



 **EI360™** *report*

7/10/2007

Sally Doe



INSTITUTE *for* HEALTH *and* HUMAN POTENTIAL

The Institute for Health and Human Potential (IHHP) is a research and learning organization that focuses on increasing emotional intelligence (EQ) in individuals, teams and organizations. Fortune 500 companies, the world's top business schools, professional athletes, and Olympic medalists seek IHHP's expertise to help them increase leadership and performance.

IHHP uses a comprehensive approach to training and development that is far more likely to result in sustained behavior change. IHHP's blended programs include:

- 360 degree assessment of EQ competencies
- Inspiring and informative keynote addresses
- Transformative & interactive training programs
- Powerful one-on-one coaching sessions
- a self-directed e-learning program
- Webinars and extended learning sessions
- an advanced program in emotional intelligence

inquiries@ihhp.com
www.ihhp.com

U.S. Head Office

P.O. Box 334
Wayne, IL
60184
USA

Canadian Head Office

140 Dunlop Street
East Suite 201
Barrie, ON L4M 6H9
Canada
(705) 792-6927
1(877)264-4447

Australian Office

32 Windsor Road
Red Hill, Queensland
4059 Australia

Table of Contents

THE COMPETENCIES - YOUR RESULTS

Your Rater Summary	3
EI360™ Results - Summary	4
Components of the EI360™ Report	5
Team Results	6
Introduction	7
Self Awareness	
Introduction	8
Self-Assessment	9
Emotional Self-Awareness	10
Self-Regard	11
Optimism	12
Emotional Management	
Introduction	13
Impulse Control	14
Adaptable/Flexible	15
Authenticity	15
Personal Drive	17
Emotional Connection	
Introduction	18
Empathy	19
Communication	20
Coaching Others	21
Comments Section	22
About the EI360™ Report	25
Components of the EI360™ Report	26
Frequently Asked Questions	27
IHHP Company Profile	29
The Story of Bamboo	30

Your Rater Summary

RATER DISTRIBUTION

Raters include a combination of yourself, your manager, direct reports, peers, key clients, partners, family members and any other individuals that you may have selected. The number of raters will vary depending on how many of the above completed their on-line surveys.

Note: The bar graph will show N/A if there were less than 2 raters; however, if at least one rater responded, their score will be calculated in the overall score. The bar graph displays N/A to allow for anonymity of the individual rater in that category. The exception to this is the manager rater – this is shown because only 1 rater is requested in this category.

The following is the distribution of your rater responses:

SELF	1
Manager	1
Direct Report	3
Peer	4
Key Client	4
Family Member	3
Other	1
<hr/>	
Total	17

RATER FAMILIARITY

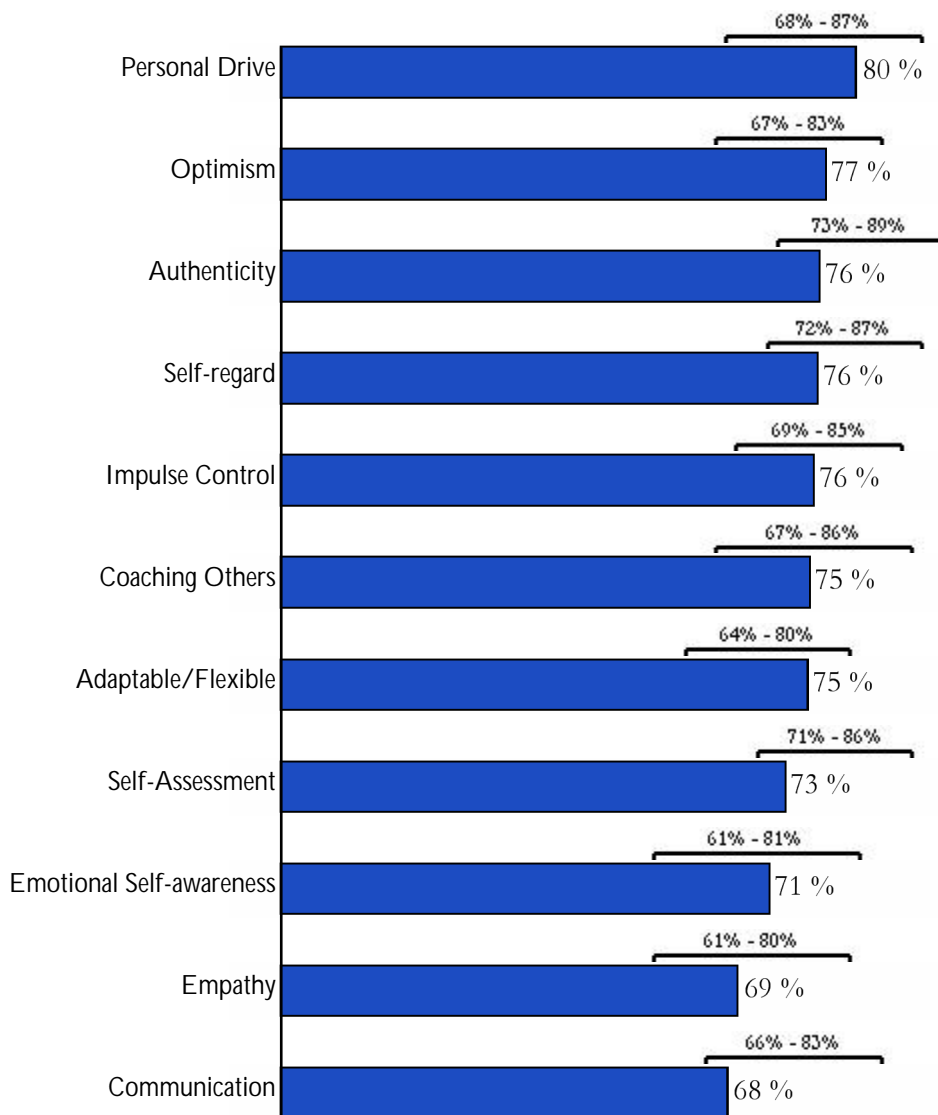


A familiarity rating of 3 or higher indicates people feel that they know the participant moderately well to very well. If the rating is below 3, familiarity with the participant is low. This lower rating has two implications: you should take the feedback with a 'grain of salt.' In other words, be clear that the feedback you are receiving is coming from someone who does not know you that well and may not have an accurate picture of you. It also means, however, that this may be the impact you have on people you do not know very well – which can be important information in its own right.

EI360™ Results - Summary *

These summary results provide average scores for each of the 11 competencies based on the responses of your raters. *These average scores do not include your own ratings.*

The report provides you with an overall sense of your strengths and areas for development, and is presented from highest to lowest score for each competency.



** bracketed range indicates performance range. For a description, go to next page.*

Components of the EI360™ Report

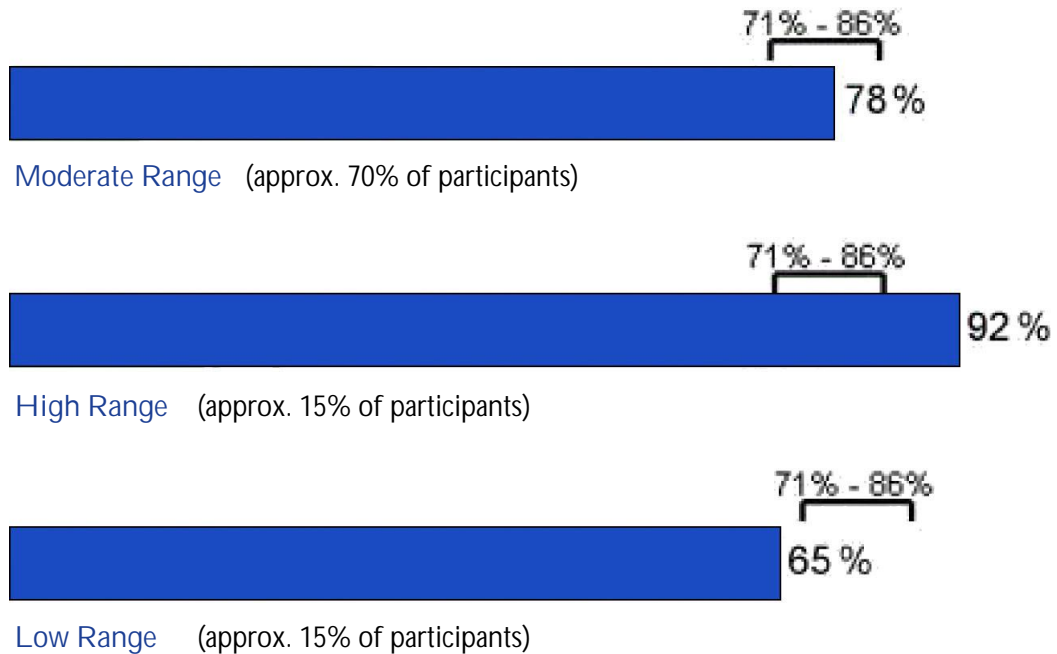
Performance Ranges

Performance ranges are based on the analysis of results from over 3,500 individuals and 40,000 raters (observers) who completed the EI360™. Based on this sample, IHHP was able to determine the average score and the standard deviation for each competency (as rated by observers).

The bracketed range shown above each bar graph indicates the MODERATE scoring range for that competency – ie. the range that approximately 70% of EI360™ participants scored in. Think of a bell curve where the largest, middle part is composed of the scores for that 70% of participants.

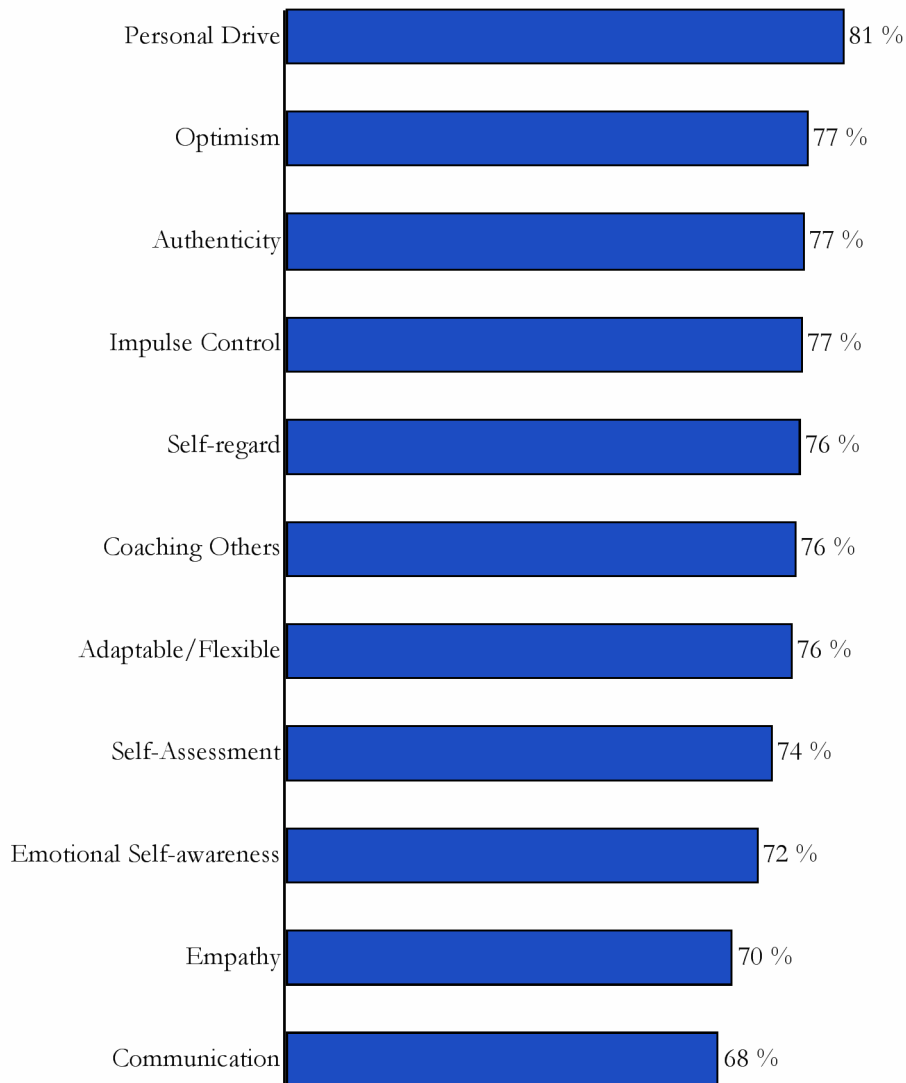
Research reveals that approximately 15% of participants score above the moderate range. If your score is above the bracketed range – ie. above the moderate range, then your score is considered HIGH. In the example here, a score of 87% or more indicates a “high” score.

Another 15% of participants score below the moderate range. If your score is below the bracketed range – ie. below the moderate range, then your score is considered LOW. In the example here, a score of 70% or less indicates a “low” score.



Team Results

The Team Results provide an overview of the average scores for each of the 11 competencies based on scores of the entire group participating in a program. This report is primarily used for intact teams where it identifies team strengths and areas for development.



Introduction

Welcome to the EI360™ Report and the Emotional Intelligence for Personal Leadership Program. You have received a gift today—a gift contained in this report that, if used and applied, could increase your level of personal and professional success. This valuable feedback has been provided to you by your raters, including your manager, direct reports, peers, key clients, family members and others.

It will allow you to better understand your strengths and developmental needs, the perceptions others hold of you versus how you view yourself and the impact that you may be having on others, regardless of your intention.

Use this feedback well. It will provide insights and opportunities for ways to increase your personal leadership—at work and in other avenues of your life.

What is Emotional Intelligence?

Emotional Intelligence is:

- The ability to effectively perceive, manage and use one's emotions.
- The ability to effectively manage emotional connections with those around us.

The EI Model

The feedback included in this report is based on the emotional intelligence competency model developed by the Institute for Health and Human Potential (IHHP).

This model of EI consists of three main areas for leadership development. These include Self-Awareness, Emotional Management and Emotional Connection. These three overriding competencies are considered the building blocks of personal leadership. Within each area, there are individual competencies which comprise each. These are described below.

LEADERSHIP COMPETENCIES



Emotional Connection

Empathy
Communication
Coaching Others

Emotional Management

Impulse Control
Adaptable/Flexible
Authenticity
Personal Drive

Self-Awareness

Self-Assessment
Emotional Self-Awareness
Self-Regard
Optimism

Self-Awareness

COMPETENCIES OF SELF-AWARENESS

‘GY Z 5ggYgga Ybh
‘9a ch]cbU ‘GY Z 5k UfYbYgg

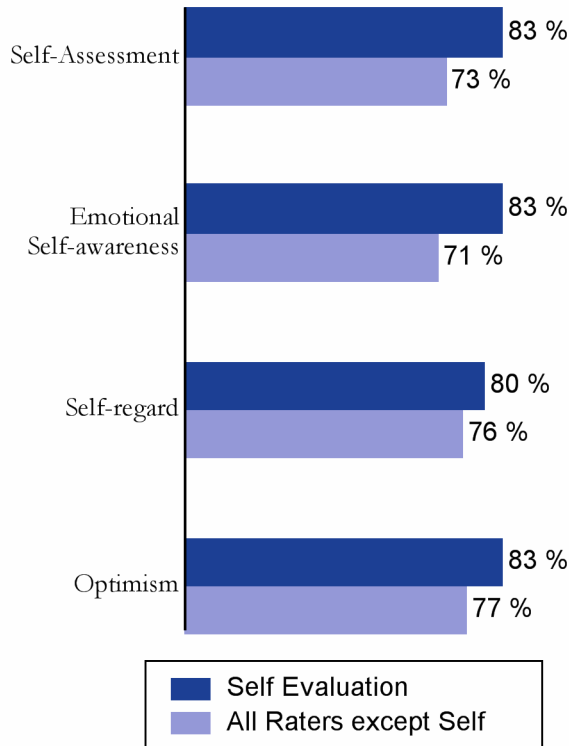
‘GY Z F Y[UFX
‘C dh]a]ga

Why Self-Awareness is important

Self-awareness is the first building block of personal leadership. It consists of four competencies: self-assessment, emotional self-awareness, self-regard and optimism.

Research supports the need for self-awareness as a foundational element of emotional intelligence. At a certain threshold level of self-awareness, individuals have a 50% chance of demonstrating the next major element of emotional intelligence—emotional management. Below this threshold, the ability to manage oneself is quite low (4%).

A lack of self-awareness also impacts our ability to connect with others; the third area of emotional intelligence. At low levels of self-awareness, there is only a 17% chance of being emotionally connected while those high in self-awareness are much more likely to connect with others (38%).¹

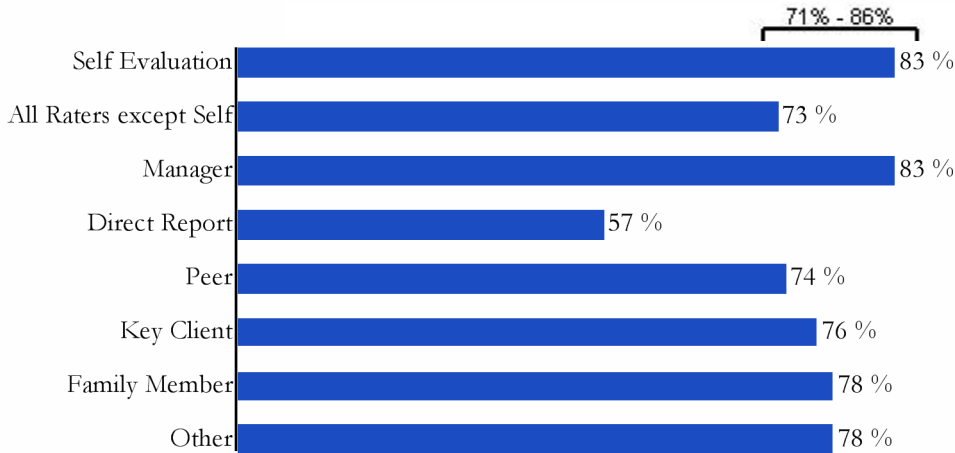


¹ Based on data from the Hay Group

Results: SELF-ASSESSMENT

This competency consists of:

- the ability to objectively assess one's strengths and weaknesses
- the willingness to make adjustments, listen to feedback, and share self-perceptions



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Can accept feedback.			1	1	3	7	5	
Does not have difficulty admitting weaknesses.		2	2		4	7	2	
Is aware of their strengths.		1	1	1	4	8	2	

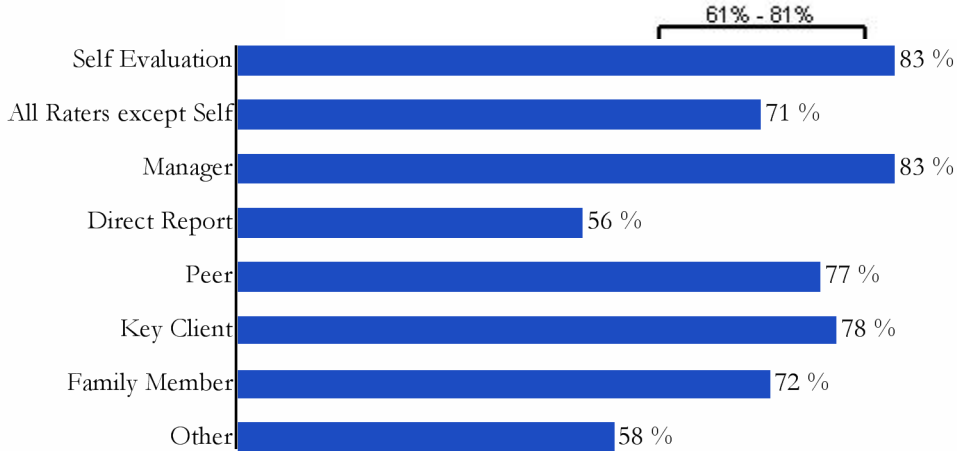
YOUR SCORE 73 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

You probably seek out feedback but you may exhibit some surprise or defensiveness when you encounter feedback that does not match your self-perception. You may occasionally “get in over your head” but you usually manage the situation and find a way out. You usually take on tasks that are appropriate for your skill level and you probably delegate appropriately. You may experience moments of insight when you suddenly discover something about your skills and abilities that you did not previously recognize. You may gain valuable new insight by learning to recognize your body's reaction to surprise or defensiveness. You may also learn much by paying careful attention at those times when you feel misunderstood or when others describe you in a way that surprises you. This awareness will be helpful if you'd like to improve your self-assessment. If you are open, improved self-assessment will help you accurately assess how you behave, perform and impact the people around you.

Results: EMOTIONAL SELF-AWARENESS

This competency consists of the ability to:

- stay in touch with one's emotions, balance both reason and emotion when making decisions
- recognize the impact of emotions when interacting with others



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Recognizes how their behavior affects others.			1		3	10	2	1
Is aware of their emotions.			1		6	7	3	
Balances intuition with reason.			3		5	9		
Knows how their emotions impact behavior.		3	3		3	5	3	

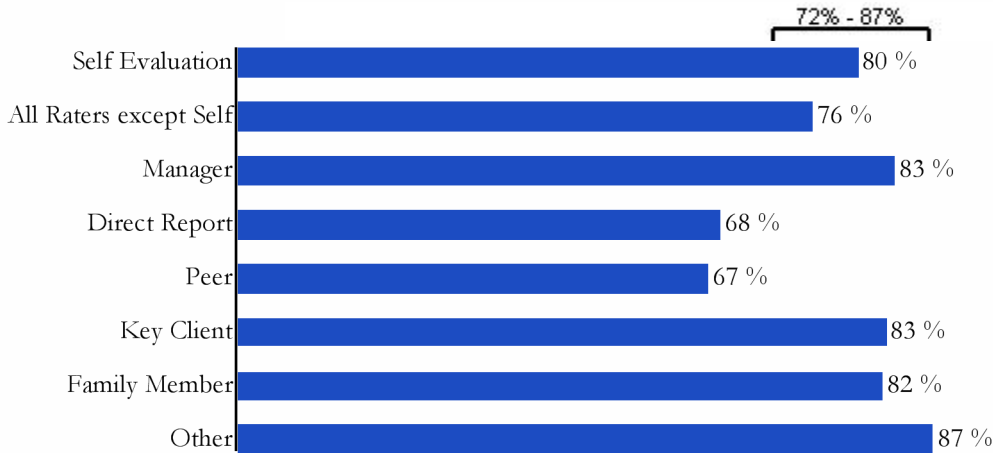
YOUR SCORE 71 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

Your moderate score in emotional self-awareness indicates that although you are usually clear about your emotional state, you may not always understand what triggers your emotions. You probably could more fully understand the role emotions play in your day to day interactions and decision-making. If you would like to improve your emotional self-awareness, take some time to reflect carefully on any patterns of reaction you might see in yourself. Are there particular types of situations that seem to catch you off guard? Can you think of situations in the past where you were unaware of how you felt about a particular issue until something (such as a conversation or conflict) drew your attention to how strongly you really felt? This is common for many people and it is an opportunity for you to deepen your self-awareness. Review the trigger, look for an unmet need or a value not honoured, and evaluate your response for its effectiveness. After spending some time increasing your self-awareness, you will be much better prepared to manage your state by consistently and calmly choosing to act in accordance with your needs and values.

Results: SELF-REGARD

This competency consists of:

- the ability to maintain a strong sense of identity and purpose
- the ability to convey a sense of confidence, conviction, and decisiveness.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Does not become defensive when criticized.		2	3	1	1	5	5	
Is decisive.		1	1	2	5	6	2	
Speaks confidently.			2		3	8	4	
Has a strong belief in their ability.			1	1		8	7	
Is willing to stand up for an idea.			1	1	2	10	3	

YOUR SCORE 76 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

You are probably confident and sure of your opinions and beliefs. You usually feel capable in most situations but might occasionally experience some self doubt, especially in new or challenging situations. Coworkers likely find you relatively open to feedback, and you are willing to change when you see a good reason to do so. If you'd like to improve your self regard, check to see if there are times when you feel threatened when others challenge your opinions or the way you carry out tasks. Pause and look for a positive intention in the other's challenge. How might their suggestion be of help you? Also, you might like to get really clear on what is important to you so you can more consistently align your choices with your convictions. A trusted friend, colleague or coach might be of value as a sounding board in this regard.

Results: OPTIMISM

This competency consists of:

- the ability to maintain a positive and resilient attitude in the face of challenge



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Handles setbacks effectively.			3		5	8	1	
Is positive.		1			3	6	7	
Believes they can influence an outcome.		1			5	8	3	

YOUR SCORE 77 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

You probably tend to see setbacks as temporary and normal, although you may get frustrated if too many gang up on you at once. You are usually able to handle difficult challenges but when you do make mistakes you probably prefer to leave yourself time to recover, learn and adjust your response. You see possibilities in most situations and are willing to apply yourself to find solutions to problems. Like most people who score in the moderate range of optimism, however, this is much easier to do when surrounded by a positive environment. You can have bad days when it is difficult to stay engaged in work. These moods are rarely lasting and do not normally affect your ability to function or interact with others. Coworkers might describe you as enjoyable to work with and willing to approach most situations with a reasonable level of effort. An opportunity for growth might be to stay connected with your optimism even when those around you are succumbing to negative thoughts. Remember to breathe and stay appreciative of the opportunity for learning in challenging times. Perhaps remind yourself of all the times in the past when you have prevailed in the face of challenge.

Emotional Management

COMPETENCIES OF EMOTIONAL MANAGEMENT

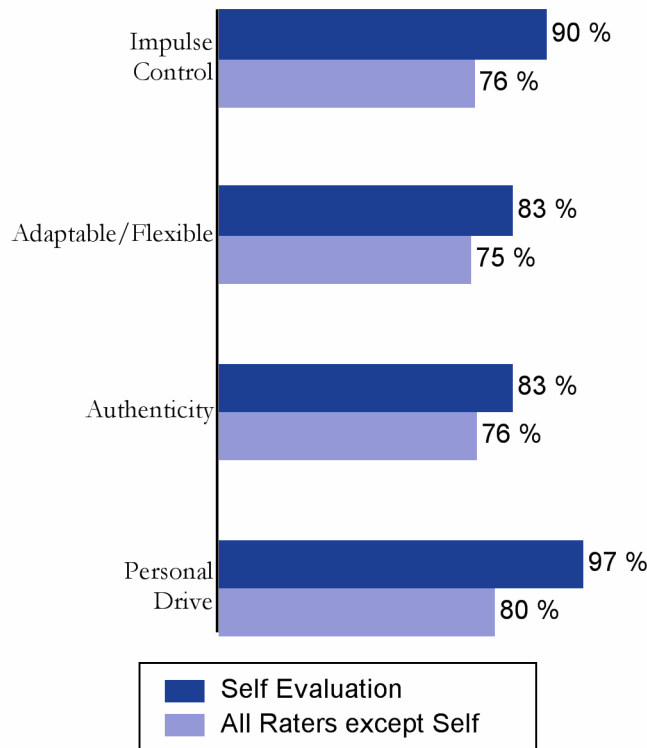
Self-awareness
 Self-awareness

Self-awareness
 Self-awareness

Once we have come to understand the importance of our self-awareness, we can then move on to the next competency required for emotional intelligence—emotional management. While developing our self-awareness means accurately identifying emotions in the moment and noticing our reactions, emotional management is the ability to manage and use our emotions to get the best results.

Research clearly shows that strong emotional management improves our performance and ability to make decisions. It is at this point that significant change can occur.

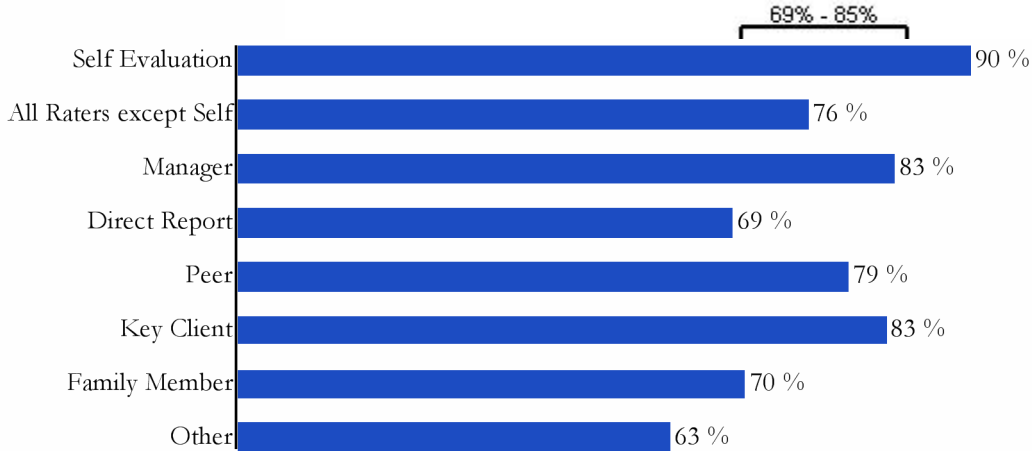
The degree to which we can manage our own emotions during challenges is the degree to which we can use the best of our other skills and abilities, including IQ and technical skills. This is one of the tests of personal leadership—managing ourselves during challenging times. It is essential for personal and professional success.8%).



Results: IMPULSE CONTROL

This competency consists of:

- the ability to respond to stressful situations by maintaining a calm and professional demeanor
- staying focused, and taking the time to carefully weigh options for action.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Does not act impulsively.			2		3	9	3	
Stays calm under pressure.			2	1	3	4	7	
Maintains a sense of humor in trying circumstances.			3	1	4	5	4	
Keeps promises.		1			3	8	5	
Can overcome difficult emotions in pursuit of a goal.		1	1		7	6	2	

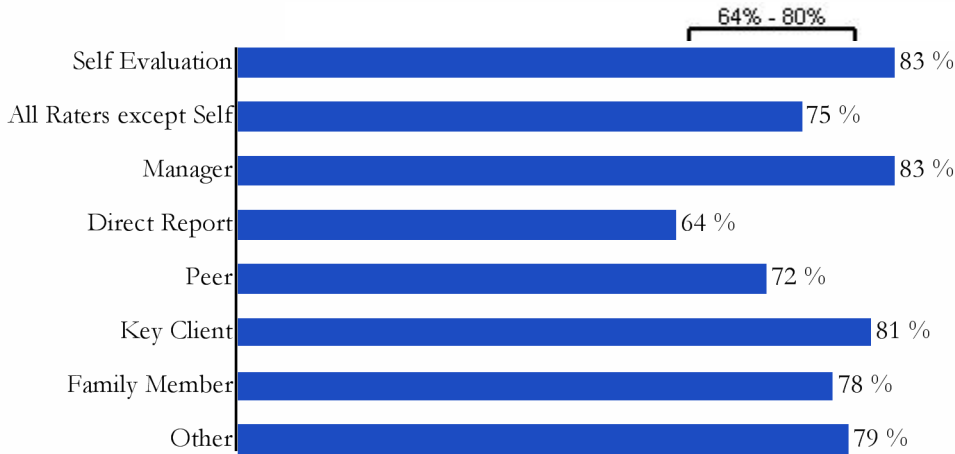
YOUR SCORE 76 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

People who score in this range make decisions or take action after considering a few alternatives. Coworkers would describe them as well balanced and able to manage their impulses in most situations. While this is their normal tendency, it is not unusual for them to make quick decisions that are driven by immediate emotional reactions to a situation. Generally, they can stay focused and handle emotional triggers without losing their ability to function effectively. However, in highly stressful situations they can sometimes feel overwhelmed and become moody or short-tempered. This may show up as a resistance to completing necessary tasks or procrastination. If this seems like you and you'd like to improve your impulse control, you might try taking a breath when you start to feel agitated and use that moment to remind yourself to get more information before you take action. We can often jump to conclusions based on very little available information.

Results: ADAPTABLE/FLEXIBLE

This competency consists of:

- the ability to respond to change with an open mind
- the ability to consider alternative paths of action, and modify behavior to fit the demands of the situation.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Is open to change.					7	5	5	
Is comfortable with uncertainty.			3		4	9	1	
Is willing to ask for help.	1	1		1	2	9	3	
Successfully handles multiple demands.			2		5	7	3	

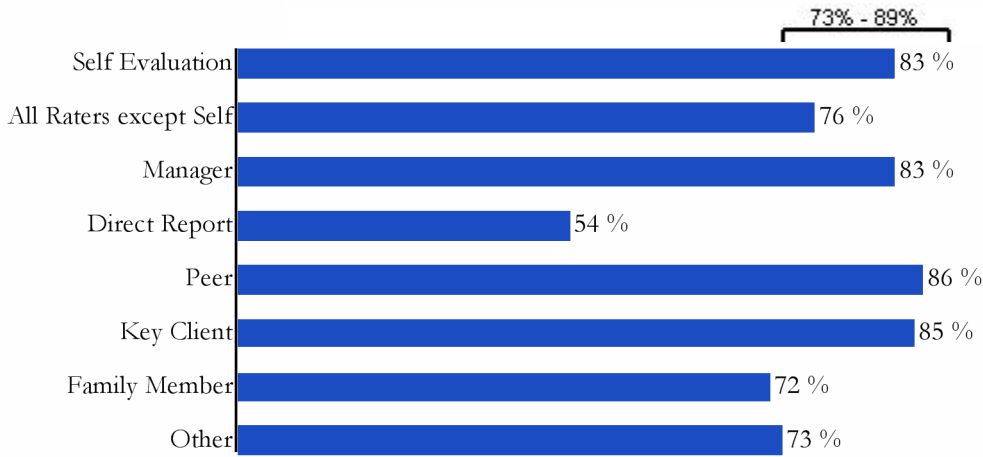
YOUR SCORE 75 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

People with moderate scores in this competency generally handle changes effectively and can come up with novel approaches to unexpected challenges. However, they may still need to manage some trepidation in order to do so. This sometimes means that it takes longer than necessary to adjust. Since you scored in this range, you may find that your ability to adapt is partly determined by the newness of the challenge and the level of support you receive. When you are prepared for change and have good support from others, you can work through any uncertainty. However, if the change is unexpected, not well supported, or if the best course of action is not immediately apparent, you might stumble and hesitate to take action. Coworkers might describe you as “open to change” but not necessarily a “champion for change.” To improve your adaptability and flexibility, you might try asking for help and support when you are feeling overwhelmed by changing demands. You might also want to explore reconnecting with the big picture and/or asking yourself calming questions when faced with changes that leave you feeling uncertain or fearful. For instance answering questions like; “Where am I headed?” “What am I committed to?” or “Who do I want to be?” can provide much needed solid ground in a shifting environment.

Results: AUTHENTICITY

This competency consists of:

- the ability to express oneself openly and honestly, in a consistent and forthright manner.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Makes decisions consistent with values.			2	1	2	8	4	
Discloses information in an appropriate way.			1	1	3	7	5	
Admits when they are wrong.		1	3		3	5	5	
Is open and honest when presenting themselves to others.			2	1	5	4	5	
Builds trust based on their actions.		1	1		5	4	6	

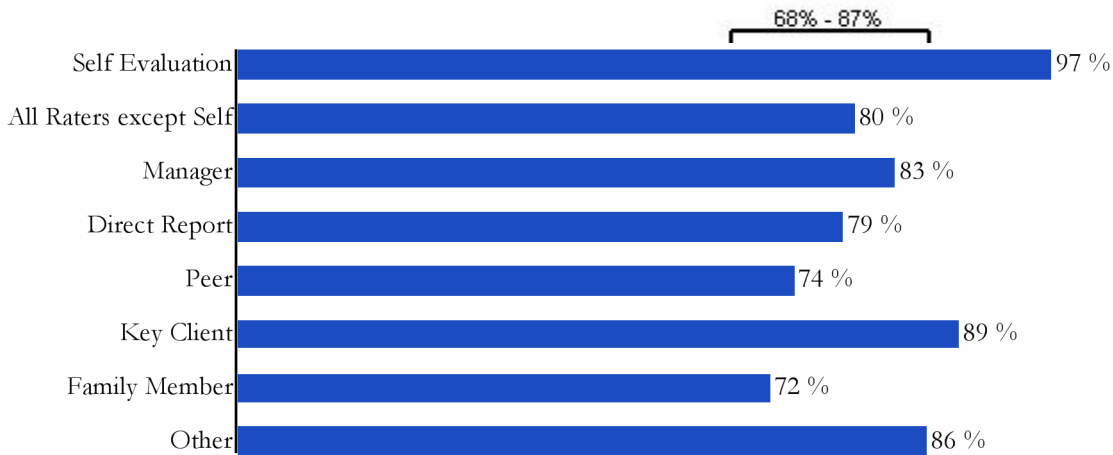
YOUR SCORE 76 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

People who score in this range tend to express themselves openly and honestly in most situations. They share how they feel and others see them as trustworthy. In some situations they might guard their true feelings if they feel that others will react negatively. They might not deal directly with difficult issues or may find it hard to reveal themselves. Since you scored in this range, you probably find that you stand up for your ideas and behave consistently in most situations but you might be tempted to take the easy way out, or might feel justified in breaking promises on occasion. If you'd like to improve your authenticity scores, you may want to go back to some self-awareness skills. Generally, being authentic rests on a solid understanding and acceptance of yourself. You might try revealing more of what you think and feel in lower risk situations and carefully observe others' reactions to your increased authenticity. It may be less risky than you think. Another opportunity may lie in asking yourself questions like: "If I wasn't worried about the outcome what would I do?" or "How will I feel about myself if I do/don't do this?" As you come to know and accept yourself and to realize that others will accept you and respond well to your integrity, you will develop the capacity to be authentic even in difficult situations.

Results: PERSONAL DRIVE

This competency consists of:

- the ability to maintain high levels of energy and commitment to tasks, even when faced with challenges.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Has a strong presence.			1		4	3	9	
Is energetic.				1	6	1	9	
Enjoys challenges.		2			2	7	6	
Is passionate.			1		3	7	6	
Has a strong sense of purpose in life.			1	3	4	7	2	
Is goal oriented.		2	1		1	5	8	

YOUR SCORE 80 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

People who score in the moderate range of personal drive can sometimes cycle between periods of low and high productivity. They may be tempted to change their level of effort based on the outside expectations or the importance of the project (e.g., a high profile client). They usually put forward a good effort and maintain reasonable engagement in their work. Since you scored in the moderate range, you probably have an active interest in your work and enjoy taking on challenging tasks. You volunteer for extra work and dedicate extra time if is important to help achieve goals. Coworkers often describe you as being a “reliable contributor” and “willing to help out in a pinch.” Your biggest opportunity for growth might be to spend some time bringing more clarity to what your purpose is or what you feel most passionate about. You will then be able to align what you do with this passion, having the effect of increasing your energy and helping you take on new challenges where you have the energy to sustain them. As an added bonus, it may make life more interesting for you!

Emotional Connection

COMPETENCIES OF EMOTIONAL CONNECTION

9a dU\m
7ca a i b]VH]cb

7cUW]b[C H\Yfg

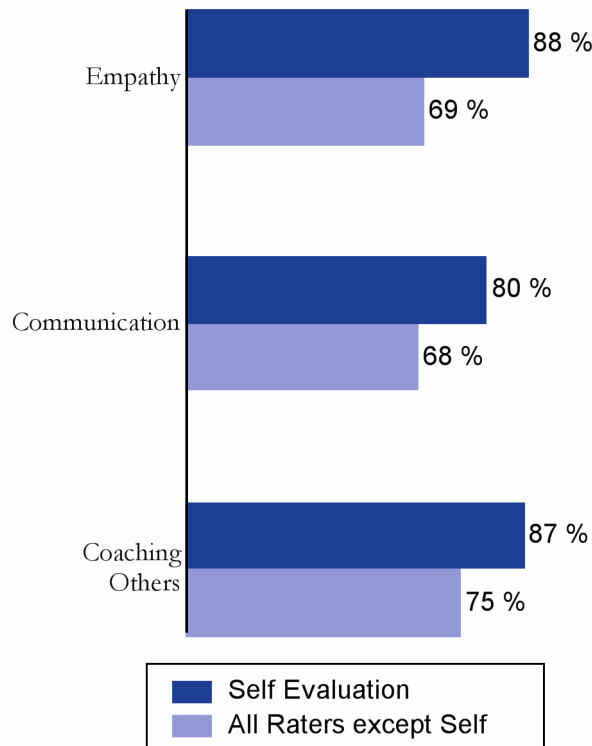
The third major building block of emotional intelligence is emotional connection. At the end of the day, self-awareness and emotional management are critical because they allow us to execute one of the most important tasks of personal leadership – to connect. If we do not know ourselves, if we cannot manage our own challenging emotions, it is very unlikely that we will step outside ourselves and truly connect with others.

An emotional connection also affects the most important competitive advantage of organizations – retaining the best and brightest employees.

People leave managers, not companies.

Gallup

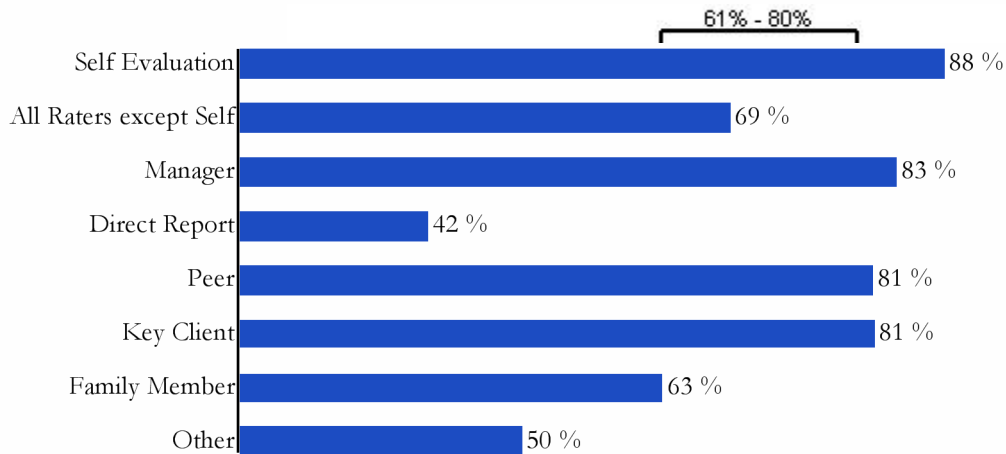
Twenty-five years of research (based on data from over one million workers) clearly illustrates the bottom-line value of creating a strong emotional connection between managers and direct reports. The single most important variable in employee productivity and loyalty is not pay, or perks, or benefits, or workplace environment. It is the quality of the relationship between employees and their direct supervisors. Although our ability to connect with others impacts us directly at work, it has equal significance for our personal lives.



Results: EMPATHY

This competency consists of:

- the ability to tune into others' feelings,
- listening effectively, and seeing things from others' perspectives.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Is non-judgmental.	1	1	2	1	1	8	3	
Is aware of others' moods.			2		6	4	5	
Is a good listener.			5	1	1	4	6	
Sees from another's perspective.	1	2	2	1	5	2	4	

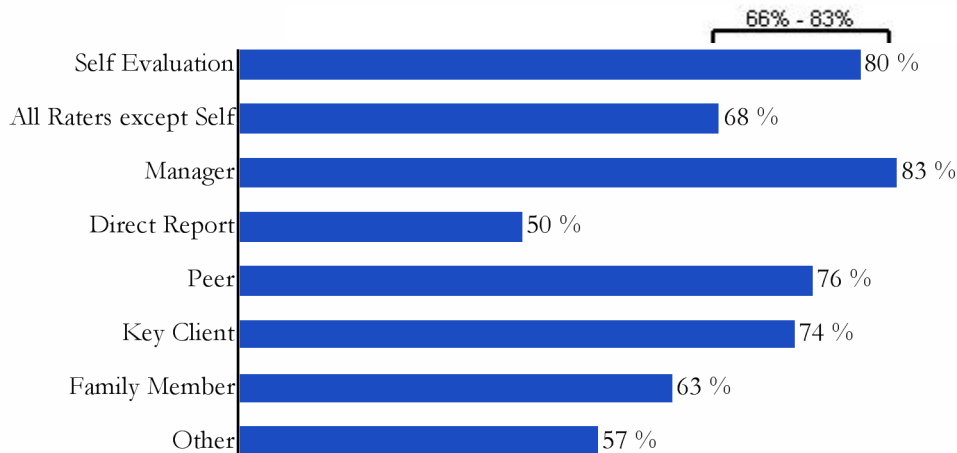
YOUR SCORE 69 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

You are usually a good listener and sensitive to people's emotions. You maintain an active interest in the lives of others and react appropriately to positive and negative events. You might need a little help understanding very different perspectives and reactions, but usually you come around in the end. People who score in the moderate range sometimes feel uncomfortable with individuals who are highly emotional as they may see them as overreacting. But, if there is time, they can be highly sensitive to others' feelings and offer full support and guidance. Coworkers would describe them as being sympathetic and generally willing to listen to others' concerns. As an opportunity for growth, you might try taking a little extra time to make sure people feel heard when they are discussing an issue important to them. Try to notice if you are becoming judgmental as they are speaking and just let go of the judgment temporarily. Notice how little time it really takes to listen and how quickly many people move past strong emotion when it is held empathetically. Pay close attention to your reactions where you don't understand why others are not responding the same way you do to the same challenge. In these cases, try to just accept their reaction and acknowledge it—even if you don't understand it—and notice how the emotions in the situation change.

Results: COMMUNICATION

This competency consists of:

- the ability to share information by providing articulate descriptions
- fully exploring facts and feelings, and ensuring understanding.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Gives adequate instruction.			1		4	9	3	
Expresses feedback in a timely way.		2	1	1	3	7	3	
Airs grievances skillfully.		4	1	1	6	3	2	
Expresses feelings in an appropriate way.			3	2	4	5	3	
Does not personalize disagreements.		1	6		1	7	2	

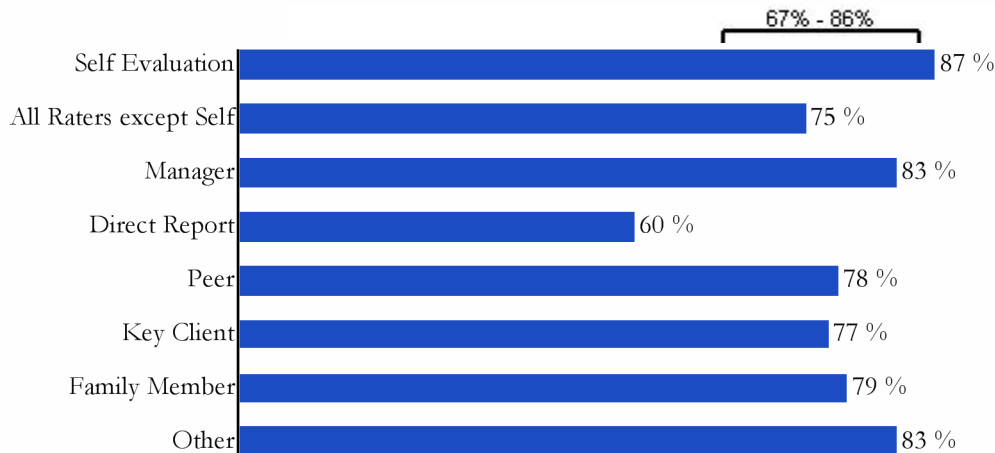
YOUR SCORE 68 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

Those who score in the moderate range in communication usually do a very good job of getting their message across. They often express themselves clearly, allowing their thoughts and feelings to be understood. Their ability to communicate is generally strongest when they have had a chance to prepare their message and fully think through the issues. However, stressful situations or those involving conflict or the delivery of sensitive feedback can sometimes be difficult and may even be avoided. If you scored in this range, you may tend to lose your focus or get caught up in others' emotions during difficult conversations. You may be tempted to see situations as someone's fault, or you might try and avoid them altogether. You might find yourself struggling to find the right words when usually they come easily to you. You might also forget to fully explain your thoughts and ensure you are understood; especially when you are rushed or distracted. To improve your communication, you could try taking time to calm yourself and connect with the importance of delivering sensitive messages before you begin. If you do this, you may find yourself discussing challenging issues earlier rather than letting them fester and grow. As a result your success rate will climb. You may also want to pay attention to any temptation you might have to personalize the disagreement or lay blame. It is easy to do, even when you're trying not to, but it can cause the issue to become heated. Develop reminders to help you stay connected with what you are trying to accomplish and remember the importance of deep breaths, appreciation and the power of questions when you are trying to keep yourself calm.

Results: COACHING OTHERS

This competency consists of:

- the ability to guide others toward goal achievement by clarifying the task and providing direction
- outlining an approach, and offering ongoing support and feedback.



The following chart displays the distribution of your raters' responses. The bold number is your own score.

Distribution of Answers

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / No Opportunity to Observe
Is a good mentor.				2	4	7	2	2
Gives clear feedback.			2		5	9	1	
Inspires people to excel.			2		7	5	3	
Rewards people for their performance.			1	3	2	7	4	
Treats others with respect.			2	1	3	4	7	

YOUR SCORE 75 % is in the 'Mid' Range, relative to other individuals who have taken the EI360™:

People who score in the moderate range care about helping others to develop their skills and work toward goal achievement. They guide others through tasks by providing direction, clarifying goals, and providing ongoing feedback. At times, they can be distracted by other tasks or get impatient with individuals who seem to need a lot of support and guidance. They may also be tempted to 'cut to the chase' by offering what they feel are obvious solutions. Since you scored in this range, you may find that coworkers describe you as supportive, helpful, and willing to help others who might not have the same level of knowledge or skills. When there is time and crises are not looming, you probably are great at providing coaching support as needed. If you'd like to get even better at coaching others, you could watch that you don't get distracted by confusing your own needs and preferences for those of the person being coached. Although it might seem artificial at first, see if you can help others clarify tasks and determine their best course of action; not by telling them what to do but by asking them questions. Pay attention to the difference in follow-through that comes from a self initiated action as opposed to an action that is proposed by you. To prepare for coaching conversations imagine that a goal, approach, or idea actually already exists in the client and it is your job to shine a light on it through good questioning. Also, remind yourself that they may come up with creative approaches that are different from what you would have considered.

Comments Section

Comments for Question #1

What are the 3 behaviors or competencies that you feel this person should continue?

SELF

Positive team spirit
Strong organizational skills
Time manager

OTHER

good nature
great teamwork
takes initiative

Professional demeanour around superiors

High standards for self and others

Taking time away from the office

Great sense of humor.

Down to earth personality

Great skill of building rapport with people.

Make decisions consistent with values.
Take on leadership roles.
Inspire loyalty by offering it.

prepare for the future

Making decision quickly
Developing new employees
Communication with others

Seek information before making decisions

Time Management
Clear communication with co-workers
Honesty and Openess

Open-mindedness
Loyalty
Appreciation

Results oriented and goal setting

Customer service skills

Smiles on the telephone

Very positive attitude
Willing to help when needed
Goes above and beyond when needed

OTHER

Great positive attitude with an extrovert personality.

Continue to embark on tasks that can help better process flow and offer suggests that can help the organization grow and be better customer service driven.

Sally is outgoing and friendly manner

Continue to focus on customer service - you are doing a great job of improving process's

Sally is a passionate person who is very approachable. People like to be around Sally and she is a caring and understanding person.

Comments Section

Comments for Question #2

*What are the 3 behaviors or competencies that you feel this person **should strengthen**?*

SELF

Being more mindful of other peoples moods
Dealing with conflict
Improving my communications skills in uncomforable situations

OTHER

take things less seriously
create more vision
have more fun

Use sense of humor in correct situations

Live according to core values and beliefs

Encouraging co-workers rather than micromanaging them

Less chit chat with co-workers

Starting and finishing a project in a timely manner.

Sometimes hides real feelings.
Have a better balance between work and rest of life.
Sometimes very blunt, which can be hurtful.

Pay attention

Confidence in other to get the job done
Finding time to listen to others input.
Less Micromanagement.

team building and strategy

Confidence in others
Team building
Managing conflict within the department

Technical skills
Business writing skills
Financial planning skills

Follow up on tasks to be completed

Quick tempter
Holds grudge
Quick to judge - need to evaluate all facts of a situation before deciding what you are angry about.

Speaking to people that push them around and requesting that they stop.
Not allowing others to control their moods or belief in their own capabilities.
Being a bit more flexible and forgiving when a situation arises that requires their immediate attention and dealing with the problem aspects once the situation itself has been rectified.

listening

At times Sally seems to be busy and confused about client issues maybe spend more time organizing oneself so that things flow smoother for client.

Time management skills

Problem solving skills

Sally would improve her performance if she became aware of how her behaviour impacts other people. Sally could improve her listening skills, particularly when under pressure or deadlines.

About the EI360™ Report

About the EI360™ Report

The EI360™ Report provides a very specific opportunity to improve your personal leadership based on critical feedback from the people in your life.

The purpose of the EI360™ feedback is to help you increase both your personal and professional success by:

- gauging your overall level of emotional intelligence based on the 11 competencies;
- assessing how you view yourself versus how others view you;
- discovering how your level of emotional intelligence positively or negatively affects your performance;
- creating an awareness of how to use your strengths more fully;
- focusing on developmental areas;
- and creating specific action plans for change

Intention versus Impact

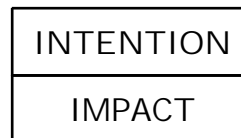
As you review your report, think of the feedback as a barometer of the **impact** you have on those people who completed the assessment for you.

In this way, feedback typically does not measure an individual's intention – that is, the reasons behind our behavior. Most often, we mean well and our intentions are good. What the report does measure, however, is the impact that we have on those around us. Our impact – the way people perceive how we behave, interact and communicate – is the true measurement of our effectiveness.

To recap, as you review your results, remember:

These results are NOT about your

These results ARE about your



High Performers and Feedback

At IHHP we have learned that high performers **extract 3-5 times** more information from this kind of feedback than average performers. *Exceptional leaders use their feedback to understand their actual impact and then focus on behaviors they need to change so that they can improve their impact.*

Two other important things to keep in mind when you review your results:

- Remember to make note of your high scores and positive comments in your report. People tend to focus on the negative and don't take enough time to acknowledge and celebrate their strengths.
- If you are struggling with low scores, try to identify behaviors from the comments section that may help you understand the particular competency. For example, if you have a low Empathy score, look to the comments section for anything that might help you understand how you are impacting people with your empathy.

Components of the EI360™ Report

Rater Summary

The Rater Summary consists of two parts—the Rater Distribution and Rater Familiarity. The Familiarity Rating is a score that reflects how well your raters feel that they know you.

Team Results

Team Results consist of a composite of the ratings from all the participants of a program, or in the case of an intact team, team members. The competencies are ranked from highest to lowest score. These results are most relevant with an intact team.

EI360™ Results - Summary

Summary results are presented as a composite of scores from all raters who completed your assessment, including your own ratings. Competencies are ranked from highest to lowest score.

EI360™ Results - By Individual Competencies

Results for each competency are presented using the following:

- Description of the competency.
- Bar Graph: this presents your results for each competency by rater, including self, all raters (excluding self), manager, peer etc.
- Distribution of Answers: this chart provides specific details on how each rater scored you for each statement contained in the survey (from 'Seldom' to 'All of the Time').
- Your profile, based on your score.

Following the presentation of your results, the EI360™ Report provides a typical profile of individuals with your score. It is not meant to be a diagnosis of your competence and it is possible that some of the descriptors may not apply to you. Use the profile description to better understand the competency and gain insight into your own personal tendencies.

Comments Section

This section consists of verbatim comments made by each of your raters in the online survey. This section is intended to provide more specific details to support the rankings provided by your raters.

EI360™ Information and Frequently Asked Questions

Q: *How many raters are required to make the EI360™ Report statistically valid/valuable?*

A: Of the 14 (more/less) potential raters, a minimum of 6 is required to provide enough feedback for solid results. If you have less than 6, it does not mean that the information is completely invalid. It simply means that this information may not be representative of all of the people you interact with on a regular basis. If you had a poor response rate, you may want to consider what may be contributing to it (e.g. what impact are you having on non-respondents?)

Q: *If the familiarity rating is low, how does it affect my rankings?*

A: A familiarity rating of 3 or higher indicates people feel that they know the participant moderately well to very well. If the rating is below 3, familiarity with the participant is low. This lower rating means two things: you should take the feedback with a 'grain of salt'. In other words, be clear that the feedback you are receiving is coming from someone who does not know you that well and may not have an accurate picture of you. It also means, however, that this may be the impact you have on people you do not know very well – which can be important information in its own right.

Q: *What does it mean if I have a N/A rating?*

A: A N/A rating means that there was one, or no rater.

Q: *What if someone selects 'Don't Know'?*

A: A 'Don't Know' response does not get scored. Only valid responses are included in the ratings.

Q: *What does it mean if I invited 12 raters to complete the assessment but my report shows only 10 having completed it?*

A: Although you may have distributed the assessments to 12 individuals,
i) raters responded late so their scores were not included;
ii) the rater didn't reply at all.
In either case, it is possible that a rater did not want to participate for some reason and they may have said they did submit the assessment when, in fact, they did not.

Q: *My bar graph has only one rater so my scoring shows N/A. Does that ranking bring down my overall score?*

A: Although the bar graph is showing N/A because there were less than 2 raters, if at least one rater responded, their score will be calculated in the overall score. The bar graph displays N/A to allow for anonymity of the individual rater in that category.

Q: *What does it mean if I constantly rate myself lower than others?*

A: It may mean that you need to examine your own level of self-regard (part of the Self-Awareness cluster). Consistently rating yourself lower can be every bit as damaging as rating yourself higher in terms of its effect on your performance. For instance, you may not be presenting yourself with confidence or not taking the necessary risks you need to take to achieve a business or relationship result.

EI360™ Information and Frequently Asked Questions

Q: *What does it mean if I constantly rate myself higher than others?*

A: It means that there is a disconnect between how you see yourself and how others see you. This can lead to debilitating blind spots with the potential of causing real friction between you and the important people around you.

Q: *If my scoring and that of others is closely aligned, what does that mean?*

A: Close alignment in scoring between the participant and raters on most of the competencies means that the participant has a high degree of self-awareness about their strengths and weaknesses. Leaders in the top 10% of performance tend to see themselves very similarly to the people around them (whether they score high or low on a particular competency).

Q: *What is the percentage between my own ratings and those of others that represents a statistically significant gap?*

A: A 5% (± 1) gap is common but worth noting. A 10% gap may begin to have a cost in terms of quality of relationship and effectiveness.

Q: *What if my distribution of statements has 2 in low, 2 in high, and 2 in the middle?*

A: This is an indication that the participant behaves differently with different people. No one behavior is the leadership behavior. There is no definitive answer. You can do something with Paul and he smiles; you could do the same thing with Mary and it is offensive. Your Distribution of Answers is an indication of how you are impacting each of these people. The important question to ask (looking at the bar graph) is, "Am I being as effective managing the different people? Is there some information here that will help me have a better impact on the different people around me?"

Q: *In my comments section, I get praise from one person and a poor response for the same thing from someone else. How can that be?*

A: See the answer to the question directly above and remember—it is about others feeling valued by you; not whether or not you really do value them. Valuing someone without their feeling valued is a classic symptom of the Intent-Impact Gap. This is a time to get curious about these specific relationships.

Q: *Throughout my report, I have a consistent discrepancy between rater groups. What does that mean?*

A: You may be managing 'up' very differently than you manage 'down.' This may be appropriate or it may not be, given the context of what is happening in the business (a downsizing or significant change for your direct reports, for instance). The key is to note it and ask, "Is this in alignment with my intention?"

IHHP Company Profile

Who is IHHP?

The Institute for Health and Human Potential is a world renowned researched-based learning organization. Using emotional intelligence, IHHP works with leaders, managers, organizations, and individuals to increase their performance and leadership.

IHHP has conducted extensive research, uncovering the factors that contribute to great leadership and high performance. This research consistently illustrates the relationship between emotions, behavior and performance.

At IHHP, we use a blended learning approach which includes keynotes, selection and development tools, training programs, coaching and e-learning to create lasting behavior change. Our expertise is sought by Fortune 500 companies, the world's top business schools, professional athletes and Olympic medalists.

Businesses around the world look to IHHP and our programs on Emotional Intelligence to help them with a wide variety of issues: providing greater leadership and management skills, improving teamwork and individual relationships, retaining key employees and fostering an environment of greater motivation and inspiration. Our customers also find our emotional intelligence programs bring them greater fulfillment and a stronger sense of purpose and meaning to their lives.

The EI360™ has been developed based on internal and external research examining performance and leadership. To date, over 38,000 individuals have completed the EI360™ as self or other raters. In 2007, the online survey was reengineered to increase client ease of use and reliability. More information can be found on our website, www.ihhp.com and for products to support your continuing journey in Emotional Intelligence Personal Leadership, visit www.ihhp.com/products.

The Story of Bamboo

"All growth depends upon activity. There is no development physically or intellectually without effort, and effort means work."

Calvin Coolidge (1872 - 1933)

Like any plant, growth of the Chinese Bamboo tree requires nurturing - water, fertile soil, sunshine. In its first year, there are no visible signs of activity. In the second year, again, no growth above the soil. The third, the fourth, still nothing. Our patience is tested and we begin to wonder if our efforts (caring, watering, etc.) will ever be rewarded.

And finally in the fifth year - behold, a miracle! There is growth - and what growth it is - 80 feet in just six weeks! The important question, however, is: did it take six weeks to grow the bamboo or five years?

The bamboo. An analogy of our own experience of growth and change. Never easy, slow to show any progress, frustrating and unrewarding at times. But worth it, if we can stay patient and persistent.

This is the critical variable in attaining new skills - in developing our business or in developing ourselves. Can we stay focused and continue to believe in what we are doing even when we don't see immediate results? In a culture driven by instant gratification - this is our biggest challenge.

The change you are undergoing may be slow - even invisible at times - but suddenly, as in the case of the bamboo, you might begin to see the fruit of your labor. You might begin to see a different, more skillful, impact you are having on the people around you. You might begin to see a real difference in the quality of your most important relationships. You might begin to see a new level of performance. All because you stayed patient and persistent!

Keep your faith in this important work. And as Calvin Coolidge has said,

"Press on: nothing in the world can take the place of perseverance. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; un-rewarded genius is almost a proverb. Education will not; the world is full of educated derelicts.

Persistence and determination alone are omnipotent."



INSTITUTE *for* HEALTH *and* HUMAN POTENTIAL

inquiries@ihhp.com
www.ihhp.com

U.S. Head Office

P.O. Box 334
Wayne, IL
60184
USA

Canadian Head Office

140 Dunlop Street
East Suite 201
Barrie, ON L4M 6H9
Canada
(705) 792-6927
1(877)264-44474447

Australian Office

32 Windsor Road
Red Hill, Queensland
4059 Australia