

People Skills 360

Confidential Multi-Rater Feedback Report for John Sample

Scoring Date for Your Report: Monday September 17, 2012

Publisher: Leadership Performance Systems, Inc.
www.leadership-systems.com
336-774-0330
Programmer: Amidon Solutions, Inc.

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Introduction

Your *People Skills 360* Report provides you with essential insights on the (a) frequency, (b) importance, and (c) effectiveness of 54 EQ behaviors. The sections of this report are as follows:

- Section 1: What the Numbers and Graphs Mean
- Section 2: Characteristics of your Raters
- Section 3: Summary of Frequency Ratings
- Section 4: Summary of Effective Ratings
- Section 5: Summary of Importance Ratings
- Section 6: Matrix Summaries
- Section 7: Blind Spots — Self Rated Higher than All Others' Average
- Section 8: Hidden Strengths — Self Rated Lower than All Others' Average
- Section 9: Cluster Report
- Section 10: Written Comments on Each Dimension
- Section 11: Your Effectiveness Plan

Emotionally intelligent and effective individuals access and quickly demonstrate the use of those competencies most appropriate in a given situation. Using the data generated by this report, you have a clearer picture of those aspects of emotional intelligence that serve you well or need further development.

For action tips associated with the 54 EQ competencies, see your copy of *People Skills Handbook: Action Tips for Improving Your Emotional Intelligence*. Throughout this report, the EQ competencies and their chapter numbers are noted with parentheses (#).

Section 1: What the numbers and graphs mean

You and your raters selected three ratings on 54 competencies. Using a 1 to 5 scale with 1 indicating infrequent, ineffective, or unimportant and 5 indicating frequent, effective, and mission critical, all raters evaluated the behaviors as experienced by them. The three rating scales are based on the following:

Frequency

Raters are asked to base their ratings on the following criteria:

1	2	3	4	5
Not At All	Seldom or to a little extent	Sometimes or to some extent	Usually or to a great extent	Always or to a very great extent

Importance

Given the ratings of frequency of demonstrated behavior, how important is the behavior to success:

1	2	3	4	5
Not important	Not critical to success but occasionally useful	Important	Very important to success	Essential ... failure to demonstrate would create problems

Effectiveness

Finally, raters are asked the degree to which the behavior is a **strength** or **barrier** to effectiveness. Strength is to be enjoyed and seen as an asset. A barrier to effectiveness is to be explored. The "neutral" score of 3 is used to indicate that it is neither a useful nor harmful behavior from the perspective of your raters.

1	2	3	4	5
A definite barrier; needs development	A barrier at times, consider development	Neutral	Usually effectively expressed	Definite strength and effectively used

With exception to you and your boss' ratings, all other data are provided anonymously. Scores are averaged with each rater group for each item and each scale. Your data are presented in two forms:

Numerical: either an absolute number (e.g. 3, 4) in the case of self and boss ratings, or averages (e.g. 3.14, 3.69, 4.11, etc.) in the case of each of your rater groups — peers, direct reports, and others. This allows for a quick comparison across rater groups.

Group Ratings for Effectiveness

	Boss	Superiors	Peers	Direct Reports	Other	Self
Adaptability (1)	5	4.0	4.1	4.0	3	4
Trustworthy (53)	5	3.8	4.1	4.0	3	5
Patience (32)	5	3.6	4.1	4.0	3	4
Creativity (10)	5	3.2	4.1	4.0	3	5

Graphical: your scores are converted into a graphical representation which also allows for easy comparison.

For example:

Overall ratings for Effectiveness



Note that in Peer, Direct Report, and Other categories individual item data are not reported if there are fewer than three in the group; overall scale data however are presented.

Overall Rankings

Sections 3, 4 and 5 of this report provide you with a Summary of your Overall Ratings which are ranked, showing those competencies with the highest ratings listed first. Further, the competencies are also identified by quartiles. Please note that the system calculates the averages out to 1000th to complete the rankings.

Guidelines

Keep these guidelines in mind when analyzing the data. The relative application of these rules depends on your situation and context. It is highly unlikely that each and every behavior will neatly fall into distinctive categories of importance, effectiveness, and frequency. Ultimately only you can judge just how important these perceptions are and how to flex your behavior in ways to increase effectiveness as the data trends would suggest.

1. An important behavior that is ineffective needs **immediate attention**, especially if frequently demonstrated.
2. An important behavior that is effective but infrequent needs a plan to increase its expression.
3. An important behavior that is effective and frequently displayed is a strength which may be overplayed, needs a plan to monitor its impact.
4. An unimportant behavior that is ineffective and frequently displayed can create noise and prevent others from clearly seeing your strengths.
5. An unimportant behavior that is effective and infrequently demonstrated reflects a potential that needs to be appropriately explored.
6. An unimportant behavior that is ineffective and infrequent needs to be identified and monitored.

You are encouraged to use the planning guide in Section 11 to identify behaviors that need attention.

Special symbols on the summary page

An asterisk (*) beside a score means that there was a three point spread in that rater group, which is made up of combinations of 1,4; 1,5; 2,5. Notice if there is a pattern of asteriks among your rater groups or of the kind of item which would suggest an important trend of perceived differences in demonstrated behavior.

If an exclamation point (!) is next to a score, you are being alerted to a potential overuse. Raters were asked to identify if the behavior may be overused. If two raters so indicated, the symbol is identified.

Section 2: Characteristics of your raters

As you review your report, keep in mind the perspective of your raters. Those who work with you on a daily basis are likely to see behaviors differently from those who only interact with you on an occasional basis. This does not mean the perceptions are less or more valuable; you are encouraged to recognize a likely difference in how they experience your behavior.

If you have a rater group which indicates infrequent contact, then expect their scores to be somewhat lower. This means teasing out the trends requires attention and study. The relative lows and highs may reflect what is true with groups that see you more regularly.

Total Number of Respondents: 11

Rater Category	Number *	Contact
Boss	1	4
Superior	1	3
Peers	3	4
Direct Reports	3	4.33
Others	3	4

Note: Contact range is:

- 1=interact rarely
- 2=interact infrequently
- 3=interact monthly
- 4=interact weekly
- 5=interact daily

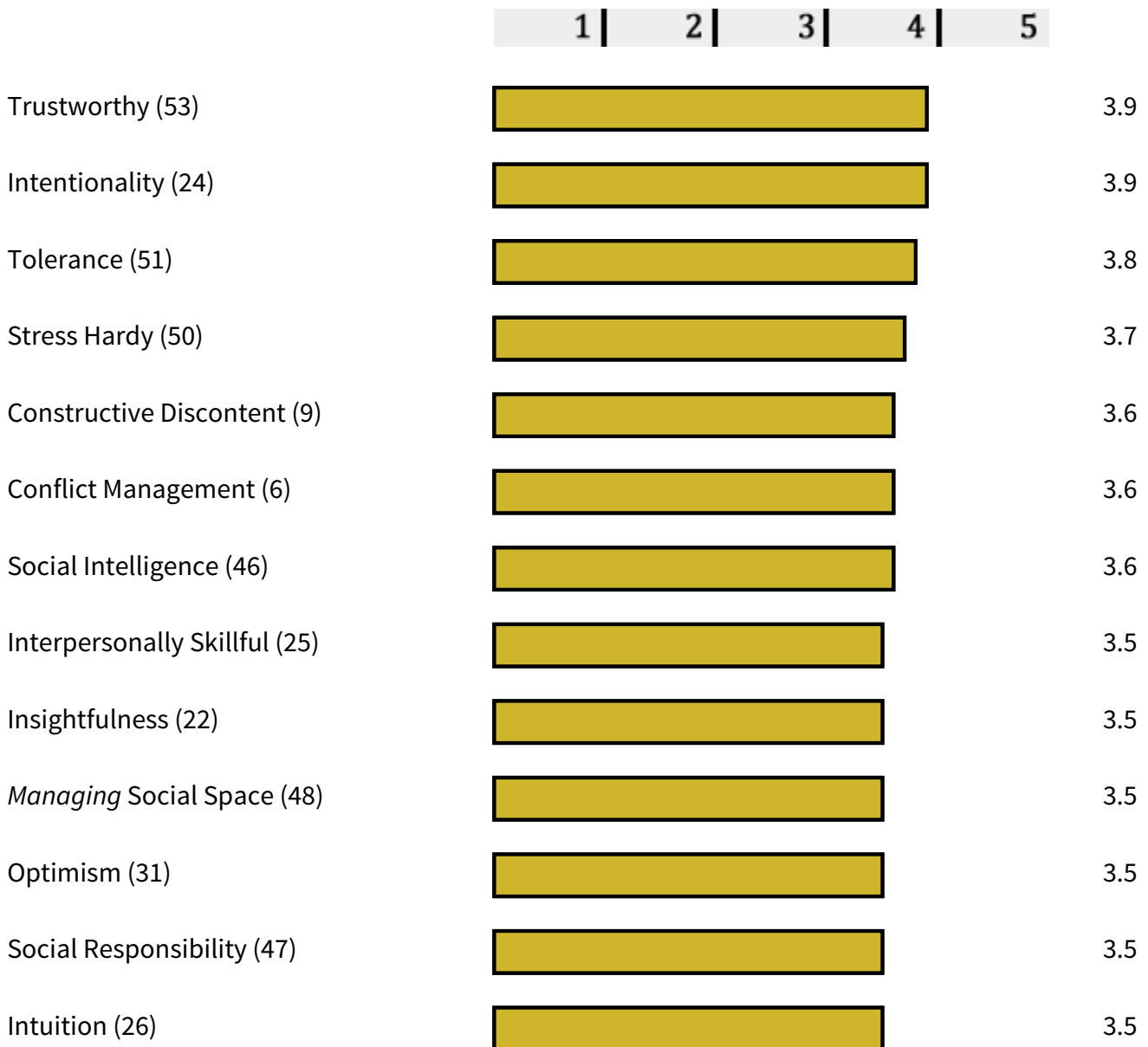
* Refers to the number of people who completed the rating in each category.

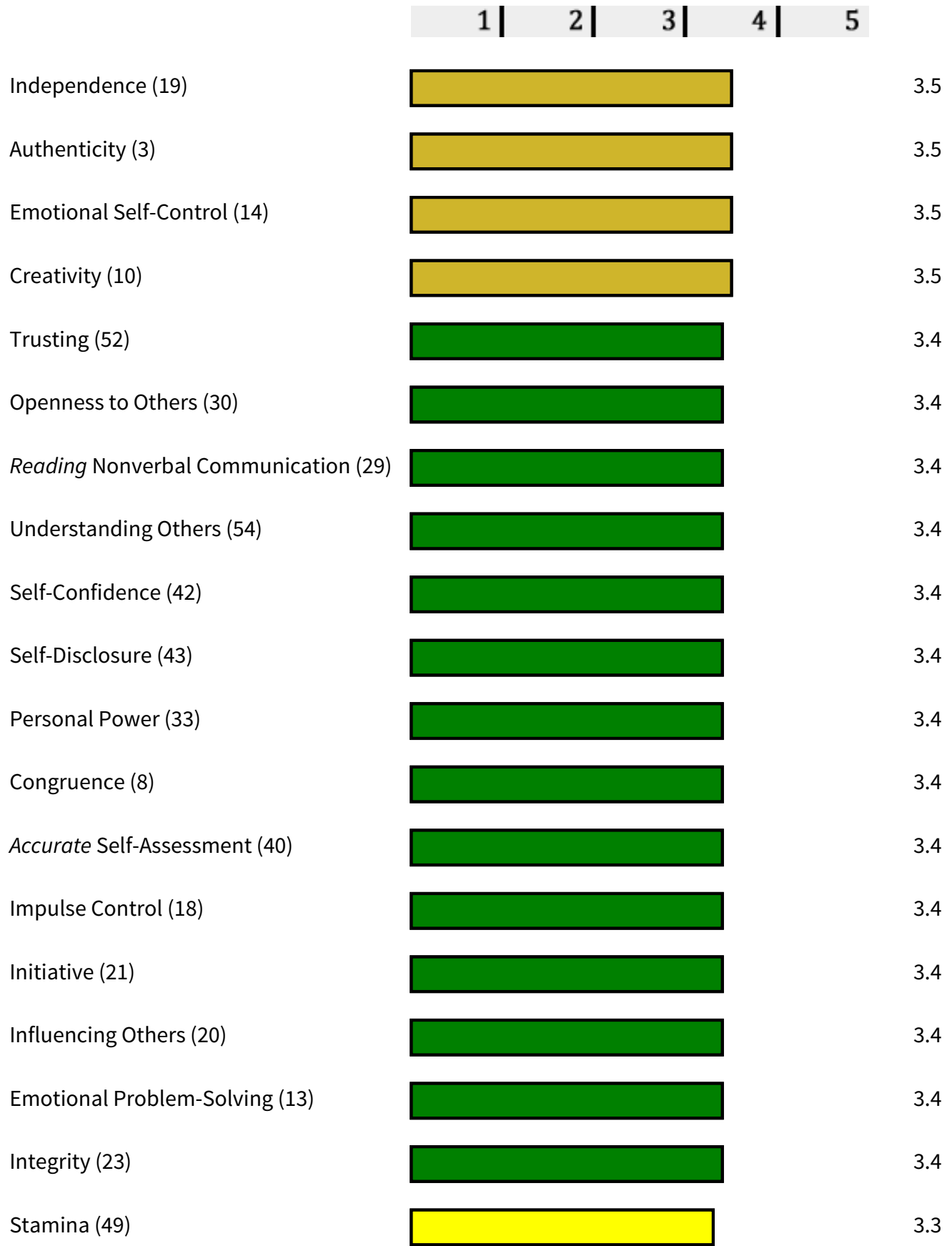
Section 3: Summary of Frequency Ratings

Overall ratings for Frequency

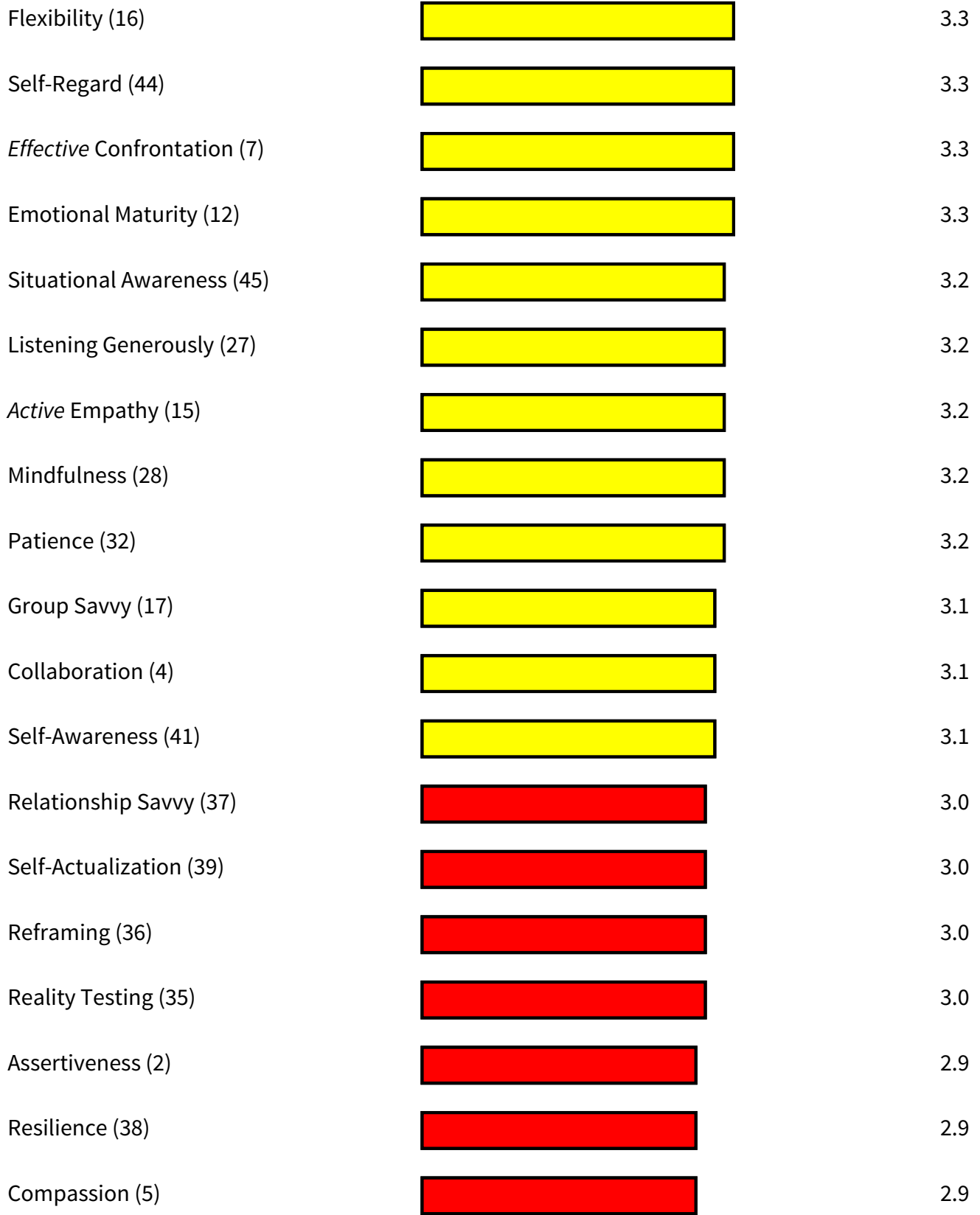
Raters are asked to base their ratings on the following criteria:

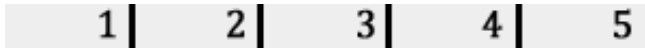
1	2	3	4	5
Not At All	Seldom or to a little extent	Sometimes or to some extent	Usually or to a great extent	Always or to a very great extent



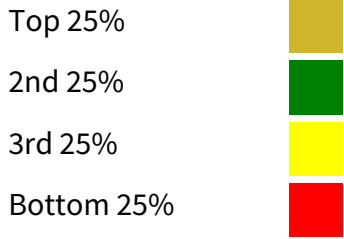


1 | 2 | 3 | 4 | 5





Legend



(#) refers to the Action Tips chapter of the *People Skills Handbook*

Group Ratings for Frequency

	Boss	Superiors	Peers	Direct Reports	Other	Self
Trustworthy (53)	4.00	3.00	3.67	3.67	4.67	4.00
Intentionality (24)	5.00	2.00	3.67	4.33	4.00	3.00
Tolerance (51)	4.00	3.00	3.33	4.33	4.00	4.00
Stress Hardy (50)	4.00	3.00	3.67	3.67	4.00	3.00
Constructive Discontent (9)	4.00	3.00	2.67	4.00	4.33	4.00
Conflict Management (6)	4.00	4.00	3.67	2.67	4.33	2.00
Social Intelligence (46)	4.00	3.00	3.67	3.67	3.67	3.00
Interpersonally Skillful (25)	4.00	3.00	3.33	3.67	3.33	4.00
Insightfulness (22)	3.00	2.00	3.67	3.33	4.00	3.00
<i>Managing Social Space</i> (48)	4.00	3.00	3.33	3.33	3.67	4.00
Optimism (31)	4.00	3.00	3.67	3.67	3.33	3.00
Social Responsibility (47)	5.00	4.00	2.67	3.33	3.67	3.00
Intuition (26)	4.00	3.00	3.33	4.00	3.00	4.00
Independence (19)	3.00	3.00	3.33	4.00	3.67	4.00
Authenticity (3)	4.00	3.00	3.67	3.33	3.33	5.00
Emotional Self-Control (14)	3.00	3.00	3.33	3.67	3.67	4.00
Creativity (10)	4.00	3.00	3.33	3.67	3.67	3.00
Trusting (52)	3.00	3.00	3.00	3.67	3.67	3.00

	Boss	Superiors	Peers	Direct Reports	Other	Self
Openness to Others (30)	3.00	2.00	3.33	3.33	4.00	4.00
<i>Reading</i> Nonverbal Communication (29)	2.00	2.00	3.00	4.00	4.00	5.00
Understanding Others (54)	3.00	4.00	3.00	3.33	3.67	3.00
Self-Confidence (42)	4.00	3.00	3.00	3.67	3.33	5.00
Self-Disclosure (43)	4.00	2.00	4.00	3.33	3.00	4.00
Personal Power (33)	4.00	3.00	3.33	2.33	4.33	5.00
Congruence (8)	3.00	3.00	3.33	3.33 (*)	3.67	3.00
<i>Accurate</i> Self-Assessment (40)	4.00	3.00	3.67	3.33	3.00	4.00
Impulse Control (18)	4.00	2.00	4.00	3.00	3.33	3.00
Initiative (21)	4.00	2.00	3.33	4.00	3.00	3.00
Influencing Others (20)	4.00	2.00	3.33	3.33	3.67	4.00
Emotional Problem-Solving (13)	4.00	2.00	3.00	3.33	4.00	4.00
Integrity (23)	4.00	2.00	3.67	2.67	4.00	4.00
Stamina (49)	4.00	3.00	3.00	3.00	3.67	3.00
Flexibility (16)	4.00	2.00	3.00	3.67	3.33	4.00
Self-Regard (44)	4.00	3.00	3.67	2.33	3.67	3.00
<i>Effective</i> Confrontation (7)	3.00	3.00	3.67	3.33	3.00	2.00
Emotional Maturity (12)	5.00	3.00	3.33	3.00	3.00	4.00
Situational Awareness (45)	3.00	2.00	3.33	3.33	3.33	4.00
Listening Generously (27)	4.00	2.00	3.00	3.33	3.33	4.00

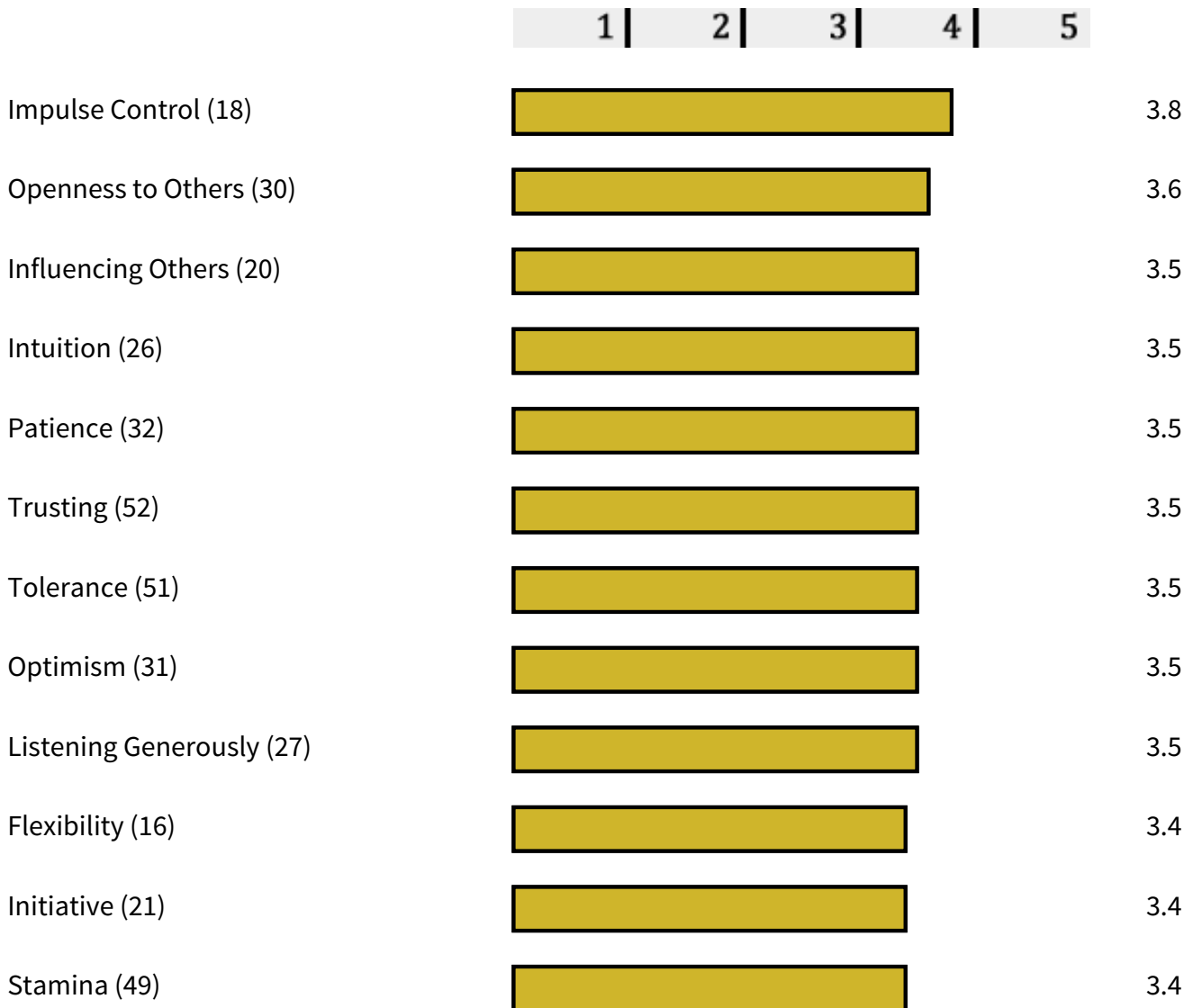
	Boss	Superiors	Peers	Direct Reports	Other	Self
Active Empathy (15)	3.00	3.00	3.00	3.33	3.33	5.00
Mindfulness (28)	4.00	2.00	3.00	3.33	3.33	4.00
Patience (32)	3.00	2.00	3.33	3.67	3.00	4.00
Group Savvy (17)	3.00	3.00	2.67	3.33	3.33	3.00
Collaboration (4)	4.00	2.00	3.33	2.33	3.67	4.00
Self-Awareness (41)	5.00	2.00	3.00	3.33	2.67	3.00
Relationship Savvy (37)	4.00	3.00	3.00	3.33	2.33	4.00
Self-Actualization (39)	4.00	2.00	3.67	3.33	2.00	3.00
Reframing (36)	3.00	2.00	3.33	3.00	3.00 (*)	3.00
Reality Testing (35)	4.00	3.00	3.00	2.67	3.00	3.00
Assertiveness (2)	4.00	2.00	3.00	2.00	3.67	3.00
Resilience (38)	3.00	2.00	4.00	2.00	3.00	4.00
Compassion (5)	3.00	3.00	3.67	2.33	2.67	4.00
Adaptability (1)	2.00	3.00	2.67	3.33	2.67	4.00
Emotional Expression (11)	3.00	2.00	2.67	2.67	3.33	4.00
Perspective-Taking (34)	3.00	2.00	3.00	2.00	2.67	3.00

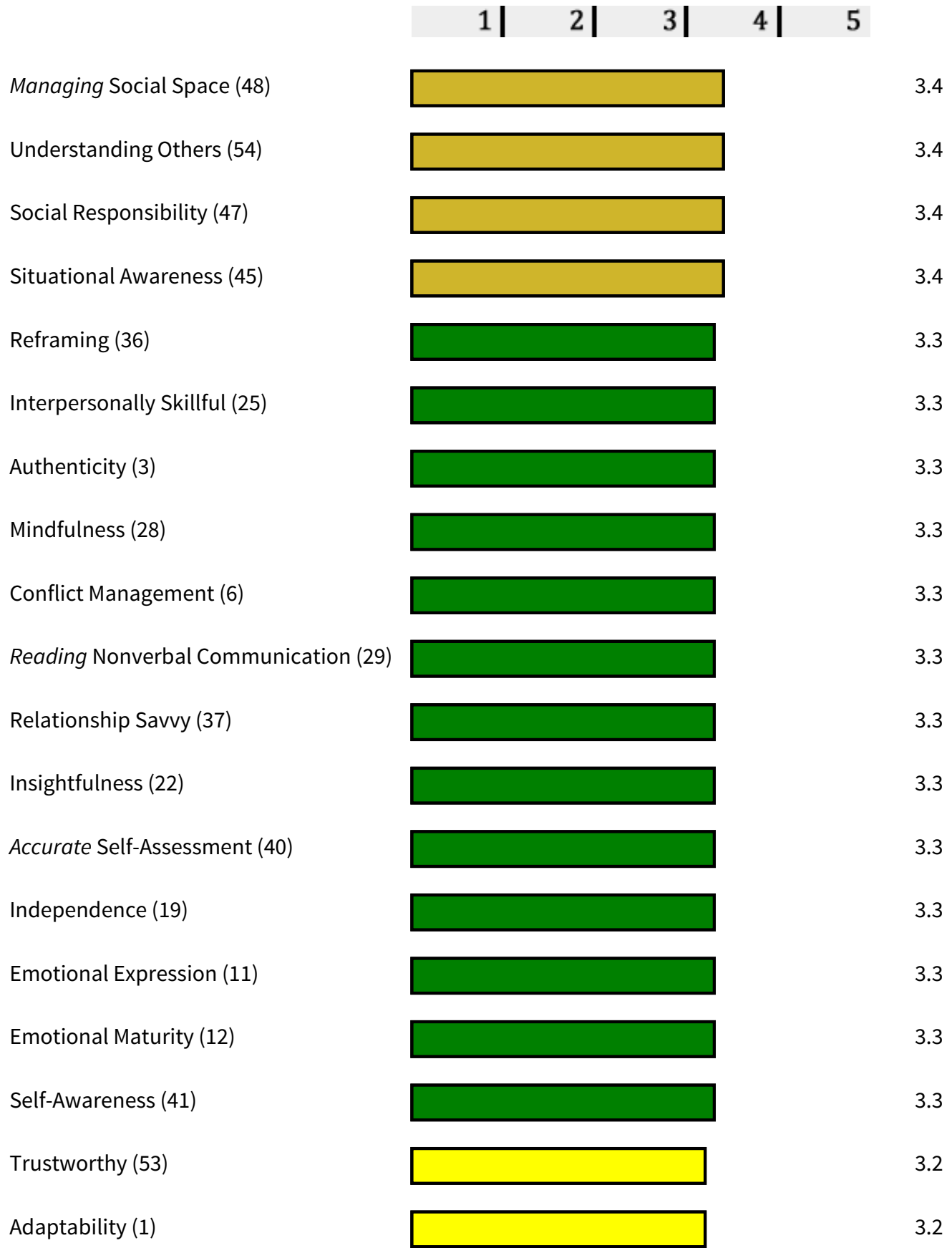
Section 4: Summary of Effectiveness Ratings

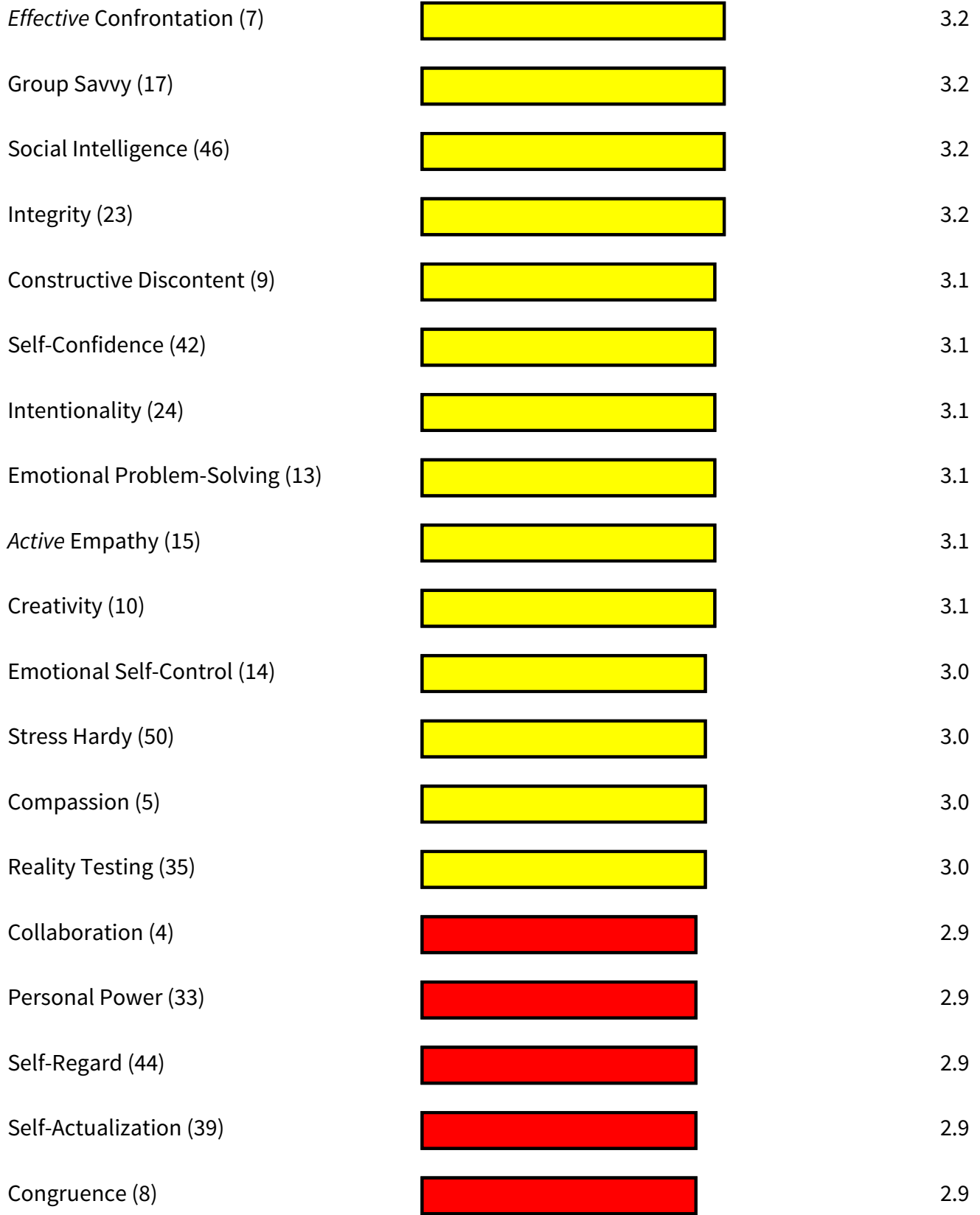
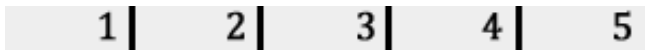
Overall ratings for Effectiveness

Raters are asked the degree to which the behavior is a **strength** or **barrier** to effectiveness. Strength is to be enjoyed and seen as an asset. A barrier to effectiveness is to be explored. The "neutral" score of 3 is used to indicate that it is neither a useful nor harmful behavior from the perspective of your raters.

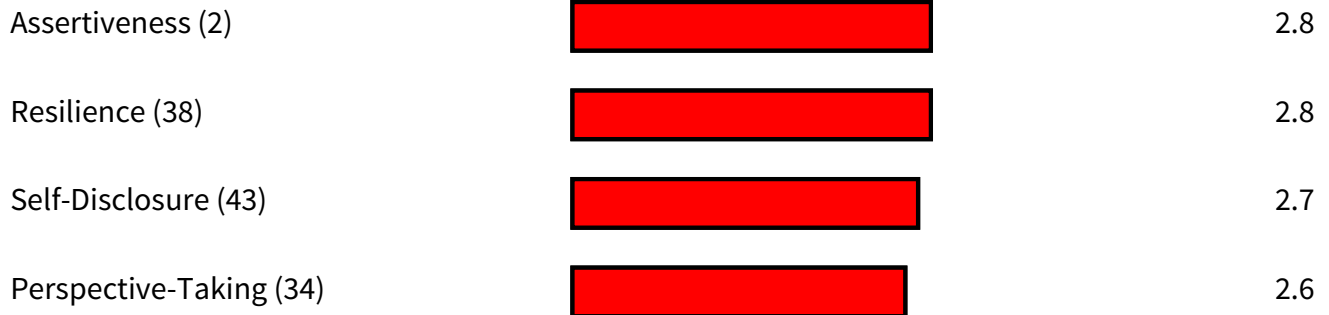
1	2	3	4	5
A definite barrier; needs development	A barrier at times, consider development	Neutral	Usually effectively expressed	Definite strength and effectively used



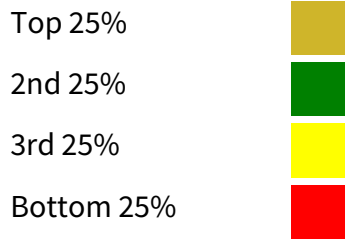




1 | 2 | 3 | 4 | 5



Legend



(#) refers to the Action Tips chapter of the *People Skills Handbook*

Group Ratings for Effectiveness

	Boss	Superiors	Peers	Direct Reports	Other	Self
Impulse Control (18)	5.00	3.00	4.00	3.67	3.67	4.00
Openness to Others (30)	4.00	2.00	3.67	3.67	4.00	3.00
Influencing Others (20)	3.00	2.00	3.67	3.67	4.00	3.00
Intuition (26)	3.00	2.00	3.67	3.67	4.00	4.00
Patience (32)	4.00	3.00	3.67	3.33	3.33	3.00
Trusting (52)	4.00	3.00	3.33	3.33 (*)	4.00	3.00
Tolerance (51)	3.00	3.00	4.00	3.67	3.33	3.00
Optimism (31)	3.00	3.00	3.67	3.33	4.00	3.00
Listening Generously (27)	5.00	2.00	3.67	3.67	3.00	4.00
Flexibility (16)	3.00	3.00	3.00	3.67	3.67	4.00
Initiative (21)	2.00	2.00	4.00	3.33	3.67 (*)	3.00
Stamina (49)	3.00	3.00	3.67	3.00	3.67	3.00
<i>Managing Social Space</i> (48)	3.00	4.00	3.33	3.33	3.33	2.00
Understanding Others (54)	4.00	3.00	3.33	2.67	4.00	4.00
Social Responsibility (47)	4.00	3.00	3.33	3.33	3.33	3.00
Situational Awareness (45)	3.00	3.00	4.00	3.33	3.00	4.00
Reframing (36)	4.00	2.00	2.67	3.67	3.67 (*)	3.00
Interpersonally Skillful (25)	4.00	3.00	3.00	3.33	3.33	3.00

	Boss	Superiors	Peers	Direct Reports	Other	Self
Authenticity (3)	2.00	2.00	3.00	4.33	3.33	4.00
Mindfulness (28)	4.00	2.00	3.33	3.33	3.33	3.00
Conflict Management (6)	3.00	2.00	3.33	3.33	3.67	3.00
<i>Reading</i> Nonverbal Communication (29)	2.00	2.00	3.00	3.33	4.33	4.00
Relationship Savvy (37)	4.00	3.00	3.67	3.00	3.00	4.00
Insightfulness (22)	3.00	3.00	3.33	3.67 (*)	3.00	4.00
<i>Accurate</i> Self-Assessment (40)	3.00	2.00	3.33	4.00	3.00	4.00
Independence (19)	2.00	2.00	3.67	3.67	3.33	3.00
Emotional Expression (11)	3.00	2.00	3.67	3.33	3.33	2.00
Emotional Maturity (12)	4.00	2.00	3.33	3.00	3.67	4.00
Self-Awareness (41)	5.00	2.00	3.67	3.33 (*)	2.67	3.00
Trustworthy (53)	3.00	3.00	3.00	3.00	3.67	3.00
Adaptability (1)	3.00	3.00	3.67	3.00	3.00	3.00
<i>Effective</i> Confrontation (7)	4.00	3.00	3.33	3.00	3.00	2.00
Group Savvy (17)	3.00	3.00	3.00	3.33	3.33	3.00
Social Intelligence (46)	3.00	3.00	3.00 (*)	3.67	3.00 (*)	4.00
Integrity (23)	4.00	3.00	3.00	3.67	2.67	3.00
Constructive Discontent (9)	3.00	2.00	3.33	2.67	3.67 (*)	4.00
Self-Confidence (42)	3.00	3.00	3.67	3.33	2.33	4.00
Intentionality (24)	4.00	2.00	3.00	3.00	3.33	3.00

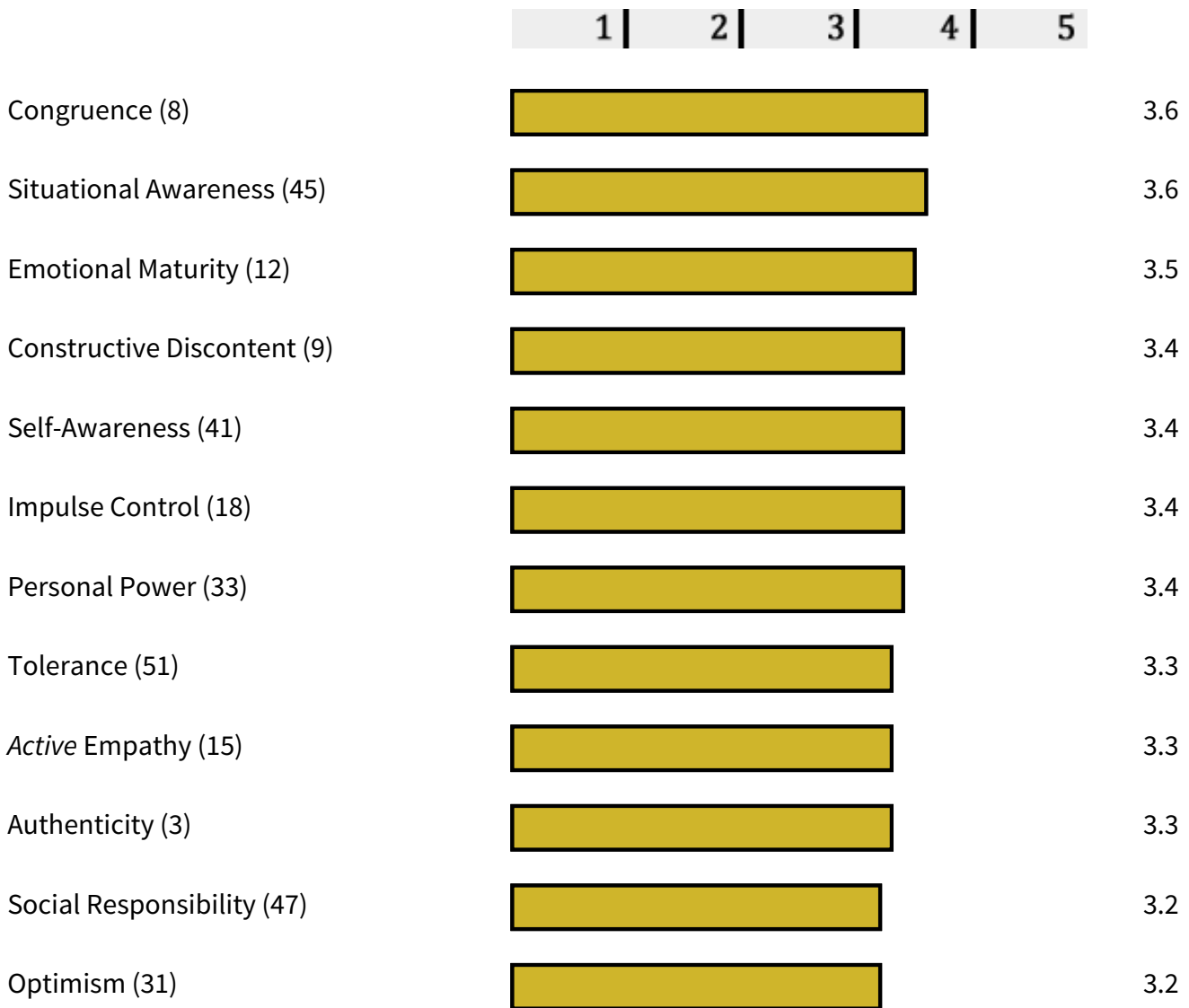
	Boss	Superiors	Peers	Direct Reports	Other	Self
Emotional Problem-Solving (13)	3.00	2.00	3.00	3.33	3.33	3.00
Active Empathy (15)	2.00	2.00	3.33	3.33	3.33	4.00
Creativity (10)	3.00	2.00	3.00	3.33	3.33	3.00
Emotional Self-Control (14)	3.00	3.00	2.67	3.00	3.33	4.00
Stress Hardy (50)	3.00	3.00	3.00	3.00	3.00	3.00
Compassion (5)	3.00	2.00	3.33	3.00	3.00	3.00
Reality Testing (35)	3.00	3.00	3.00	3.67	2.33	3.00
Collaboration (4)	3.00	3.00	3.67	2.00	3.00	3.00
Personal Power (33)	3.00	2.00	3.33	3.33	2.33	4.00
Self-Regard (44)	3.00	2.00	3.67	2.00	3.33	4.00
Self-Actualization (39)	4.00	2.00	3.33	2.67	2.67	3.00
Congruence (8)	2.00	2.00	3.00	3.33	3.00	4.00
Assertiveness (2)	2.00	4.00	3.67	1.67	3.00	4.00
Resilience (38)	3.00	3.00	3.67	2.33	2.33	3.00
Self-Disclosure (43)	3.00	2.00	3.00	2.33	3.00	4.00
Perspective-Taking (34)	4.00	2.00	3.33	1.67	2.67	4.00

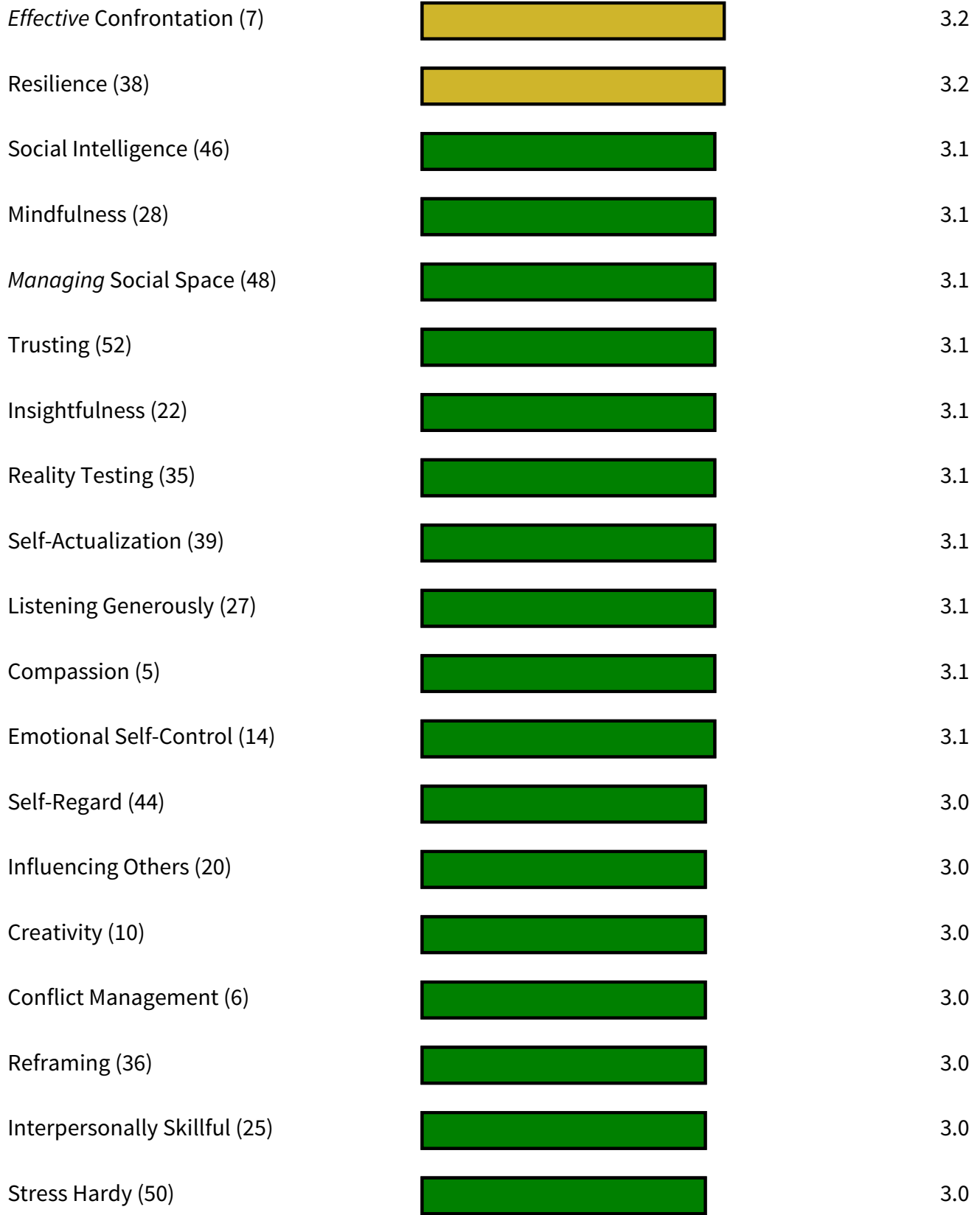
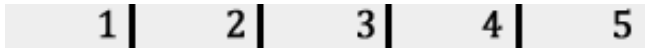
Section 5: Summary of Importance Ratings

Overall ratings for Importance











Given the ratings of frequency of demonstrated behavior, how important is the behavior to your success:

1	2	3	4	5
Not important	Not critical to success but occasionally useful	Important	Very important to success	Essential failure to demonstrate would create problems





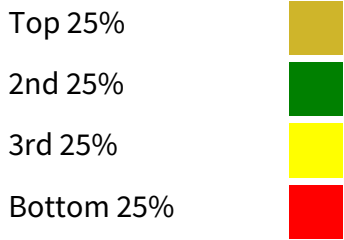
1 | 2 | 3 | 4 | 5

Assertiveness (2)		2.9
Self-Disclosure (43)		2.9
Flexibility (16)		2.9
Initiative (21)		2.9
Intentionality (24)		2.9
Independence (19)		2.9
Intuition (26)		2.8
<i>Reading</i> Nonverbal Communication (29)		2.8
Adaptability (1)		2.8
Openness to Others (30)		2.8
Collaboration (4)		2.7
Perspective-Taking (34)		2.7
Trustworthy (53)		2.7
Understanding Others (54)		2.7
Stamina (49)		2.7
Integrity (23)		2.7
Patience (32)		2.7
Group Savvy (17)		2.7
Emotional Problem-Solving (13)		2.7

1 | 2 | 3 | 4 | 5



Legend



(#) refers to the Action Tips chapter of the *People Skills Handbook*

Group Ratings for Importance

	Boss	Superiors	Peers	Direct Reports	Other	Self
Congruence (8)	4.00	3.00	3.67	3.67	3.67	4.00
Situational Awareness (45)	3.00	3.00	3.67	4.00	3.67	3.00
Emotional Maturity (12)	3.00	2.00	3.33	3.33	4.33	4.00
Constructive Discontent (9)	3.00	4.00	3.33	3.00 (*)	3.67 (*)	4.00
Self-Awareness (41)	5.00	3.00	3.00	4.00	2.67	3.00
Impulse Control (18)	5.00	2.00	4.00	2.67	3.33	3.00
Personal Power (33)	3.00	3.00	4.00	3.00	3.33	3.00
Tolerance (51)	2.00	2.00	2.67	4.67	3.33 (*)	3.00
Active Empathy (15)	3.00	3.00	3.00	3.00 (*)	4.00	5.00
Authenticity (3)	3.00	3.00	3.33	3.67	3.00	3.00
Social Responsibility (47)	3.00	3.00	3.33	3.00	3.33	4.00
Optimism (31)	4.00	3.00	3.33	3.67	2.33	4.00
Effective Confrontation (7)	3.00	2.00	3.00	4.33	2.67	2.00
Resilience (38)	4.00	3.00	4.00	1.67	3.67	3.00
Social Intelligence (46)	4.00	3.00	3.33	2.33	3.33	4.00
Mindfulness (28)	3.00	2.00	3.33	3.67	2.67	4.00
Managing Social Space (48)	4.00	3.00	3.00	2.67	3.33	4.00
Trusting (52)	3.00	2.00	2.33	4.00	3.33	4.00

	Boss	Superiors	Peers	Direct Reports	Other	Self
Insightfulness (22)	3.00	2.00	3.33	3.67	2.67	4.00
Reality Testing (35)	3.00	3.00	2.67	3.33 (*)	3.33	3.00
Self-Actualization (39)	2.00	2.00	4.00	3.00	3.00	2.00
Listening Generously (27)	3.00	3.00	3.33	3.00	3.00 (*)	4.00
Compassion (5)	4.00	3.00	3.00	2.67	3.33	4.00
Emotional Self-Control (14)	4.00	3.00	3.33	2.67 (*)	3.00	3.00
Self-Regard (44)	4.00	3.00	3.33	2.33	3.00	3.00
Influencing Others (20)	2.00	2.00	3.67	3.67	2.33	4.00
Creativity (10)	4.00	3.00	2.00	3.33	3.33	4.00
Conflict Management (6)	3.00	3.00	3.00	3.00	3.00	2.00
Reframing (36)	2.00	2.00	2.67	3.67	3.33 (*)	3.00
Interpersonally Skillful (25)	2.00	2.00	3.33	3.33 (*)	3.00	4.00
Stress Hardy (50)	3.00	2.00	3.33	2.67	3.33	3.00
Assertiveness (2)	4.00	2.00	3.00	2.33	3.33	4.00
Self-Disclosure (43)	3.00	2.00	3.00	3.33	2.67	3.00
Flexibility (16)	2.00	2.00	3.00	3.00	3.33 (*)	4.00
Initiative (21)	2.00	3.00	2.33 (*)	3.67	3.00	4.00
Intentionality (24)	4.00	2.00	2.67	3.33	2.67	3.00
Independence (19)	3.00	3.00	2.67	2.67	3.33	4.00
Intuition (26)	2.00	3.00	2.67	3.00	3.00	3.00

	Boss	Superiors	Peers	Direct Reports	Other	Self
<i>Reading Nonverbal Communication</i> (29)	3.00	4.00	2.33	2.33	3.33 (*)	4.00
Adaptability (1)	3.00	3.00	2.67	3.00	2.67	4.00
Openness to Others (30)	3.00	2.00	3.00	2.67	3.00 (*)	4.00
Collaboration (4)	2.00	2.00	3.33	2.00	3.33	4.00
Perspective-Taking (34)	2.00	3.00	3.67	2.00	2.67	2.00
Trustworthy (53)	3.00	2.00	3.00	2.67	2.67	3.00
Understanding Others (54)	2.00	3.00	3.00	2.33	3.00	3.00
Stamina (49)	2.00	3.00	2.67	3.00	2.67	4.00
Integrity (23)	3.00	2.00	3.33	2.67	2.33	3.00
Patience (32)	2.00	2.00	3.00	3.33	2.33 (*)	5.00
Group Savvy (17)	2.00	2.00	3.00	2.33	3.33	2.00
Emotional Problem-Solving (13)	3.00	2.00	3.00	2.67	2.67	4.00
<i>Accurate Self-Assessment</i> (40)	2.00	3.00	3.33	2.67	2.33	3.00
Relationship Savvy (37)	2.00	3.00	2.33	2.67	3.00	2.00
Self-Confidence (42)	3.00	2.00	2.33	2.33	3.33	4.00
Emotional Expression (11)	2.00	2.00	2.33	3.00	2.33	4.00

Section 6: Matrix Summaries

The following matrix summaries allow you to see how the different types of ratings relate to each other. Note that your scores were broken into the top 25%, next 25%, lower 25% and lowest 25%. This is based on your overall score ratings and not on any other comparison group.

		FREQUENCY			
		Top 25%	2nd 25%	3rd 25%	Lowest 25%
EFFECTIVENESS	Top 25%	Intuition (26) Tolerance (51) Optimism (31) <i>Managing Social Space</i> (48) Social Responsibility (47)	Impulse Control (18) Openness to Others (30) Influencing Others (20) Trusting (52) Initiative (21) Understanding Others (54)	Patience (32) Listening Generously (27) Flexibility (16) Stamina (49) Situational Awareness (45)	
	2nd 25%	Interpersonally Skillful (25) Authenticity (3) Conflict Management (6) Insightfulness (22) Independence (19)	<i>Reading Nonverbal Communication</i> (29) <i>Accurate Self-Assessment</i> (40)	Mindfulness (28) Emotional Maturity (12) Self-Awareness (41)	Reframing (36) Relationship Savvy (37) Emotional Expression (11)
	3rd 25%	Trustworthy (53) Social Intelligence (46) Constructive Discontent (9) Intentionality (24) Creativity (10) Emotional Self-Control (14) Stress Hardy (50)	Integrity (23) Self-Confidence (42) Emotional Problem-Solving (13)	<i>Effective Confrontation</i> (7) Group Savvy (17) <i>Active Empathy</i> (15)	Adaptability (1) Compassion (5) Reality Testing (35)
	Lowest 25%		Personal Power (33) Congruence (8) Self-Disclosure (43)	Collaboration (4) Self-Regard (44)	Self-Actualization (39) Assertiveness (2) Resilience (38) Perspective-Taking (34)

Do more of what is effective and infrequently displayed and tone down frequent relatively ineffective behaviors as these may create "noise".

Green Boxes: Behaviors that need to be continued at the current level of frequency or effectiveness, unless an indication of "Overuse" is noted. Overuse would indicate a strength that needs to be modified.

Red Boxes: Behaviors that are effective but rarely displayed.

Yellow Boxes: Behaviors frequently displayed that are relatively ineffective.

EFFECTIVENESS					
		Top 25%	2nd 25%	3rd 25%	Lowest 25%
IMPORTANCE	Top 25%	Situational Awareness (45) Impulse Control (18) Tolerance (51) Social Responsibility (47) Optimism (31)	Emotional Maturity (12) Self-Awareness (41) Authenticity (3)	Constructive Discontent (9) <i>Active Empathy</i> (15) <i>Effective Confrontation</i> (7)	Congruence (8) Personal Power (33) Resilience (38)
	2nd 25%	<i>Managing Social Space</i> (48) Trusting (52) Listening Generously (27) Influencing Others (20)	Mindfulness (28) Insightfulness (22) Conflict Management (6) Reframing (36) Interpersonally Skillful (25)	Social Intelligence (46) Reality Testing (35) Compassion (5) Emotional Self-Control (14) Creativity (10) Stress Hardy (50)	Self-Actualization (39) Self-Regard (44)
	3rd 25%	Flexibility (16) Initiative (21) Intuition (26) Openness to Others (30) Understanding Others (54) Stamina (49) Patience (32)	Independence (19) <i>Reading Nonverbal Communication</i> (29) <i>Accurate Self-Assessment</i> (40)	Intentionality (24) Adaptability (1) Trustworthy (53) Integrity (23) Group Savvy (17) Emotional Problem-Solving (13)	Assertiveness (2) Self-Disclosure (43) Collaboration (4) Perspective-Taking (34)
	Lowest 25%		Relationship Savvy (37) Emotional Expression (11)	Self-Confidence (42)	

Enhance the effectiveness of important behaviors and redeploy energy currently used on less important behaviors. See recommended chapters.

Green Boxes: Behaviors that need to be continued at the current level of frequency or effectiveness, unless an indication of "Overuse" is noted. Overuse would indicate a strength that needs to be modified.

Red Boxes: Important behaviors that are consistently ineffective.

Yellow Boxes: Unimportant behaviors that are effectively used and may be using energy that could be used elsewhere.

		FREQUENCY			
		Top 25%	2nd 25%	3rd 25%	Lowest 25%
IMPORTANCE	Top 25%	Constructive Discontent (9) Tolerance (51) Authenticity (3) Social Responsibility (47) Optimism (31)	Congruence (8) Impulse Control (18) Personal Power (33)	Situational Awareness (45) Emotional Maturity (12) Self-Awareness (41) Active Empathy (15) Effective Confrontation (7)	Resilience (38)
	2nd 25%	Social Intelligence (46) <i>Managing Social Space</i> (48) Insightfulness (22) Emotional Self-Control (14) Creativity (10) Conflict Management (6) Interpersonally Skillful (25) Stress Hardy (50)	Trusting (52) Influencing Others (20)	Mindfulness (28) Listening Generously (27) Self-Regard (44)	Reality Testing (35) Self-Actualization (39) Compassion (5) Reframing (36)
	3rd 25%	Intentionality (24) Independence (19) Intuition (26) Trustworthy (53)	Self-Disclosure (43) Initiative (21) <i>Reading Nonverbal Communication</i> (29) Openness to Others (30) Understanding Others (54) Integrity (23) Emotional Problem-Solving (13) <i>Accurate Self-Assessment</i> (40)	Flexibility (16) Collaboration (4) Stamina (49) Patience (32) Group Savvy (17)	Assertiveness (2) Adaptability (1) Perspective-Taking (34)
	Lowest 25%		Self-Confidence (42)		Relationship Savvy (37) Emotional Expression (11)

Do more of what is important and spend less energy on unimportant behaviors.

Green Boxes: Behaviors that need to be continued at the current level of frequency or effectiveness, unless an indication of "Overuse" is noted. Overuse would indicate a strength that needs to be modified.

Red Boxes: Important and infrequent behaviors which need to be increased.

Yellow Boxes: Frequently displayed behaviors that are relatively unimportant which may imply a need to redeploy effort on other behaviors.

Section 7: Blind Spots — Self Rated Higher than All Others' Average

Listed in order of greatest spread from self to other ratings of at least 1.0 or higher

Blind Spots with the Boss

- *Reading* Nonverbal Communication (29)
- *Active* Empathy (15)
- Adaptability (1)
- Personal Power (33)
- Resilience (38)
- Situational Awareness (45)
- Self-Confidence (42)
- Patience (32)
- Independence (19)
- Authenticity (3)
- Compassion (5)
- Emotional Expression (11)
- Emotional Self-Control (14)
- Openness to Others (30)

Blind Spots with Superiors

- *Reading* Nonverbal Communication (29)
- Self-Confidence (42)
- Flexibility (16)
- Influencing Others (20)
- Mindfulness (28)
- Resilience (38)
- Integrity (23)
- Listening Generously (27)
- *Active* Empathy (15)
- Self-Disclosure (43)
- Collaboration (4)
- Authenticity (3)
- Personal Power (33)
- Patience (32)
- Openness to Others (30)
- Emotional Problem-Solving (13)
- Situational Awareness (45)
- Emotional Expression (11)
- Reframing (36)
- Self-Awareness (41)
- Tolerance (51)
- Trustworthy (53)
- *Managing* Social Space (48)
- Perspective-Taking (34)
- Self-Actualization (39)

- *Accurate* Self-Assessment (40)
- Relationship Savvy (37)
- Interpersonally Skillful (25)
- Emotional Maturity (12)
- Emotional Self-Control (14)
- Constructive Discontent (9)
- Compassion (5)
- Assertiveness (2)
- Impulse Control (18)
- Independence (19)
- Adaptability (1)
- Intentionality (24)
- Insightfulness (22)
- Initiative (21)
- Intuition (26)

Blind Spots with Peers

- *Active* Empathy (15)
- *Reading* Nonverbal Communication (29)
- Self-Confidence (42)
- Personal Power (33)
- Adaptability (1)
- Authenticity (3)
- Emotional Expression (11)
- Constructive Discontent (9)
- Relationship Savvy (37)
- Flexibility (16)
- Emotional Problem-Solving (13)
- Listening Generously (27)
- Mindfulness (28)

Blind Spots with Direct Reports

- Personal Power (33)
- Resilience (38)
- Compassion (5)
- *Active* Empathy (15)
- Collaboration (4)
- Authenticity (3)
- Self-Confidence (42)
- Emotional Expression (11)
- Integrity (23)
- Perspective-Taking (34)
- *Reading* Nonverbal Communication (29)
- Emotional Maturity (12)
- Assertiveness (2)

Blind Spots with Others

- Relationship Savvy (37)
- Self-Confidence (42)
- *Active* Empathy (15)
- Authenticity (3)
- Adaptability (1)
- Compassion (5)
- Self-Actualization (39)
- *Accurate* Self-Assessment (40)
- Self-Disclosure (43)
- *Reading* Nonverbal Communication (29)
- Emotional Maturity (12)
- Intuition (26)
- Patience (32)
- Resilience (38)

Section 8: Hidden Strengths — Self Rated Lower than All Others' Average

Listed in order of largest difference between self and other ratings of at least 1.0 or higher

Hidden Strengths with the Boss

- Self-Awareness (41)
- *Effective* Confrontation (7)
- Self-Actualization (39)
- Reframing (36)
- Social Responsibility (47)
- Trusting (52)
- *Managing* Social Space (48)
- Patience (32)
- Mindfulness (28)
- Impulse Control (18)
- Emotional Expression (11)
- Integrity (23)
- Intentionality (24)
- Listening Generously (27)
- Interpersonally Skillful (25)
- Openness to Others (30)

Hidden Strengths with Superiors

- *Managing* Social Space (48)
- *Effective* Confrontation (7)

Hidden Strengths with Peers

- Emotional Expression (11)
- *Managing* Social Space (48)
- *Effective* Confrontation (7)
- Tolerance (51)
- Initiative (21)

Hidden Strengths with Direct Reports

- *Managing* Social Space (48)
- Emotional Expression (11)
- *Effective* Confrontation (7)

Hidden Strengths with Others

- *Managing* Social Space (48)
- Emotional Expression (11)
- Optimism (31)

- Trusting (52)
- Openness to Others (30)
- Influencing Others (20)
- *Effective* Confrontation (7)

Section 9: Cluster Report

You are provided with a cluster report which combines all ratings. The procedure used with this table is as follows. The top 25% highest ratings of **Importance** are sorted. Once sorted within that group, the top 25% competencies which are also considered **Effective** are **highlighted in gold**. The same procedure is used to show the top 25% in **Importance** and bottom 25% that are **Ineffective** — they are **highlighted in red**. In this way you can quickly identify the range of effectiveness and areas of prime importance.

EQ CLUSTER I	EQ CLUSTER II	EQ CLUSTER III
Awareness of Self and Others	Self-Regulation	Relating to and Working Well with Others
Developing Awareness of Your Identity, Motivations and Coping Strategies	Learning to Manage Your Emotions and Behavior	Developing Interpersonal and Social Intelligence Skills
<p>(A) Knowing Self Increasing conscious awareness of your moods, feelings, and reactions to self and others</p> <p>(12) Emotional Maturity (40) <i>Accurate</i> Self-Assessment (41) Self-Awareness (42) Self-Confidence (44) Self-Regard</p>	<p>(D) Self-Management Managing Impulsiveness, problem-solving, self-expression</p> <p>(11) Emotional Expression (13) Emotional Problem-Solving (14) Emotional Self-Control (18) Impulse Control (43) Self-Disclosure</p>	<p>(H) Dealing with Others Learning tactics to accelerate working together</p> <p>(2) Assertiveness (4) Collaboration (20) Influencing Others (21) Initiative (25) Interpersonally Skillful (33) Personal Power (37) Relationship Savvy (53) Trustworthy</p>
<p>(B) Integrated Self Developing integrity and consistency of self</p> <p>(3) Authenticity (8) Congruence (19) Independence (23) Integrity (39) Self-Actualization</p>	<p>(E) Approaches to Experience Developing self-efficacy and appreciation of others</p> <p>(1) Adaptability (16) Flexibility (30) Openness to Others (31) Optimism (51) Tolerance</p>	<p>(I) Building Relationships Developing deep relationships</p> <p>(5) Compassion (15) <i>Active</i> Empathy (27) Listening Generously (29) <i>Reading</i> Nonverbal Communication (32) Patience (52) Trusting (54) Understanding Others</p>
<p>(C) Coping Perspectives Learning to manage your moods, feelings, and energy</p> <p>(38) Resilience (49) Stamina (50) Stress Hardy</p>	<p>(F) Complex Thinking Learning to access creativity and inner wisdom</p> <p>(10) Creativity (22) Insightfulness (24) Intentionality (26) Intuition (28) Mindfulness</p>	<p>(J) Working with Conflict Learning to constructively use the energy in conflict</p> <p>(6) Conflict Management (7) <i>Effective</i> Confrontation (9) Constructive Discontent</p>
	<p>(G) Managing Perceptions Accessing and appreciating a multitude of ways to view the world</p> <p>(34) Perspective-Taking (35) Reality Testing (36) Reframing</p>	<p>(K) Dealing with Social Context</p> <p>(17) Group Savvy (45) Situational Awareness (46) Social Intelligence (47) Social Responsibility (48) <i>Managing</i> Social Space</p>

Section 10: Written Comments on Each Dimension

Please note that each bullet represents a different statement from all of your rater groups. No editing of comments has occurred.

What strengths do you feel contribute most to the effectiveness of John Sample?

- Vision, openness, and willingness to take risks.
- Vision and networks he has created
- Energy and vision.
- Creative, brilliant, astonishing vision for the future
- Takes the lead to make things happen
- Clarity about ideas
- Openness and eagerness to make a difference
- Works well with others
- Great with working with differences; excellent at working across boundaries.
- Intentionality, ability to work with differences, optimism

What are the primary barriers to effectiveness for John Sample?

- Impatience and lack of attention to details.
- Attention to detail and organization
- Attention to detail
- Too quick, often overwhelming
- Sometimes doesn't take others' opinions into consideration
- Needs more collaboration with others
- Impatience
- Difficult to get time with him to get an understanding of what his vision is
- Be more open with information
- Attention to detail

What advice would you offer John Sample?

- Focus and go with flow.
- Delegate
- take time to reflect and explore with others
- Share priorities
- Create more collaborative time
- Make more connections
- Work with others with more frequent contact
- Facilitate more discussions about the future
- Have more meetings

- Ask before you act

Section 11: Your Effectiveness Plan

Knowing, flexing, and **doing** are the three elements of effectiveness. Your 360 data help clarify knowledge about how others experience your behavior. Developing a plan to flex with the range of behaviors you employ and to implement active learning strategies to integrate adjustments to or develop new behaviors is essential to enhance results. Use the *People Skills Handbook* for learning tips.

Step 1: Review your report and complete the following grid:

Rating Trend	Important Behaviors	Less Important at This Time
Frequent	Plan to monitor to prevent overuse of these behaviors:	Identifying useful but not critical behaviors:
Infrequent	Development needed:	Identify how to monitor so that when used, they are productive:
Effective	Plan to monitor ongoing effectiveness of these behaviors:	Identify how these behaviors might be used to support increasing frequency or effectiveness of important behaviors:
Ineffective	Create a plan to elevate these toward effective expression:	Identify how to monitor so that these do not create leadership behavior "noise" when used:

Step 2: Identify the key opportunity for the next 90 days. Complete this Goal Planning Worksheet

Goal Identify specific behavior																										
Benefits of achieving this goal																										
Obstacles to achieving this goal																										
Resources to use in achieving this goal																										
Specific Action Steps	<table border="1"> <thead> <tr> <th></th> <th>Action</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td></td> </tr> </tbody> </table>			Action	Due Date	1.			2.			3.			4.			5.			6.			7.		
	Action	Due Date																								
1.																										
2.																										
3.																										
4.																										
5.																										
6.																										
7.																										
Benchmarks (How will you know you are making progress?)																										
Goal Accountability Partner (Individual who will contact you regularly about your goal)																										

Reference

For Easy Reference, you are provided with the page numbers of the 54 EQ competencies as found in the *People Skills Handbook: Action Tips for Improving Your Emotional Intelligence*.

1. Adaptability	p.54	28. Mindfulness	p.240
2. Assertiveness	p.60	29. <i>Reading</i> Nonverbal Communication	p.248
3. Authenticity	p.68	30. Openness to Others	p.254
4. Collaboration	p.74	31. Optimism	p.260
5. Compassion	p.80	32. Patience	p.266
6. Conflict Management	p.86	33. Personal Power	p.272
7. <i>Effective</i> Confrontation	p.94	34. Perspective-Taking	p.278
8. Congruence	p.102	35. Reality Testing	p.284
9. Constructive Discontent	p.108	36. Reframing	p.290
10. Creativity	p.114	37. Relationship Savvy	p.298
11. Emotional Expression	p.120	38. Resilience	p.304
12. Emotional Maturity	p.126	39. Self-Actualization	p.312
13. Emotional Problem-Solving	p.132	40. <i>Accurate</i> Self-Assessment	p.318
14. Emotional Self-Control	p.138	41. Self-Awareness	p.324
15. <i>Active</i> Empathy	p.146	42. Self-Confidence	p.332
16. Flexibility	p.154	43. Self-Disclosure	p.338
17. Group Savvy	p.160	44. Self-Regard	p.344
18. Impulse Control	p.166	45. Situational Awareness	p.350
19. Independence	p.174	46. Social Intelligence	p.356
20. Influencing Others	p.180	47. Social Responsibility	p.364
21. Initiative	p.188	48. <i>Managing</i> Social Space	p.370
22. Insightfulness	p.194	49. Stamina	p.378
23. Integrity	p.202	50. Stress Hardy	p.384
24. Intentionality	p.208	51. Tolerance	p.392
25. Interpersonally Skillful	p.216	52. Trusting	p.398
26. Intuition	p.224	53. Trustworthy	p.406
27. Listening Generously	p.232	54. Understanding Others	p.412