



Dr. TEIQue Sample

Trait Emotional Intelligence

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Private & Confidential

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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.

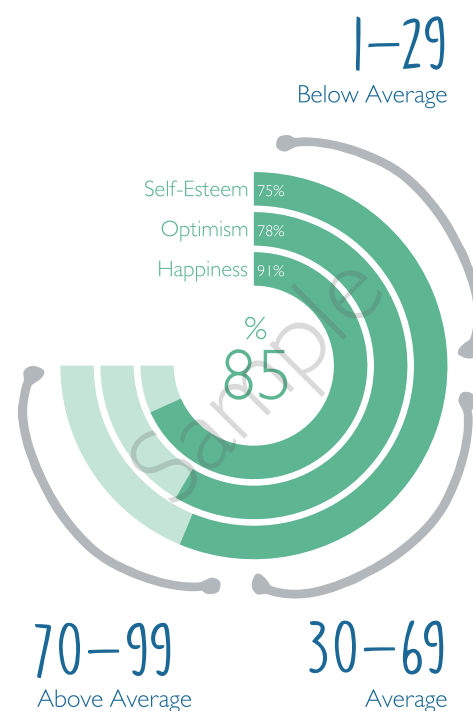
How to think about your report

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:

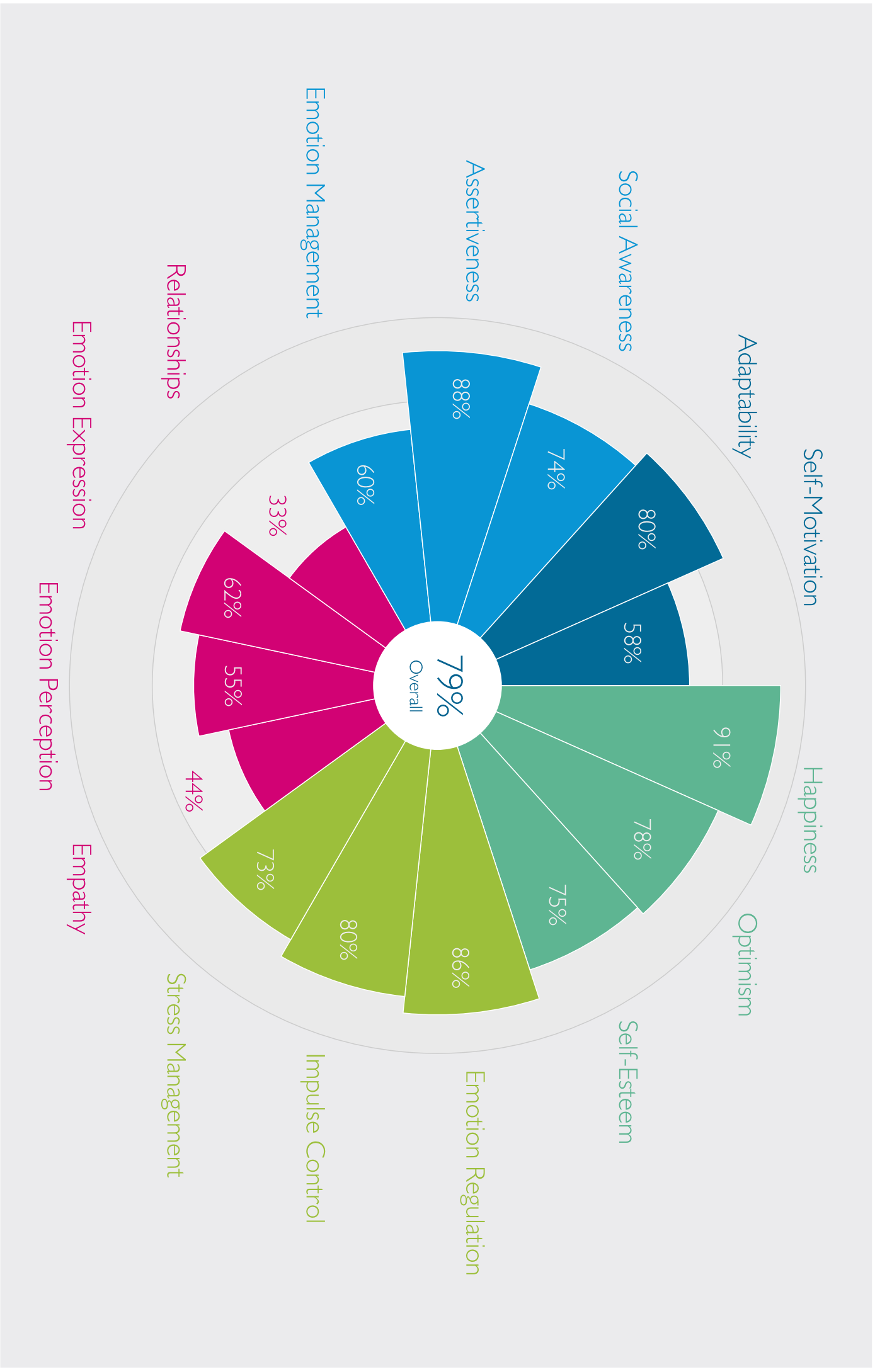
Adaptability and Self Motivation



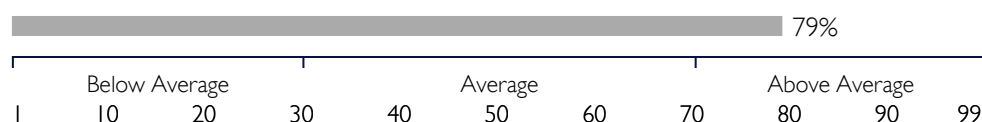
View the full interactive TEIQue Guide online at www.thomasinternational.net

"How much of an impact does emotional intelligence have on your professional success? The short answer is: a lot! It's a powerful way to focus your energy in one direction with a tremendous result"

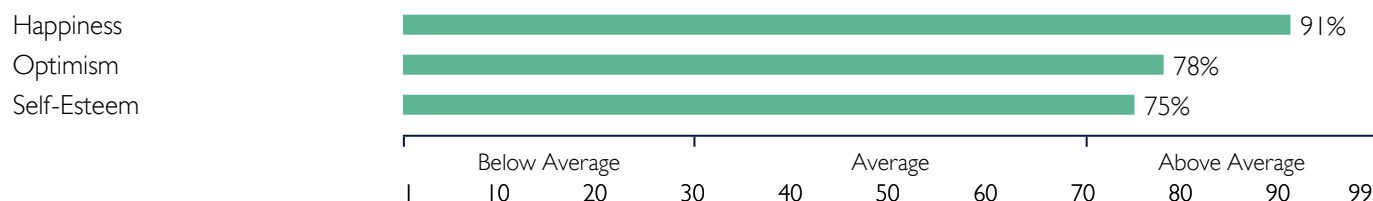
Travis Bradberry - for Forbes.com



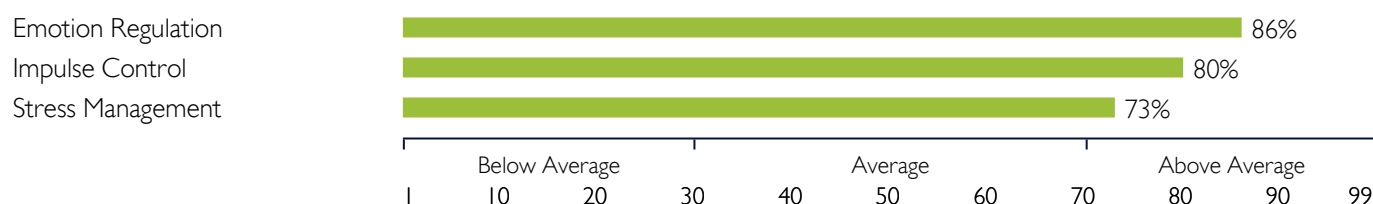
Global Score



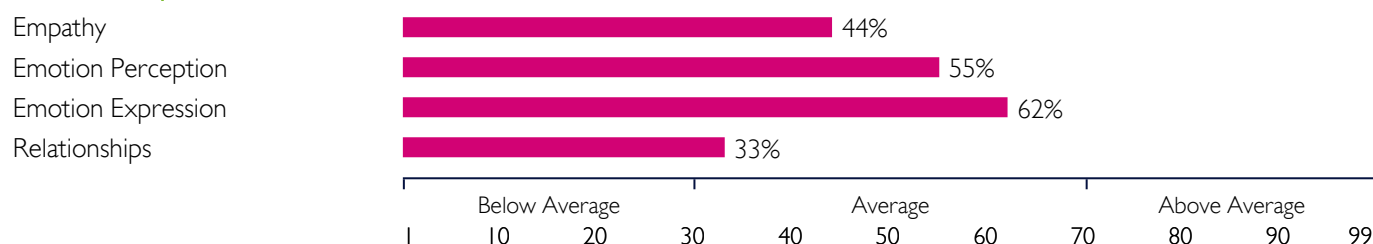
Well-Being Factor



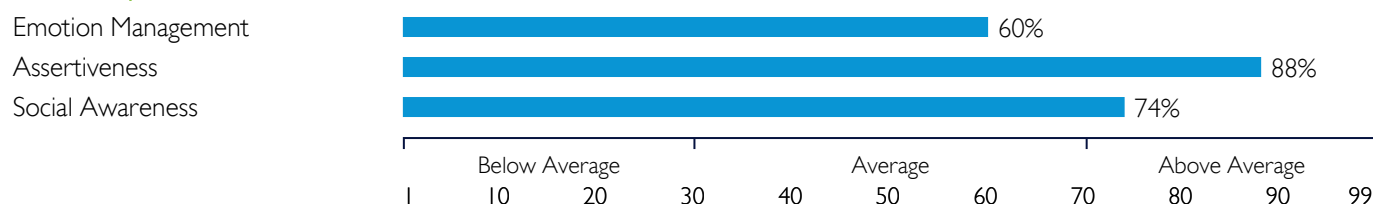
Self-Control Factor



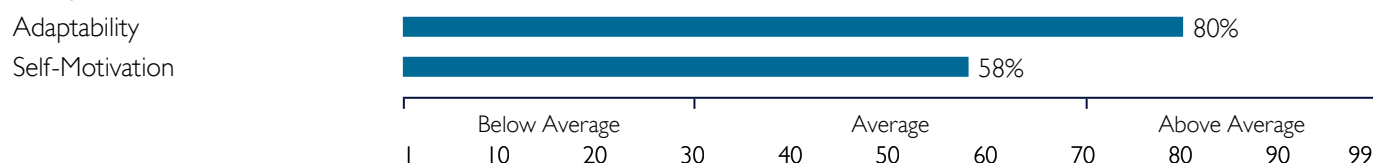
Emotionality Factor



Sociability Factor



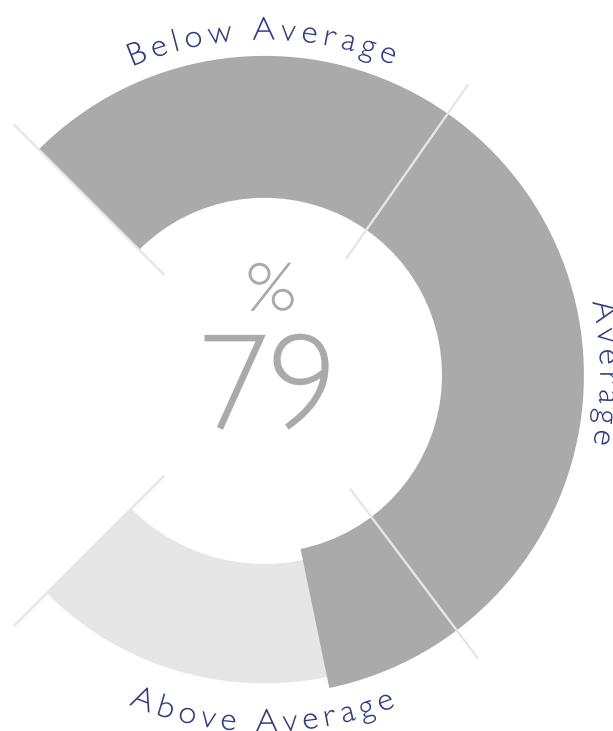
Independent Facets



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.

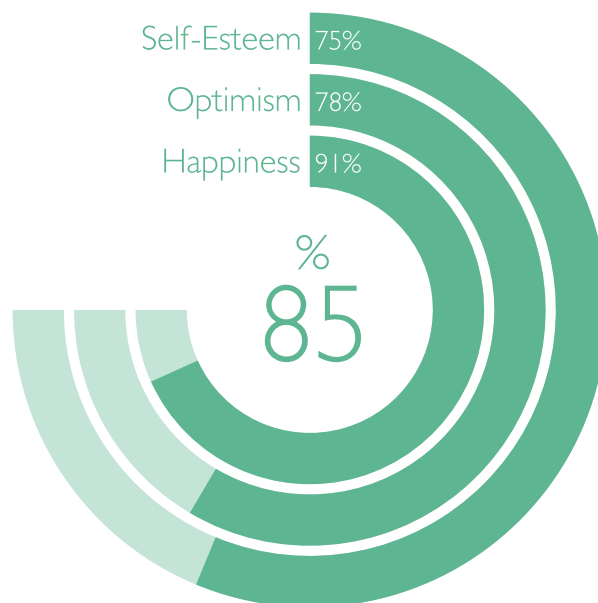
It is made up of three Facets:

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

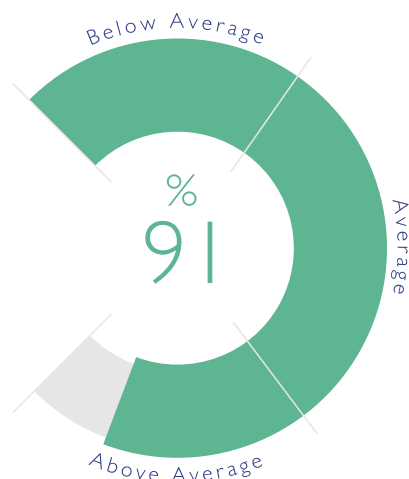
Your Well-being score suggests that you are more likely to be more upbeat and fulfilled than most people. People with a Well-being score similar to yours tend to enjoy life and expect positive things to happen to them. Higher levels of Well-being can help you remain confident in the face of adversity.

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

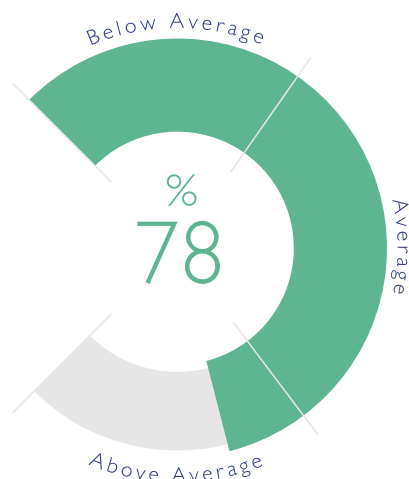
Above Average scores

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

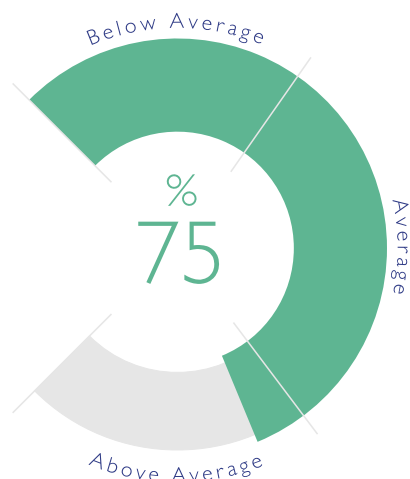
Above Average scores

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.



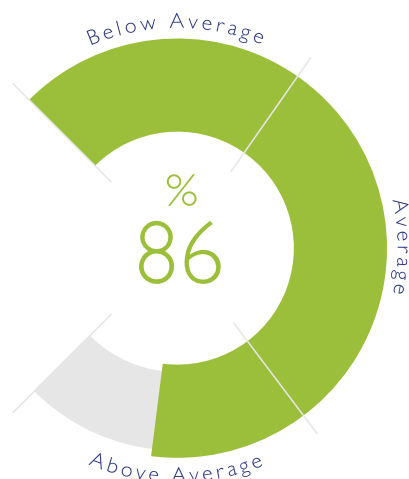
Above Average

Your Self-control score suggests that you feel more comfortable controlling your emotions, impulses and stress than most people. You seem to think carefully before you act. This may prevent errors but means you sometimes delay making decisions, overanalyse facts, or become too risk-averse. You are generally more comfortable than most people in dealing with stresses and strains in your life. Others will not often see you react emotionally but emotional reactions can be an important aspect of communication.

Answering the following questions may give you a better understanding of your levels of Self-control:

- Do you tend to remain calm and relaxed in the face of adverse situations?
- Do you feel other people view your lack of emotional reactions negatively or misunderstand you?

Developing a more flexible decision-making style may help you work better with others.



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

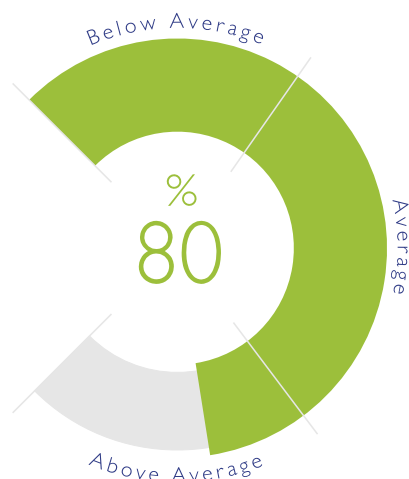
Above Average scores

Your score suggests you understand and control your emotions. You may well have strong emotions but you are able to control them to achieve what you want, rather than let them dominate you.

You will be particularly good at roles where there is frequent contact with people who may be demanding or upset, for instance in customer service and advisory areas. Your score suggests you can be a good negotiator and can control feelings such as anger or irritation as you process the information you need to.

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

- Emotion is important in relationships, not least in giving cues to others so they can judge your attitude to them. Beware of being so in control of your internal emotions that you appear self-absorbed.
- Emotion is also important in individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.
- Controlling your emotions can be an effort. This can cause internal emotional pressure. If you need to keep firm control of your emotions in one part of your life, search for harmless ways – such as competitive sport – for letting them out in other areas.



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

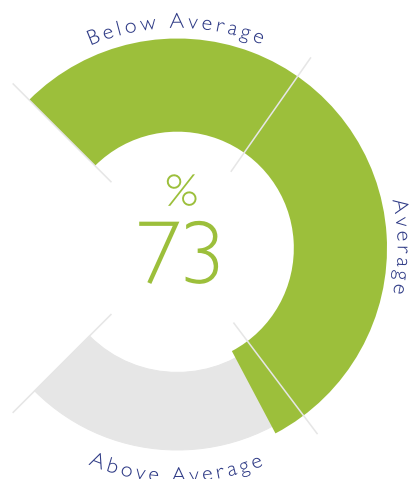
Above Average scores

You prefer to plan ahead, to take your time to gather evidence and evaluate arguments before deciding on any course of action. More than most people, you can control impulses to just do things without a worked out reason.

You will enjoy jobs where there is enough information, expertise and time to immerse yourself in data and construct a careful argument from it. At home you will want to weigh up the risks and implications of any course of action.

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

- You risk paralysis by analysis. This involves getting so involved in looking at the evidence that you never come to a decision.
- You cannot have absolute certainty before acting or making every decision. Business problems rarely have a single correct answer. It would look odd if you treated every decision in your private life like a scientific experiment.
- If you love planning then always make sure you have one or more people around you who are more impulsive. Recognise that their way of thinking is not wrong or slapdash, but a different, complementary way of facing the same problem.
- Planning reduces risk, but it can result in lost opportunities.



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:

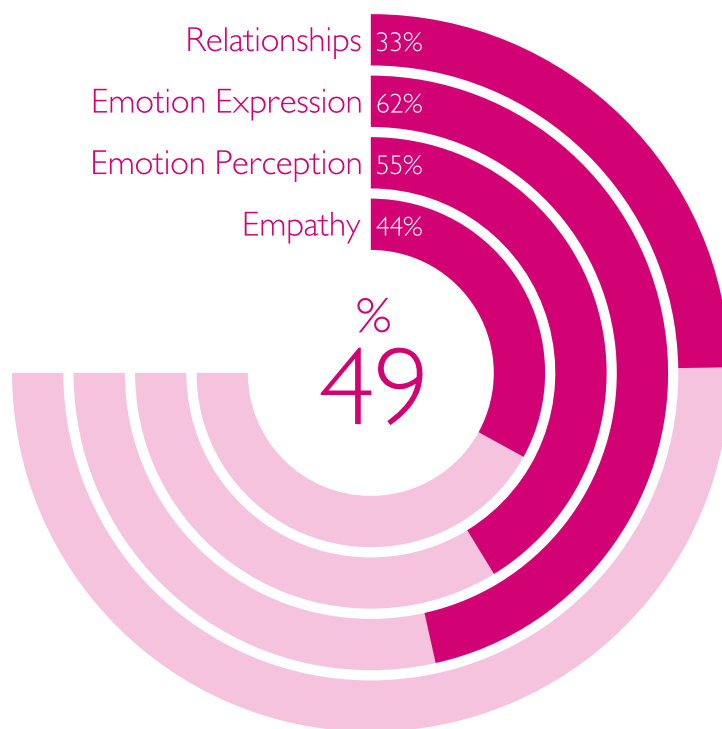
Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;

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.



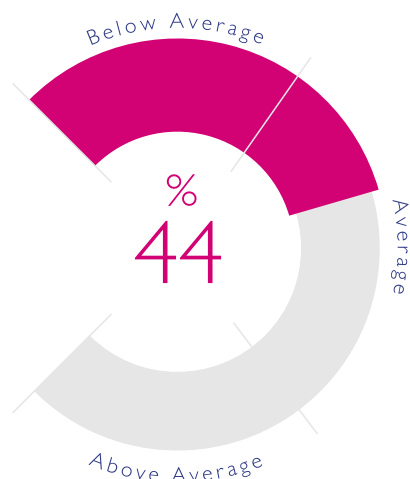
Average

Your Emotionality score suggests that you are as likely to be aware of your own and others' feelings as most people.

People with scores similar to yours are comfortable in expressing their internal emotional states to people and in contexts which merit trust. Staying aware of others' reactions when you are sharing feelings could be helpful since they will have different levels of comfort with emotional openness.

Answering the questions below will give you a better understanding of your Emotionality score:

- Do you think you recognise the emotional signals other people give off or the emotional signals you are transmitting?
- Do you make objective decisions based on facts or on emotions? Can you think of examples?
- Can you think of situations where you have missed, ignored or misinterpreted emotional hints or signals? What were the results of this?
- In situations when your feelings overwhelm you, do you find that acknowledging them and reflecting on them helps you to get them under control?



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.

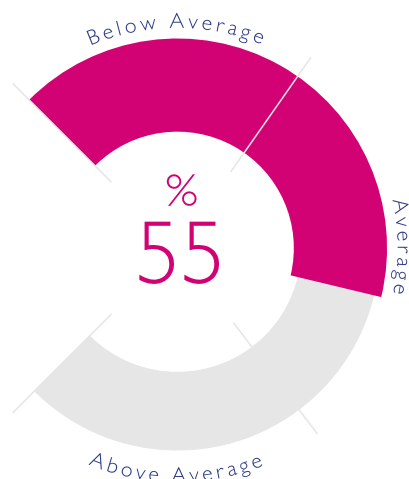
Empathy

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

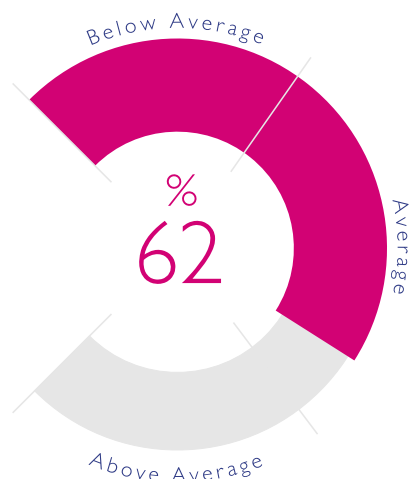
Average scores

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

Average Scores

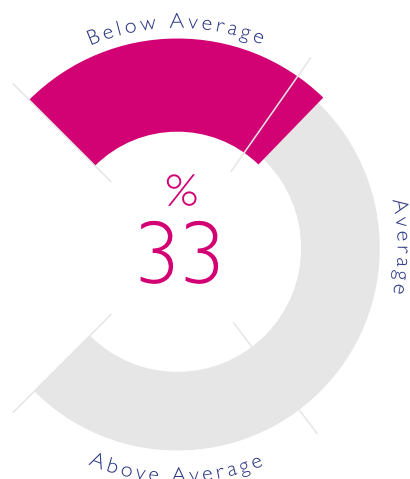
You are as good as most people in communicating your feelings and you are comfortable with finding the right words and actions to get your feelings across.

Your responses suggest that, at times, you will resist showing your emotions; at other times, you won't be able to find the right way to communicate what you are feeling. This may vary across different emotions and depend on their strength.

The ability to switch between emotional honesty and a more managed approach in which your behaviour and language seem less emotional is useful in both social and work life.

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

- If people find you cold at one moment and emotionally expressive the next they may begin to distrust you.
- Be sure you express positive emotions (pride in someone else's work, admiration) as much as negative ones (anger at a mistake). UK industry has often been criticised for being based on criticism, rather than praise. Appreciation of others delivers real organisational benefits. This is as true in relationships as in work. People can be hurt when a close friend constantly picks them up on faults, but never gives them thanks or praise.



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

Average scores

Your responses suggest that you believe you are as good as most people at starting and sustaining fulfilling personal relationships in and out of work. Most of the time, your personal relationships will have no adverse impact on your work and your work will not get in the way of your relationships. You are flexible and balanced. However, you may occasionally experience friction that interferes with your productivity, overall well-being and social life.

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

- Be careful about getting close to someone, then dropping them. This can cause problems both in and outside work.

Sociability Factor

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

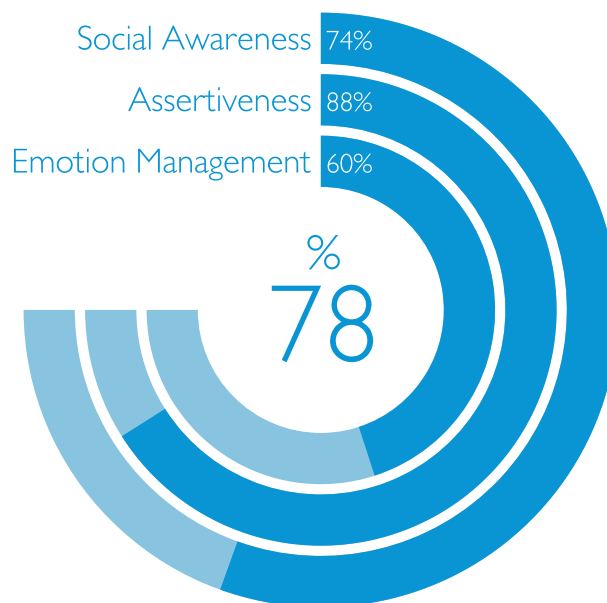
It is made up of:

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

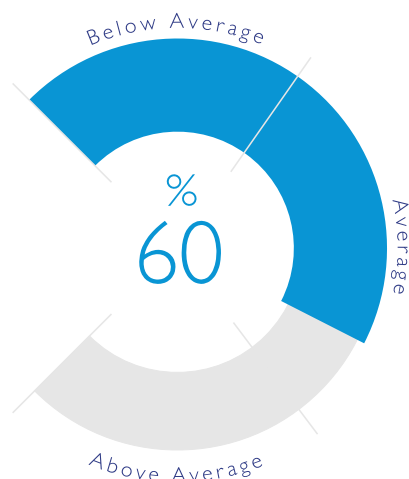
Your Sociability score suggests that you feel more comfortable in social contexts than most people.

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?
-



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

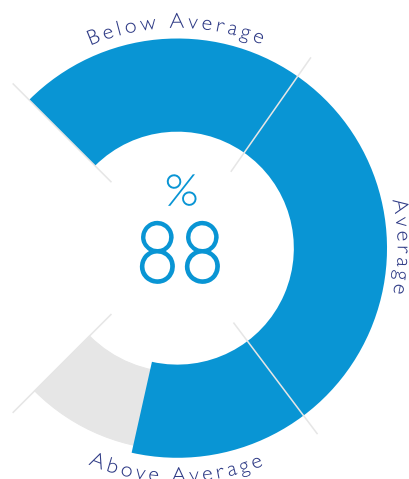
Average scores

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

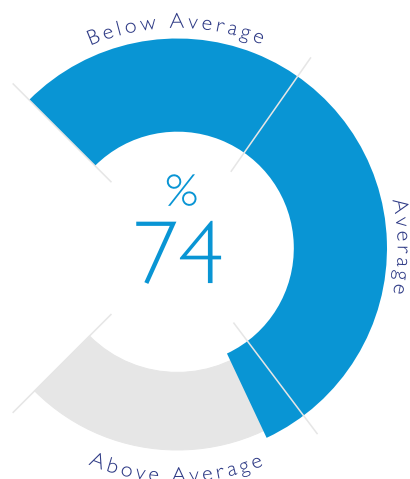
Above Average scores

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

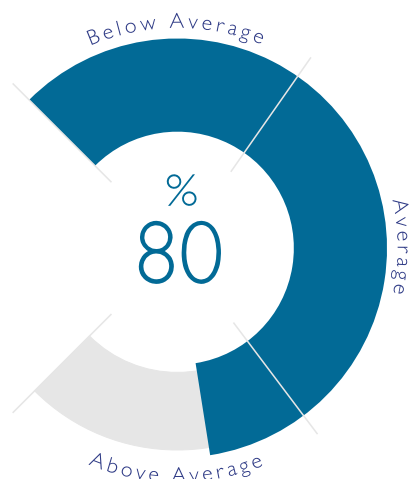
Above Average scores

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

Above Average scores

Your responses suggest you are more flexible in your approach to life than most people. You are willing to adapt to new environments and conditions and like to try new things. You find novelty and change enjoyable. You may need variety to stay interested in a situation and may push new initiatives if they don't happen naturally.

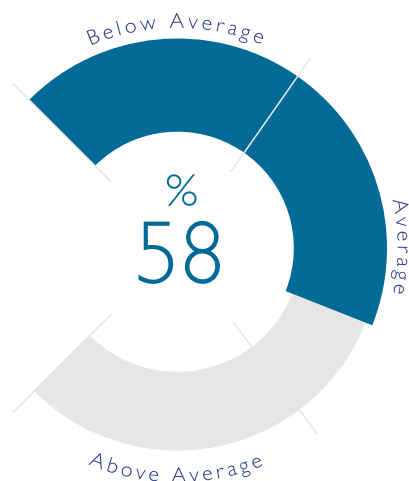
This means you will prefer jobs and situations which are relatively unstructured or where there is not a pre-existing system that has to be applied. You prefer to wake up every morning and believe you are going to face new challenges. You will tend to be enthusiastic and may champion new ideas.

Being adaptable is important in most organisations which regularly face changing conditions and environments.

At times you will have to cope with routine tasks or situations. But if your situation stays the same for too long you'll find it doesn't excite you and you will probably get bored.

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

- You may search out change for its own sake. This can be deeply disruptive for people who don't share your attitudes. Ask yourself "does change really help us to achieve what we want to?".
- Remember, those around you may not adapt as well to change as you do.
- Your enthusiasm for change may drown out sensible caution. Make sure you listen to warning voices, even when you're excited by new possibilities.



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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