likely to be less assertive than you are, they may interpret your frankness as aggression. People with similar scores may need to work to adopt a more diplomatic approach when dealing with others who are more hesitant than they are.

Your Sociability score also suggests you are in a good position to influence others' behaviours and moods to motivate, enthuse or reassure. However, doing this too obviously may result in others viewing this behaviour as an attempt to manipulate them. Ask yourself how much importance you place on trying to influence others and if every situation requires it.

You might like to think about these questions to understand your level of Sociability better:

- Do you like interacting with people from different backgrounds, with different skills and views?
- Are there types of people you don't like interacting with?

- Have you ever found that your interest in socialising has become an end in itself and has distracted you from other priorities?
- Are there certain types of social situations you enjoy less than others?



As opposed to Emotion Regulation, which deals with your ability to control your own emotions, Emotion Management measures your ability to manage other people's emotional states. It looks at how effective you believe you are in influencing how other people feel. You can do this by sympathising with them, calming them down and motivating them. At times you will want to make people feel better but Emotion Management is not just about instilling positive emotions in other people.

It is about the wider issue of getting other people to act in a way that achieves a goal. You may want to instil a variety of emotions in employees if you feel that will help you to, for instance, improve underperformance. In some personal situations, people's emotions can get out of control and prevent a problem being solved: we may want to calm things down.

Emotion Management

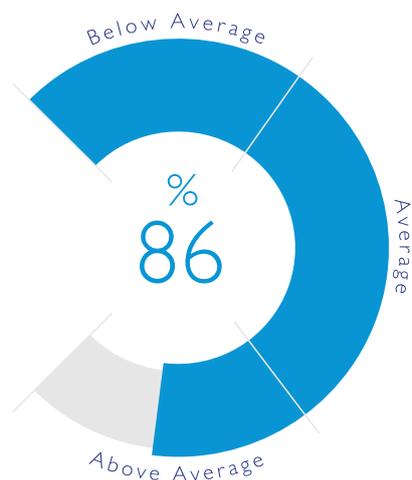
Average scores

You can manage other people's emotions as well as most. It is likely that you will be at your most effective with people you know well, work with day-to-day, or are close to. You will be less able to manage the emotions of people you meet infrequently or have only a passing connection with.

This balanced score means you won't be tempted to become manipulative, trying to emotionally manage for its own sake. Equally you will not be at the mercy of others' emotions – when they get angry or upset – with no resources to cope.

Here are some issues you can think about and work on.

- Be careful how you treat people who may be important to you, but with whom you don't really have that much contact. You may think you can manage their emotions and fail, which can be problematic. The surest way to make a bad impression is to overstep the barriers people set up around their emotional life. This is easier to do with someone you half-know.



Assertiveness measures how forthright and frank you are in putting your views across. It also looks at whether your views are based on your beliefs, on an objective analysis of data, or simply on emotional reactions. It suggests how far you will stand up for what you perceive as your rights.

Assertiveness is different from aggression, though the two qualities are sometimes confused. Aggression involves hostile acts or feelings; assertiveness is a tendency to stand up and argue for your views.

Assertiveness

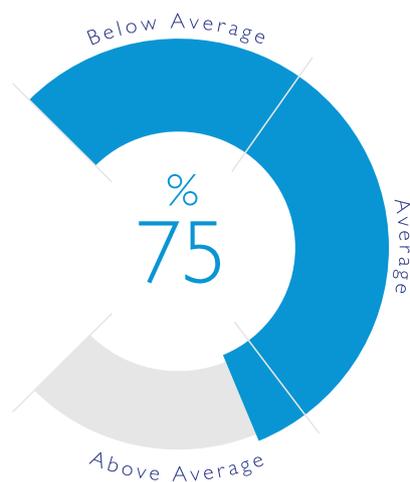
Above Average scores

You are more forthright and frank than most people. You will be comfortable when you argue your corner even if people directly disagree with you. You will not hang back in asking for things you want or need, in criticising or complimenting other people.

Frankness is an important leadership quality. People like a clear view of their situation at work and expect managers to confront and resolve difficult situations. This is also true in social and personal situations where addressing a problem early and honestly prevents it growing. You are well-equipped to do this.

Here are some issues you can think about and work on.

- Don't continue to argue for your views after people have decided on a different position or course of action. This can make you seem inflexible. You need to be aware when an argument has gone against you.
- People who score lower on assertiveness may interpret your natural frankness as aggression or rudeness. They may take your comments more personally than you do. Be sure after such a discussion that you review what has happened and check that your attitude has not been misinterpreted.
- Don't fight about every decision. Learn to choose your battles. If you turn every decision into a major argument people will start seeing you as aggressive. They may stop raising issues with you.
- Avoid concentrating on your own arguments so much that you miss what other people are saying. Communication is a two-way process and hearing is as important as expressing.



Social situations bring their own pressures and we are more or less good at noticing and then adapting to them. There are unwritten and sometimes formal rules about how we dress, act or even speak differently at work, at home and in certain types of social situations. Some of us make efforts to adapt; some of us make a point of being ourselves.

Social Awareness measures your perception of how aware you are of different situations and how you adapt your behaviour based on this awareness.

Social Awareness

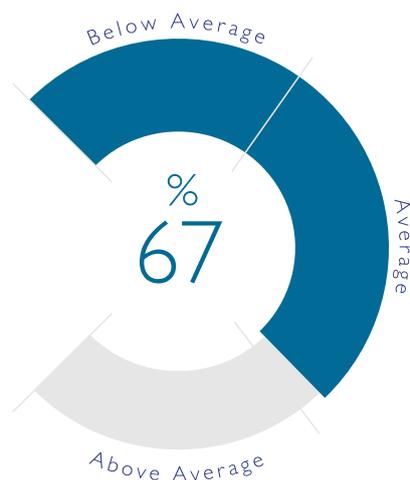
Above Average scores

Your score indicates that you believe you enjoy socializing and are a people-person. You feel comfortable around others and are thought of as outgoing and extroverted. Overall, you are socially sensitive and will adapt to circumstances. Because of this you may suit roles in public relations, selling, and client-facing services.

Being social sensitive is very important if your role or interests involve you meeting lots of different people in different forums. It will become more important the more senior your role in an organisation.

Here are some issues you can think about and work on.

- Use your interpersonal skills in the service of the organization and make sure you do not put socializing before work.



Adaptability measures how flexible you are in your approach to life. It reflects how you adapt to new environments, conditions and people, and how you deal with change. Your score indicates whether you will welcome and even seek out new experiences or will prefer a more stable environment and work.

Understanding your score on this Facet will help you cope with different situations at work, such as a reorganisation, a new job or a long, mundane project. It will also help you address personal changes, such as moving house or breaking up with a partner.

Adaptability

Average scores

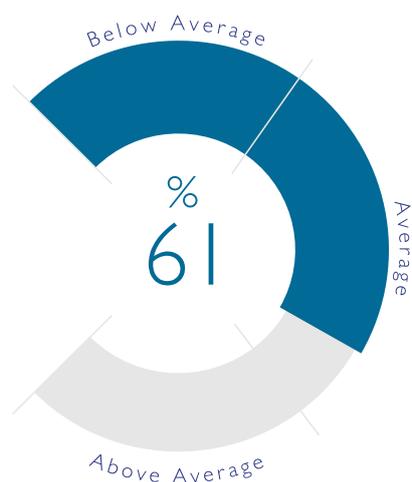
Your responses suggest you are as adaptable to new environments as most people. You can cope with changes in your work and home life. You also need certain stable elements whether these are people, systems, habits or ways of working.

You will like jobs with some stability – a predictable workload or a core system – but which do involve change. You will tend not to flourish in conditions of creative anarchy or tight bureaucracy.

You are in a good position to see both the advantages and disadvantages involved in changing a situation or leaving it as it is.

Here are some issues you can think about and work on.

- You may see other people's natural tendency to embrace change or resist it as simply irresponsibility or obstruction. You can help by seeing both sides of an argument.



Research shows that individuals are motivated by many different things in their work. These include financial rewards, status, praise, and social interaction.

Self-motivation measures the extent to which a person is intrinsically motivated. People motivated in this way have their own internal standards which they apply to any task. Their motivation comes from achieving those standards.

Self-Motivation

Average scores

You are driven by your internal standards as much as most people. At times you will get pleasure just from doing something well. At other times you will need additional incentives to get going, keep going and see a project through to the end. You will be reasonably flexible in how you judge your own work: sometimes your own judgement will be most important; sometimes the views of managers or colleagues.

Here are some issues you can think about and work on.

- You may become critical of people who are totally driven by their own standards or people who need lots of external motivation to get going. You might view the former as self-obsessed and unrealistic, the latter as lazy or undisciplined. Both attitudes have strengths and weaknesses.



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