

EI360TM

The Science of Emotional Intelligence

Pat Doe

02/07/2019

Pat Doe,

Today you have received a gift—a gift of feedback contained in this report that, if used and applied, has the potential to significantly increase your level of personal and professional success. It will not happen, however, if you are unable to extract the valuable ‘nuggets’ here.

High performers extract 3-5 times more information from feedback than average performers because they are able to see everything as an opportunity, even feedback that can, at times, feel personal. Are you able to do that? Are you able to get more out of this feedback? That will be your challenge as you go through this report. We don’t wish you luck, we wish you great *courage!*

YOUR EVALUATOR SUMMARY

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

Total evaluations received for this assessment: 15

Distribution by Evaluator Type

Self: 1	Manager: 1
Direct Report: 3	Peer: 3
Family Member: 3	Other: 3
Key Client: 1	

FAMILIARITY RATING



For familiarity rating scores, please see FAQ.

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. There are 11 core competencies that support these three key areas of performance and leadership. The EI360 evaluated you on all 11 competencies as seen below.

Emotional Connection
Empathy
Communication
Coaching Others

Emotional Management
Impulse Control
Adaptable/Flexible
Authenticity
Personal Drive

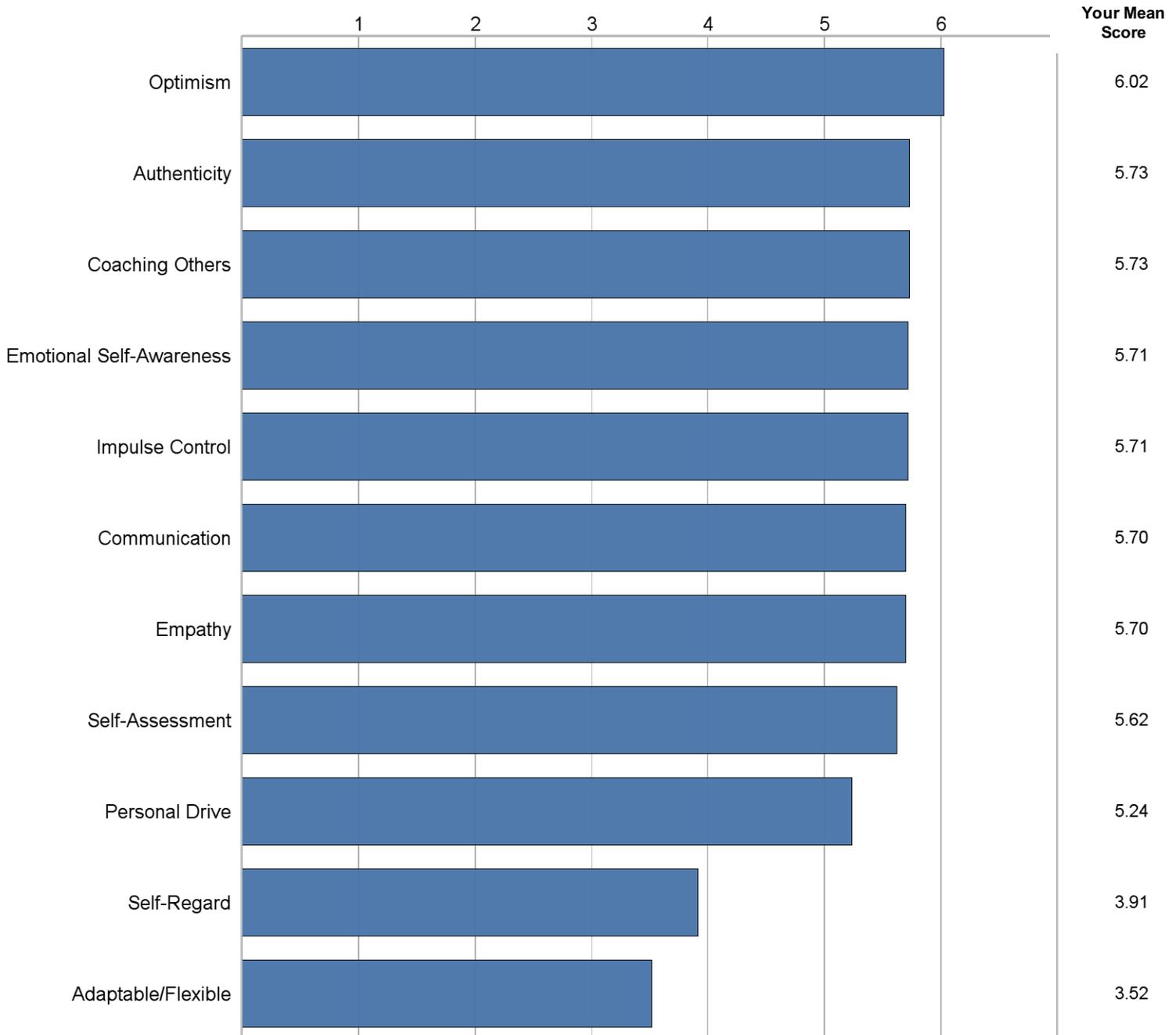
Self-Awareness
Self-Assessment
Emotional Self-Awareness
Self-Regard
Optimism



EI360™ RESULTS SUMMARY

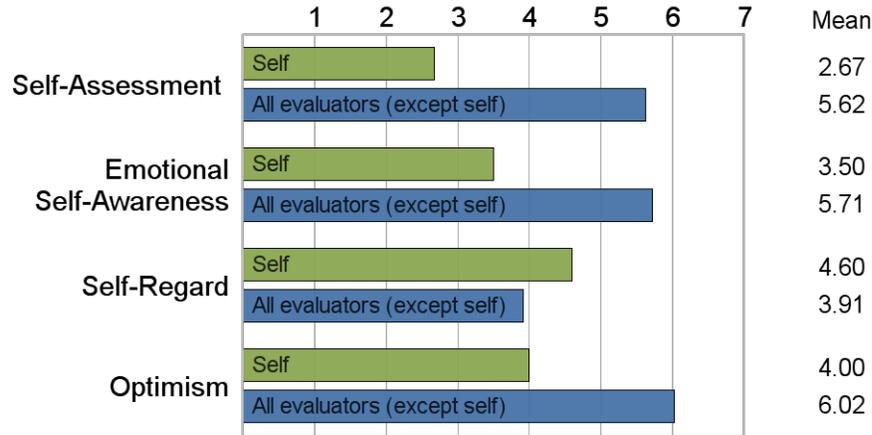
These summary results provide average scores for each of the 11 competencies based on the responses of your evaluators. **These average (mean) scores do not include your own evaluations.**

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.



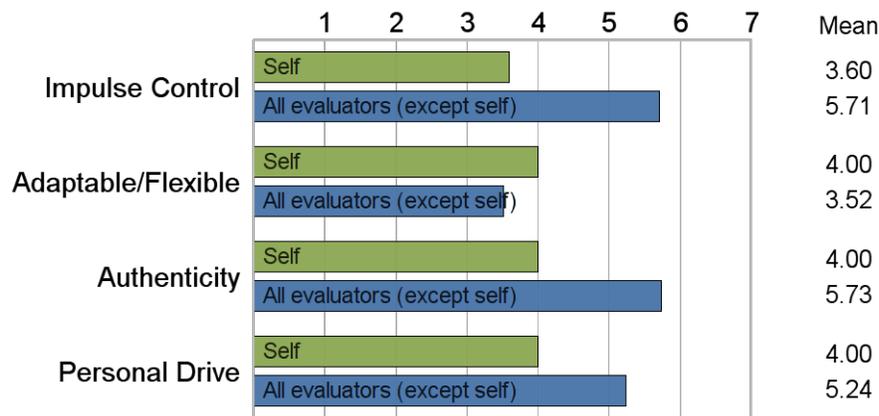
Self-awareness

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. Without a strong base of self-awareness individuals find it much more difficult to then manage the emotions that come up when dealing with challenging and pressure-filled situations



Emotional Management

Emotional management is the ability to manage and use our emotions to get the best results. It consists of four competencies: impulse control, adaptable/flexible, authenticity, Personal drive. 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.



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.



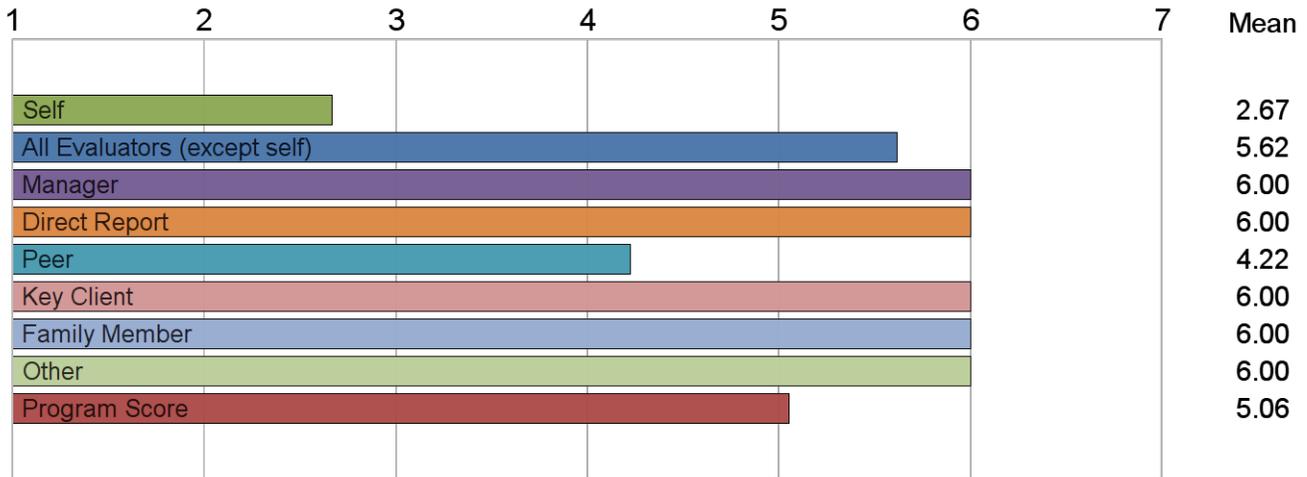
RESULTS: SELF-ASSESSMENT

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.



Current State: You appear aware of your strengths and weakness and often take on tasks that match your abilities. However, to continue to grow you may be missing opportunities to fully capitalize on your strengths and will therefore need to be aware of how potential weakness may impact your performance.



To Improve Self-Assessment: If you feel feedback is off target, take note in how you respond. Do you get defensive? Discount the feedback? Personalize or get angry with the person providing the feedback? Be sure not to assume your intentions are understood. Ask yourself, "What contribution or accountability do I have in this situation?" Use inquiry and feedback to capitalize on your strengths and realize when your weakness will be a hindrance. Listen with curiosity when there is an opportunity to learn.

Below you will find how you and your raters answered each question.

	Choice	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Does not have difficulty admitting weaknesses.	Self	1	-	-	-	-	-	-
	Evaluators	-	1	-	-	-	13	-
Is very aware of their strengths.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13	-
*Has difficulty accepting feedback.	Self	-	-	-	-	1	-	-
	Evaluators	-	12	-	-	-	2	-

What High Performers do: They look to improve on weaknesses but do not let them consume unnecessary energy. They listen attentively when there is an opportunity to learn from others. Though critical feedback can be hard to hear, high performers overcome those feelings to see feedback as an opportunity to grow.



Your average score (all evaluators excluding self) is **5.62**.
IHHP's average score (based on everyone who has completed the EI360™) is **5.82**.

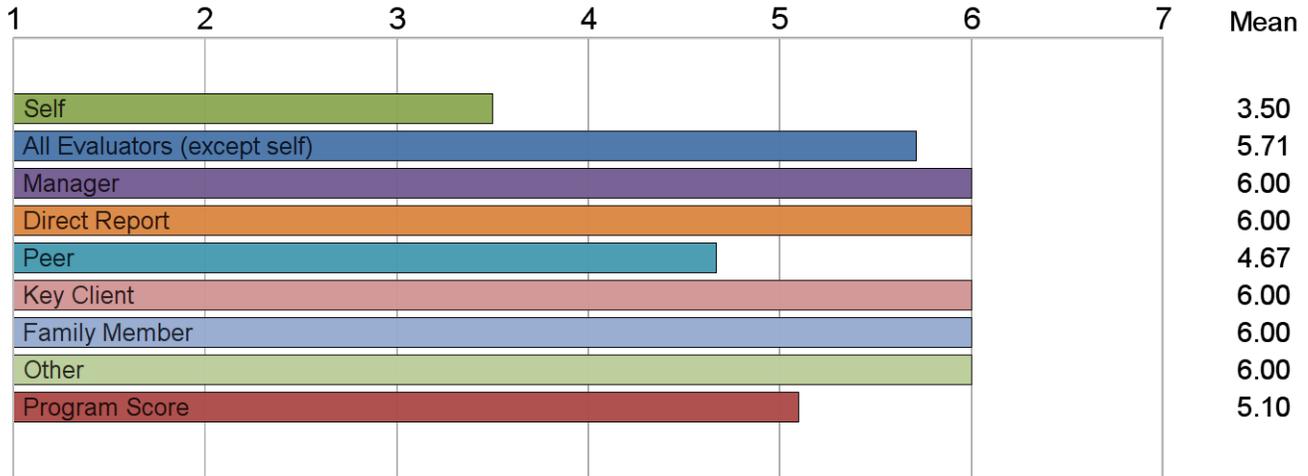
RESULTS: EMOTIONAL SELF-AWARENESS

This competency consists of the ability to:

- Stay in touch with one's emotions and balance both reason and emotion when making decisions.
- Recognize the impact of emotions when interacting with others.



Current State: You may find yourself surprised by your emotional reactions. You tend to be unaware of how often your thinking and behavior is driven by your current emotional state later regretting your actions. You are at risk of losing connection to the big picture based on how you feel in the moment.



To Improve Emotional Self-awareness: Learn to identify what triggers your emotions, are you not feeling respected, valued, listened to, safe, recognized, or treated fairly in this relationship/situation? What do you think needs to happen for you to feel/think differently? Look closely for patterns of emotion or thinking that are driving your behaviors. Notice how other respond to you when you are emotionally triggered. When experiencing strong emotions, take a step-back before taking action.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Recognizes how their behavior affects others.	Self	1	-	-	-	-	-	-
	Evaluators	-	1	-	-	-	13	-
Is aware of their emotions.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13	-
Balances intuition with reason.	Self	-	-	1	-	-	-	-
	Evaluators	-	1	-	-	-	13	-
Knows how their emotions impact behavior.	Self	-	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	13	-

What High Performers Do: They are skillful at recognizing and identifying their current emotional state and can accurately pinpoint the genesis of their emotions. They are aware of how their emotions influence their decisions and interactions with others.



Your average score (all evaluators excluding self) is **5.71**.
IHHP's average score (based on everyone who has completed the EI360™) is **5.90**.

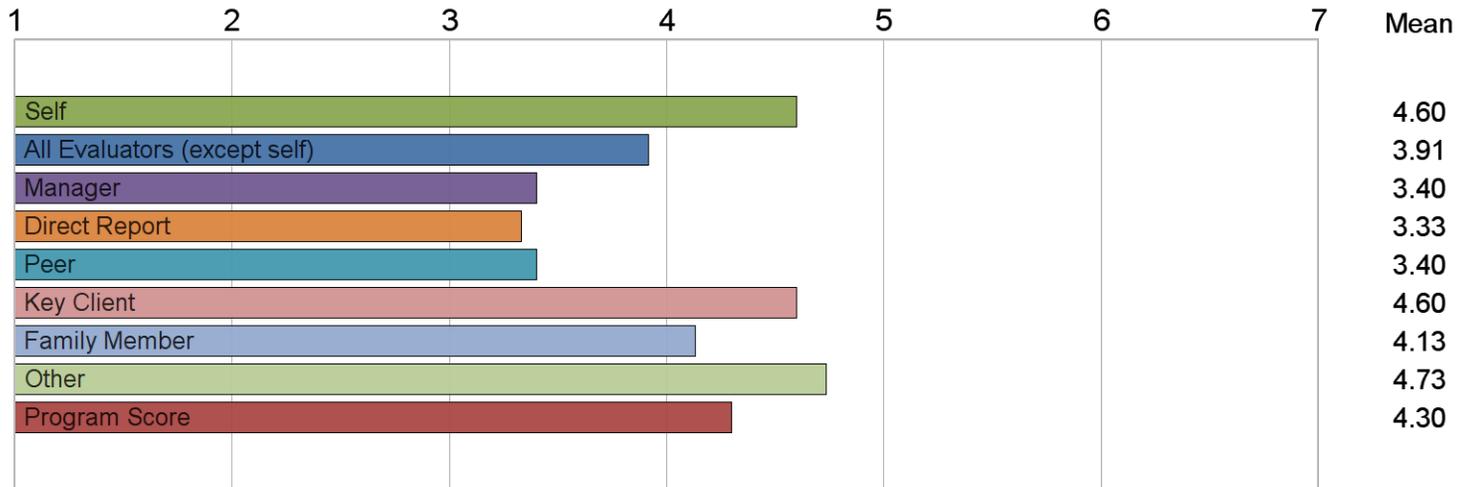
RESULTS: SELF-REGARD

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.



Current State: You are often hard on yourself and lose sight of the great strengths and qualities you possess causing you to be overly, or inaccurately critical of your reactions and decisions. You may push yourself to try to be perfect and end up feeling discouraged.



To Improve Self-regard: Be clear and confident in your opinions, beliefs and values. Develop a strong sense of who you are and for what you stand. Take time to consider, “What is important to me?” Look at your assumptions. Do you have unrealistic expectations of perfection? What are realistic expectations? Notice how you respond when people challenge your opinions or the way you carry out a task? Can you look for their positive intent and ask for suggestions, help or more information?

Below you will find how you and your raters answered each question.

Choice	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
<i>*Becomes defensive when criticized.</i>							
Self	-	1	-	-	-	-	-
Evaluators	-	1	2	2	1	7	1
<i>*Does not consistently stand up for an idea.</i>							
Self	-	-	-	1	-	-	-
Evaluators	-	10	3	-	-	1	-
Is decisive.							
Self	-	1	-	-	-	-	-
Evaluators	1	7	3	2	-	1	-
Speaks confidently.							
Self	-	-	-	-	-	1	-
Evaluators	-	1	-	-	-	13	-
Has a strong belief in their ability.							
Self	-	-	-	-	1	-	-
Evaluators	2	6	3	2	-	1	-



What High Performers do: They are willing to accept their true self. This acceptance helps them to feel confident to speak up, express their opinions and when faced with uncertainty, approach the difficult. This is matched with a humility that provokes self reflective questions such as how could I more effectively and frequently serve others?



Your average score (all evaluators excluding self) is **3.91**.
 IHHP's average score (based on everyone who has completed the EI360™) is **5.93**.

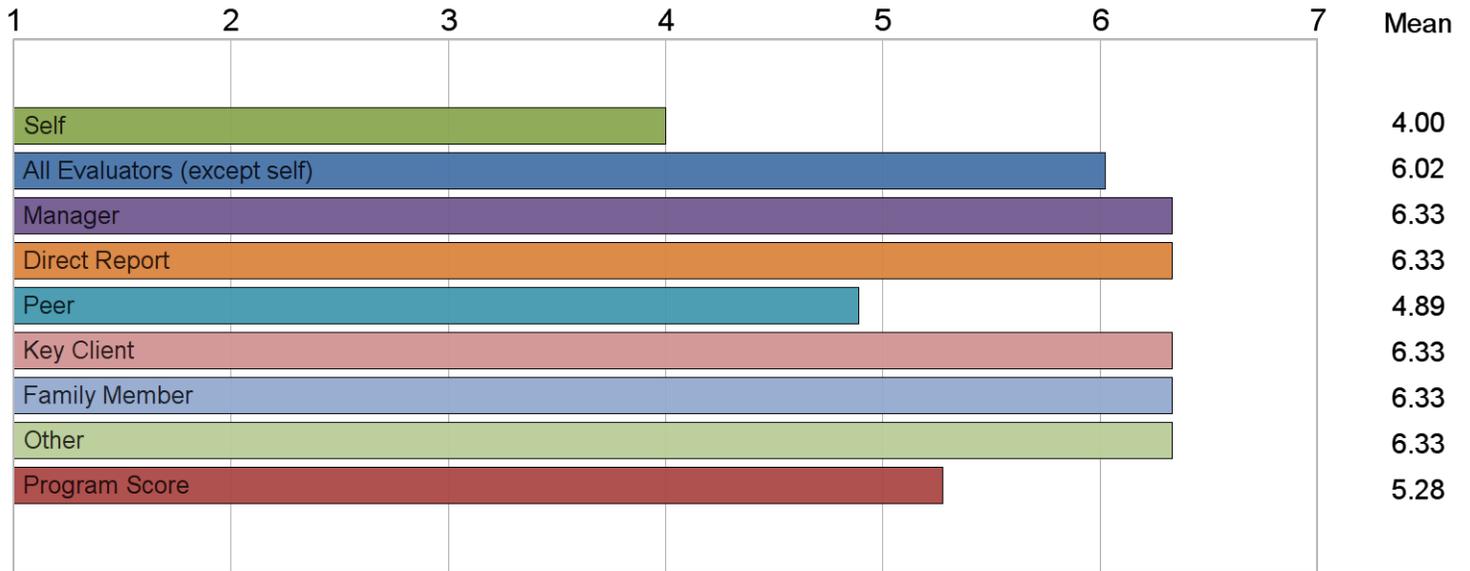
RESULTS: OPTIMISM

This competency consists of:

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



Current State: You can be very positive. see setbacks as temporary and normal, although you can sometimes get frustrated and overwhelmed by too many at once.



To Improve Optimism: When you experience a set-back, be intentional about noticing possibilities in the situation and opportunities to learn. Pay attention to what you say to yourself when you hit a set-back, staying away from all-encompassing language and thoughts such as “always”, “never” and “everyone”. Ask yourself if this situation is me or something outside of me? Will this be short-lived or long lasting? Does it affect everything I do? Remember to breath, stay appreciative and take time to recover, learn and adjust.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Handles setbacks effectively.	Self	-	1	-	-	-	-	-
	Evaluators	-	1	-	-	-	13	-
Is always positive.	Self	-	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	-	13
Believes they can influence an outcome.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13	-



What High Performers Do: They maintain a realistic and positive attitude in situations even when faced with significant setbacks or challenges. This does not mean that they don't find things hard, hurtful or disappointing. The difference is that they see failure as an opportunity to learn and prepare themselves for future challenges. This approach allows them to find solutions that others might not notice or consider.



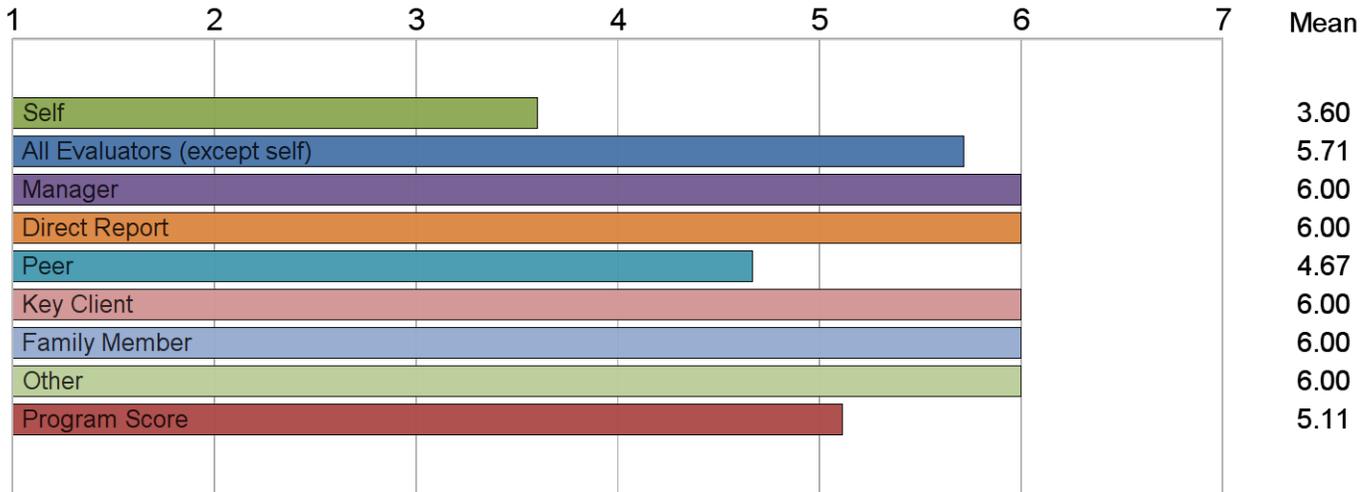
Your average score (all evaluators excluding self) is **6.02**.
 IHHP's average score (based on everyone who has completed the EI360™) is **5.99**.

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.

Current State: You may find that emotional triggers cause you to speak your mind or take action without considering the full extent of the consequences. In stressful situations you may feel overwhelmed and become defensive, moody or short-tempered.



To Improve impulse control: Try taking a breath when you start to feel agitated. Take a moment to remind yourself to get more information before you take action to ensure you aren't jumping to conclusions. Increase your awareness of the triggers that prompt you to behave impulsively and the default behaviors in which you engage. Align your choices with the needs and values you want to honor. Maintain perspective of the big picture. Try to maintain your sense of humor and help others to relax in tense situations.

Below you will find how you and your raters answered each question.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Does not act impulsively	Self	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13
Stays calm under pressure.	Self	1	-	-	-	-	-
	Evaluators	-	1	-	-	-	13
Maintains a sense of humor in trying circumstances.	Self	1	-	-	-	-	-
	Evaluators	-	1	-	-	-	13
Always keeps promises.	Self	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	13
Can overcome difficult emotions in pursuit of a goal.	Self	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13

What High Performers Do: While they experience the same amount of pressure as anyone, they can maintain a long and wide perspective base. This helps them to take the difficult actions, such as engaging in hard conversations, make tough decisions in the center of ambiguity, and park their ego to ensure they serve their business and relationships best. They appreciate their strengths and contribution but do not take themselves too seriously and often insert appropriate humor to help others maintain perspective.



Your average score (all evaluators excluding self) is **5.71**.
IHHP's average score (based on everyone who has completed the EI360™) is **6.01**.

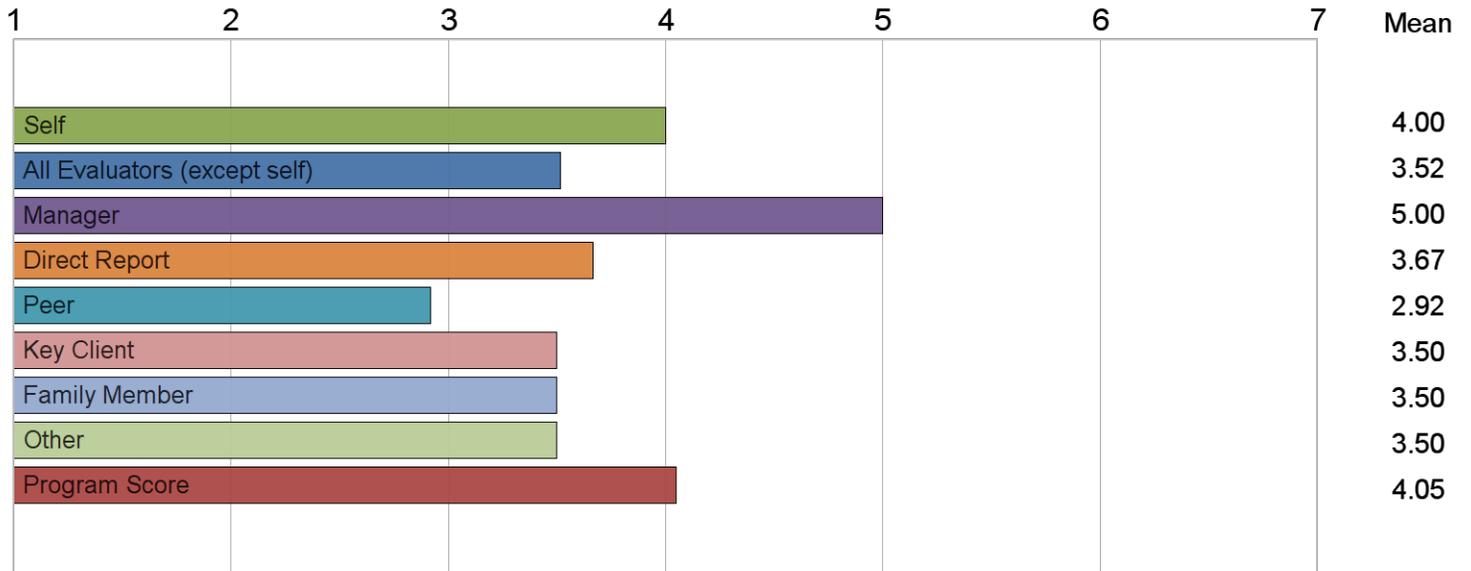
RESULTS: ADAPTABLE/FLEXIBLE

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.



Current State: You prefer to have predictable patterns in your day. Shifting priorities or having too many priorities can create frustration and a sense of overwhelm. Change can feel uncomfortable or even threatening. You may find others often misunderstand your intentions when it comes to change and see you as not being open to trying new things.



To Improve Being Adaptable/flexible: Acknowledge when you are feeling stretched by too many demands. Ask for time to reflect on the change before commenting. Help others to understand your good intentions of wanting to do excellent work and to be productive. Ask yourself what it would take for you to be more comfortable with multiple demands, uncertainty or change. Don't be afraid to ask for support when you need help. Consider the potential positive impact change might have.

Below you will find how you and your raters answered each question.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Is always open to change.	Self	-	-	-	-	-	1
	Evaluators	-	1	-	-	13	-
Is comfortable with uncertainty.	Self	-	-	1	-	-	-
	Evaluators	11	3	-	-	-	-
Is willing to ask for help.	Self	-	-	1	-	-	-
	Evaluators	1	-	-	-	13	-
*Has difficulty handling multiple demands.	Self	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	2



What High Performers Do: Due to the perception of being able to be agile and flexible in their thinking and actions, high performers are often approached for opinions and task completion. Though able to handle, they readily establish boundaries and supporting resources to decrease overwhelm and ensure they don't accept more than they can appropriately handle.



Your average score (all evaluators excluding self) is **3.52**.
 IHHP's average score (based on everyone who has completed the EI360™) is **5.79**.

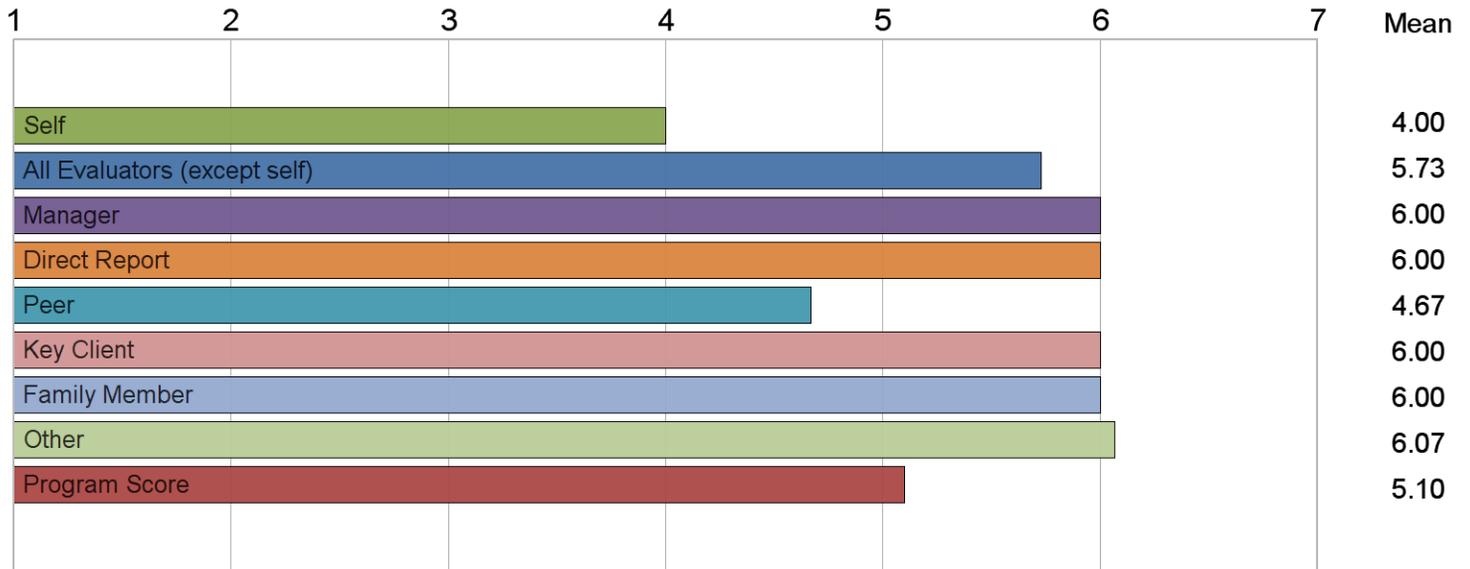
RESULTS: AUTHENTICITY

This competency consists of:

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



Current State: You tend to express yourself openly and honestly in most situations. You share how you feel and others see you as quite trustworthy. In a difficult situation, you may keep quiet or put a spin on the situation in an attempt to take the focus off of yourself.



To improve authenticity: Continue to build self-awareness. Generally, being authentic rests on a solid understanding and acceptance of yourself and aligning your actions with the values. 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.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Makes decisions consistent with values.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	12	1
Always discloses information in an appropriate way.	Self	1	-	-	-	-	-	-
	Evaluators	-	1	-	-	-	13	-
Is always open and honest when presenting themselves to others.	Self	-	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	13	-
Always behaves in a way that builds trust.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	12	1
*Finds it difficult to admit when wrong.	Self	-	-	-	-	-	1	-
	Evaluators	-	13	-	-	-	-	1



What High Performers Do: They follow through on commitments and their words align with their actions. When things change, they are upfront about it as soon as possible allowing people to adjust. They demonstrate humility around their imperfections. These actions create trust and dependability. As a result, it is clear what high performers stand for.



Your average score (all evaluators excluding self) is **5.73**.
IHHP's average score (based on everyone who has completed the EI360™) is **6.02**.

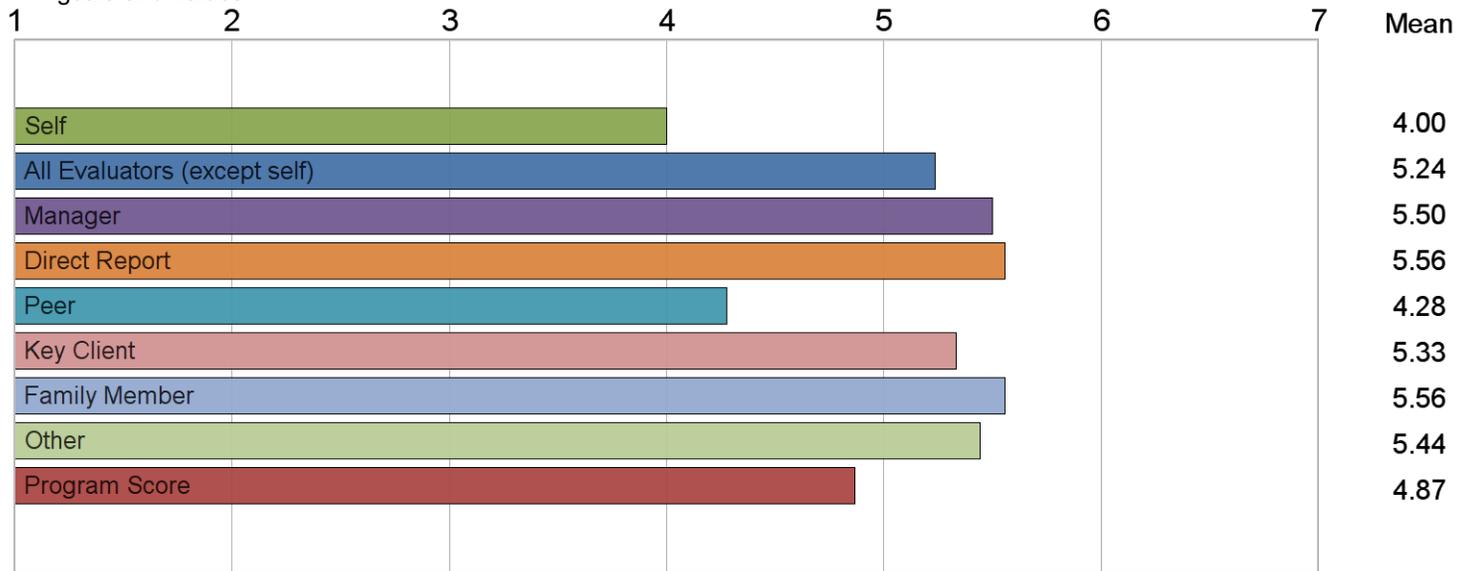
RESULTS: PERSONAL DRIVE

This competency consists of:

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



Current State: You may not like taking on challenges that are outside your comfort zones or you may simply not be entirely sure of your passion or what goals matters most to you. Your current role or contributions may not align with your personal goals and values.



To Improve Personal Drive: Bring clarity to what you are passionate about, what energizes you or gives you sense of purpose. Identify what drains your energy. Work to align as many activities as you can with the things that are most important to you, purposeful or energizing. Look for opportunities to push outside the normal day-to-day tasks to learn and grow. Be mindful of eliminating/minimizing any life circumstances that drain your energy.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Has a strong positive presence.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	-	13
Is very energetic.	Self	-	1	-	-	-	-	-
	Evaluators	-	1	-	-	-	12	1
Is extremely passionate.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13	-
Has a strong sense of purpose in life.	Self	-	-	-	1	-	-	-
	Evaluators	-	1	-	-	-	13	-
Is very goal oriented.	Self	-	-	-	-	1	-	-
	Evaluators	-	1	-	-	-	2	10
*Does not enjoy challenges outside their comfort zone.	Self	-	-	-	-	-	1	-
	Evaluators	-	-	-	-	-	1	13



What High Performers Do: They remain committed and unwavering in pursuit of their goals. This helps them readily step into challenges. Their commitment to learning and growth is fueled by strong personal beliefs and values and they look to create purposeful contribution for both themselves and others. This is the reason they seem to have boundless energy and determination.



Your average score (all evaluators excluding self) is **5.24**.
IHHP's average score (based on everyone who has completed the EI360™) is **6.10**.

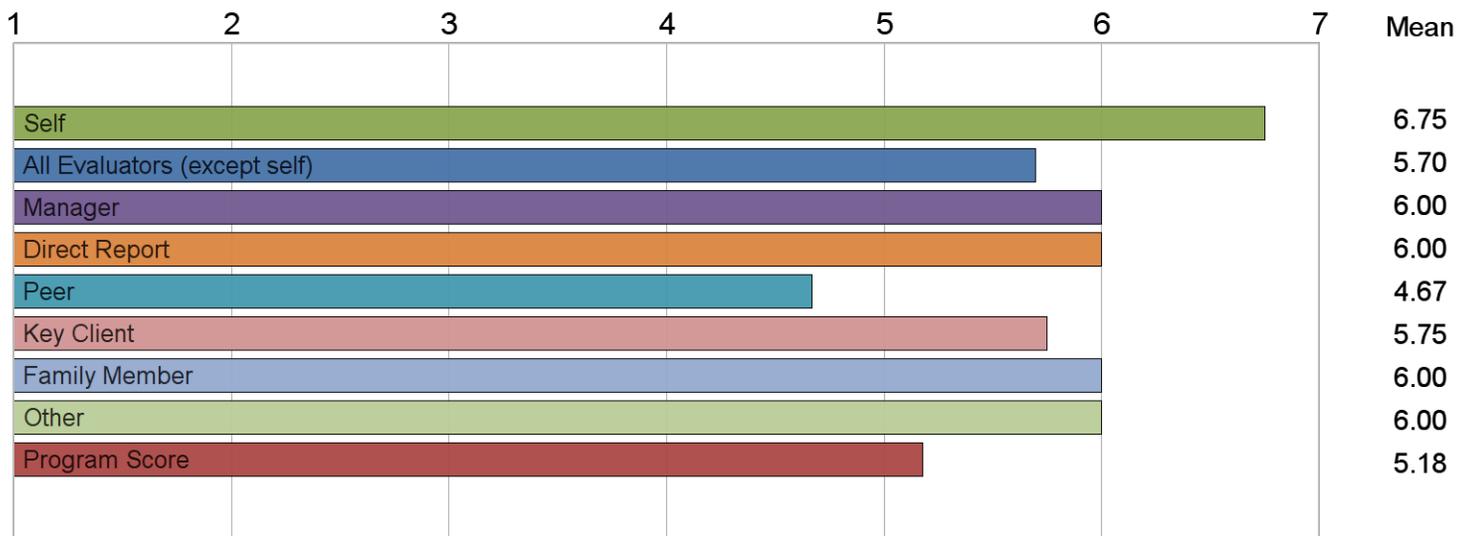
RESULTS: EMPATHY

This competency consists of:

- The ability to tune into other's feelings.
- Listening effectively and seeing things from other's perspectives.



Current State: You are usually acknowledged as good listener and empathetic to others' emotions and perspectives. However, you may find it hard to listen to other's perspectives when they strongly differ from yours or be empathetic to someone's response when it differs from your expectation or experiences.



To Improve Empathy: Notice if you feel tension between getting things done and taking time to tune into others. Acknowledge that emotion exists. Try to slow down to 'hear' the other person especially when it is a topic important to them. Become curious. Notice if you are becoming judgemental when others are speaking. Pay attention to your reactions when others are not responding the way you'd expect them to. Work to accept and acknowledge others reactions and perspectives, even if you do not understand.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Is non-judgmental.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Is very aware of other's moods.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Is a good listener.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Sees from other's perspectives.	Self	-	-	-	-	-	1	-
	Evaluators	-	1	-	-	1	12	-



What High Performers Do: Although it is not always easy, high performers are committed to understand another person's point of view, especially in situations people do not think like they do or react as they would. They are perceived as being non-judgmental as they appreciate that there isn't a single "correct" thought, approach or reaction. They are tuned in to others body language and are able to adjust and pick up on small shifts in needs from others. Overall, high performers are noted for their sense of curiosity and connection.



Your average score (all evaluators excluding self) is **5.7**.
 IHHP's average score (based on everyone who has completed the EI360™) is **5.79**.

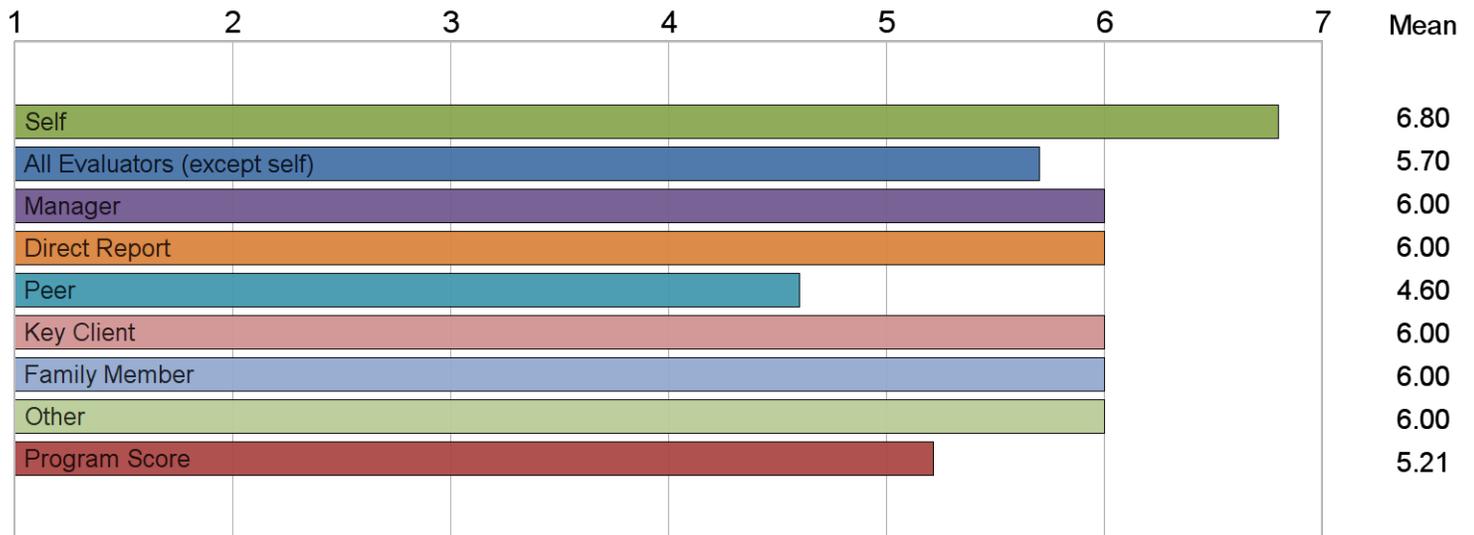
RESULTS: COMMUNICATION

This competency consists of:

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



Current State: You usually do a good job of communicating your message across. Your ability to communicate is generally strongest when you have had a chance to prepare your message and fully think through the issues. Stressful situations or those involving conflict or the delivery of sensitive feedback can sometimes be difficult and may even be avoided.



To Improve Communication: When possible, spend time preparing. What do you want others to understand? What are your priorities? Where is the other person coming from? What outcome are you hoping to achieve? Choose your words carefully. Pay attention to any temptation to personalize disagreements or to lay blame. Use the best medium to gauge their reactions. Don't let things "fester", communicate sooner rather than later. Learn how to air grievances skillfully. Calm yourself when necessary.

Below you will find how you and your raters answered each question.

		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Gives adequate instruction.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Expresses feedback in a timely way.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Airs grievances skillfully.	Self	-	-	-	-	-	-	1
	Evaluators	1	-	-	-	-	13	-
Expresses feelings in an appropriate way.	Self	-	-	-	-	-	-	1
	Evaluators	-	1	-	-	-	13	-
Does not personalize disagreements.	Self	-	-	-	-	-	1	-
	Evaluators	-	1	-	-	-	13	-



What High Performers Do: They don't over personalize things. Regardless of the audience, they attempt to adjust their message to make it meaningful and understandable. They are vigilant to pay extra attention in situations involving conflict and strong emotions as these are when focus is most often lost, and miscommunication occurs. They realize that no matter how well they frame and deliver their message, they will need to readdress it to ensure shared understanding especially in high pressure, emotional-filled situations.



Your average score (all evaluators excluding self) is **5.7**.
IHHP's average score (based on everyone who has completed the EI360™) is **5.92**.

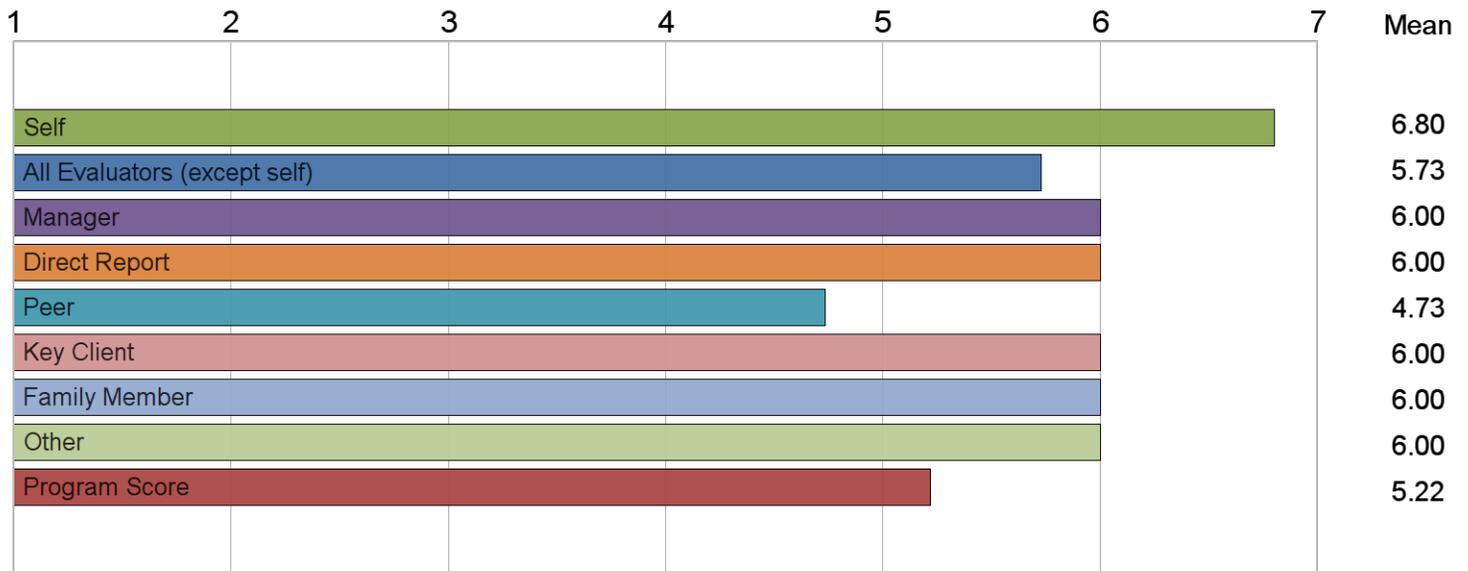
RESULTS: COACHING OTHERS

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.



Current State: You may have the intention of wanting to see others grow and develop, caught in feeling there is one 'best' or 'right' way to go about something. You are having trouble guiding or helping others work toward goal achievement. You offer solutions but fail to ask enough questions which doesn't not give others the opportunity to learn and grow. The goal is help them answer questions for themselves and take action that is best for them. The first few attempts can feel artificial and time consuming but if you persevere in your attempts, you will notice how often self-generated action gets done.



To Improve Your coaching of Others: Slow down, get present and tune into the other person's emotions and needs. Learn about them as a person. Find ways to offer perspective, support, feedback and guidance that is helpful/meaningful to that person. Help others select their own directions by asking good questions, listening and providing additional perspective and options. The goal is to help them answer questions for themselves and take action that this is best for them. Learn how to offer strong feedback in an appropriate way.

Below you will find how you and your raters answered each question.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Is a good mentor.	Self	-	-	-	-	-	1
	Evaluators	1	-	-	-	12	1
Gives clear feedback.	Self	-	-	-	-	1	-
	Evaluators	-	1	-	-	13	-
Inspires people to excel.	Self	-	-	-	-	-	1
	Evaluators	-	1	-	-	13	-
Recognizes people for their performance.	Self	-	-	-	-	-	1
	Evaluators	-	1	-	-	13	-
Always treats others with respect.	Self	-	-	-	-	-	1
	Evaluators	-	1	-	-	12	1



What High Performers Do: They inspire people to excel. They are not afraid to offer strong feedback that can help their people grow both in corrective, instructional and praise. They develop people to be the best versions of themselves, versus being a version that emulates the coach. They take a long view when coaching people recognizing that they are developing people's leadership capability for the future, even when easiest to fix the problem or offer the solution in the moment.



Your average score (all evaluators excluding self) is **5.73**.
 IHHP's average score (based on everyone who has completed the EI360™) is **6.12**.

BEHAVIOR BASED QUESTION SUMMARY

Changing behavior is not an easy task. To help individuals further focus on the **behaviors** that are either creating the negative disconnect between intention and impact, or reinforcing the positive impact that is already being observed, the table below is designed to summarize the top and bottom five, behavior based questions.

When people are looking to change perceptions, research shows that observers/evaluators need specific behaviors to look for and the specific circumstances in which the change can be observed. This table is meant to provide individuals an overview of those behaviors.

As you focus on how to apply the learning from this assessment, consider how you can build on the behaviors captured below.

Your Strengths (as ranked by your evaluators)	
Rank	Behavior Based Question
1	This individual is always positive.
2	This individual has a strong positive presence.
3	This individual is very goal oriented.
4	This individual makes decisions that are always consistent with their values.
5	This individual is very energetic.
Your Growth Opportunities (as ranked by your evaluators)	
Rank	Behavior Based Question
1	This individual does not enjoy challenges outside their comfort zone. *This question is phrased negatively such that "Strongly Disagree" would be the most positive response*
2	This individual is comfortable with uncertainty.
3	This individual has difficulty handling multiple demands. *This question is phrased negatively such that "Strongly Disagree" would be the most positive response*
4	This individual has a very strong belief in their ability.
5	This individual is decisive.

COMMENTS SECTION

Please share the top 3 strengths of this individual's style when interacting with others.

Self
Enthusiasm for my work Respectful towards team members and clients Determined to put forth my best effort
Manager
Pat is a great listener. Teamwork: is always willing to help and mentor others Positive attitude, shows passion for work
All Evaluators (except self and manager)
Your open door policy Always being on time or early, therefore well prepared for all meetings Team player
Attention to detail Willingness to help other Willingness to ask for help
Jane is always willing to listen to others. She always lends a helping hand. She is a spirited team member.
Jane always puts in her best efforts. She is compassionate to those around her. Jane is an enthusiastic leader.
Friendly, but professional attitude Flexible in a fast-paced environment Works well under pressure
Brings a positive attitude to work Good at motivating team Always offers to help others
Detail Orientated Asking for help when needed Dependability
Jane is great at building relationships. She is very creative. Jane sets a good example for those she works with.
Positive attitude Team mentality, really a great skill Organization
Jane is always very attentive and respectful. She's dedicated to providing good service and has a very professional demeanor. I find Jane to be very personable and energetic.

COMMENTS SECTION

Please share the top 3 areas of potential growth for this individual's style when interacting with others.

Self

I can improve my communication skills. I need to learn to organize my time better. I can try to be more empathetic.

Manager

Tends to have difficulty handling multiple priorities I would encourage Pat to get creative and take on more challenges at work. Pat often delays asking for help. Can work on being more comfortable with reaching out to people.

All Evaluators (except self and manager)

Stop interrupting and listen Proof reading

Be more aware of others and what they are saying Professionalism in communications

She needs to build more confidence in her abilities. Jane could work on being more organized so she doesn't get overwhelmed by work. Jane isn't always ready to accept constructive criticism.

Jane quickly gets emotional during times of stress. Jane can work on receiving negative feedback in a more productive way. I think Jane can work on how she handles conflict.

Doesn't like to share responsibilities or delegate tasks Doesn't always give clear instructions Can be a better motivator

Better time management More focus on details to avoid confusion Clearly communicate goals

Listening to others Openness to change Spelling

Not be so negative Be aware of your impact on others Work on listening to others and not interrupt

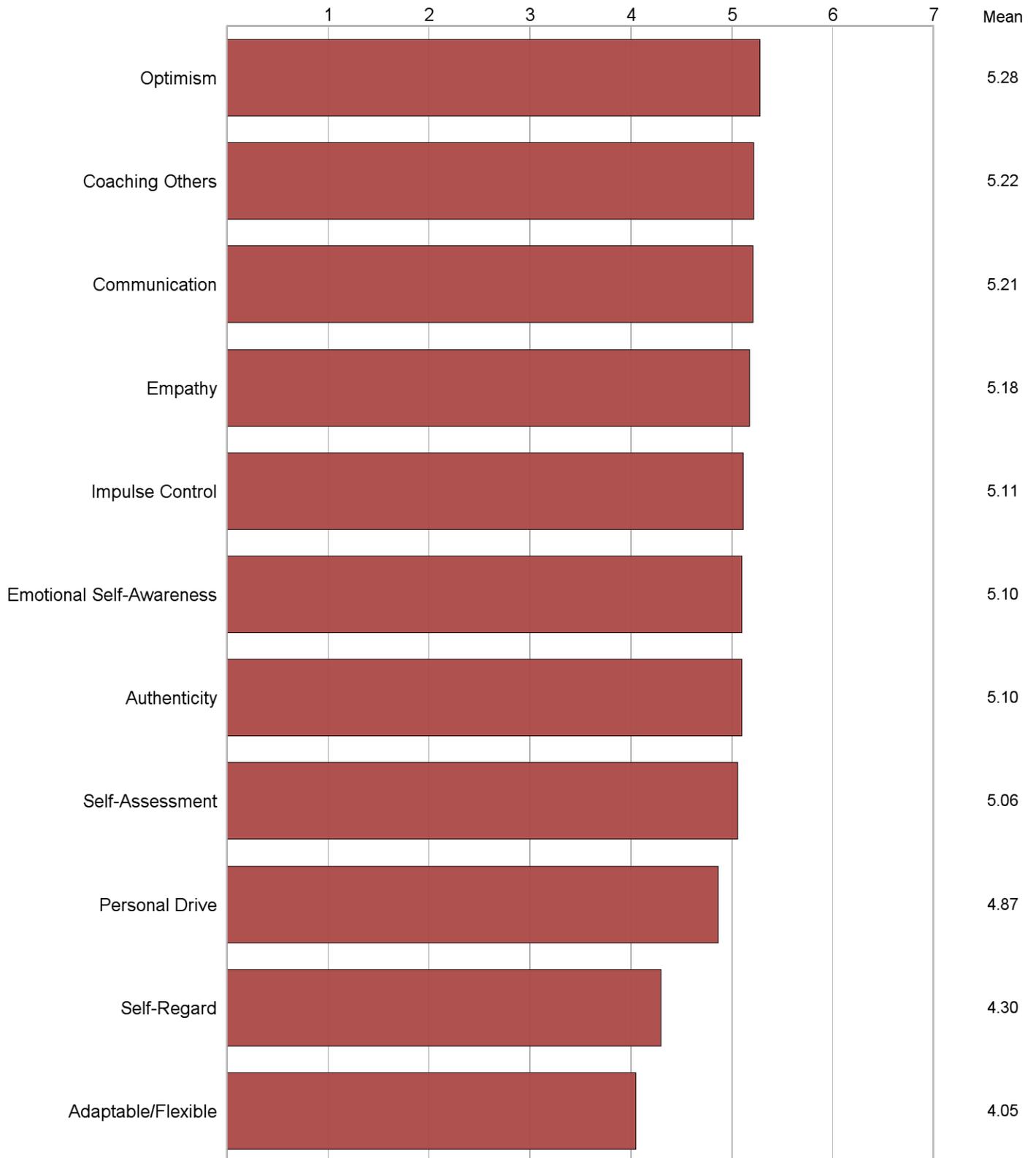
Jane could work on her ability to handle multiple demands. Jane tends to change her mind often, which can cause confusion. She doesn't always follow through on all of our commitments.

Being more open to others opinions Not fight change, embrace it Spelling

Her advice is not always decisive. Sometimes, I'm unsure of her confidence. Jane doesn't always keep her promises when it comes to deadlines. I think Jane can improve her patience. At times, she can be a bit impulsive.

PROGRAM SCORES

The Program Scores provide an overview of the average scores for each of the 11 competencies based on scores of the entire group (cohort) participating in this particular program. This report is primarily used for intact teams where it identifies team strengths and areas for development. It is also valuable to assess functional and organizational trends.



STANDARDIZED "MEAN" PERFORMANCE RANGES

Over 3,500 individuals and 40,000 evaluators have completed the EI360™. Based on this sample, IHHP was able to determine the average (mean) score for each competency (as evaluated by observers).

Below you will see a range of scores for each competency. If your average scores fall within these ranges, you are among the middle 50% of EI360™ participants (based on evaluator ratings only).

Self-Assessment: 5.33 - 6.33

Emotional Self-Awareness: 5.75 - 6.50

Self Regard: 5.60 - 6.60

Optimism: 5.67 - 6.33

Impulse Control: 5.80 - 6.60

Adaptable/Flexible: 5.25 - 6.50

Authenticity: 5.60 - 6.60

Personal Drive: 5.67 - 6.67

Empathy: 5.25 - 6.50

Communication: 5.60 - 6.40

Coaching Others: 5.80 - 6.80

If your score is higher than the top score in the range (i.e. the performance range is 5.5-6.3 and your score is 6.4 or higher), you are among the top 25% of EI360™ participants (based on evaluator ratings only).

If your score is below the bottom score in the range (i.e. the performance range is 5.5-6.3 and your score is 5.4 or lower), you are among the bottom 25% of EI360™ participants (based on evaluator ratings only).

EI360™ Information and Frequently Asked Questions

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

A: Of the 16 (more/less) potential evaluators, a minimum of 8 is required to provide enough feedback for solid results. If you have less than 8, 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 this low rate (e.g. what impact are you having on non-respondents? Could there have been time restrictions that made it difficult for them to respond)? In your follow-up, consider inviting any of those who were not able to complete the assessment to offer feedback in a direct conversation.

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

A: N/A rating means that there was one, or no evaluator in that category. Either you did not assign one, or out of those you assigned only one person completed the assessment. Provided there is at least one evaluator, their ratings will be included in the overall tabulations.

Q: What if someone selects 'Don't Know', how does that impact the scoring?

A: 'Don't Know' response does not get scored, so the ratings are not negatively or positively impacted. This response is offered to ensure the assessment is not skewed by forced rating by evaluators if those evaluators have not observed that behavior.

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

A: Although you may have distributed the assessments to 12 individuals;

1. evaluators responded late so their scores were not included.
2. the evaluator didn't reply at all.

In either case, it is possible that a evaluator 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 evaluator 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 evaluator responded, their score will be calculated in the overall score. The bar graph displays N/A to allow for anonymity of the individual evaluator 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.

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.

EI360™ Information and Frequently Asked Questions

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

A: Close alignment in scoring between the participant and evaluators 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 would be considered a "significant" gap between my own ratings and those of others that represents a statistically valid gap?*

A: A (+/-) 1 point gap is common but worth noting. A (+/-) 1.5 point gap may be having 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 performance ranges?*

A: This is an indication that the participant behaves differently with different people and/or different people/categories of people need different things from you. 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 that first, different people may be needing different things from you. Your manager may need something totally different than a direct report. Secondly, it may be about others feelings of being 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.

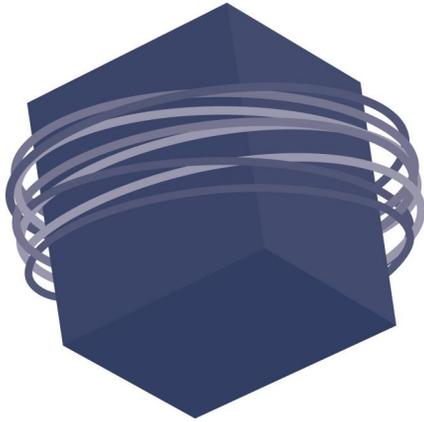
Q: *Throughout my report, I have a consistent discrepancy between evaluator groups. What does that mean?*

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?"

A **familiarity rating of 3-4** indicates people feel they know the participant moderately well.

A **familiarity rating below 3** could mean the evaluators don't know the participant well and thus their responses could be based on first impressions or reputation. This may or may not be an accurate picture of the participant, however, will still provide insight into early perceptions.

If the **familiarity rating is between 4-5**, people feel they know the participant very well. So well that evaluators may have very rigid perceptions that could be based on biases or history. Again, this could skew the accuracy of the results. Additionally, it may be harder to change those perceptions even if behaviors do change. However, investigating the results of each category per competency will help the participant identify areas of opportunity to both build and further strengthen.



EI360™ Assessment Analysis



Part II: Analyzing the Results

Part I: High level Interpretations

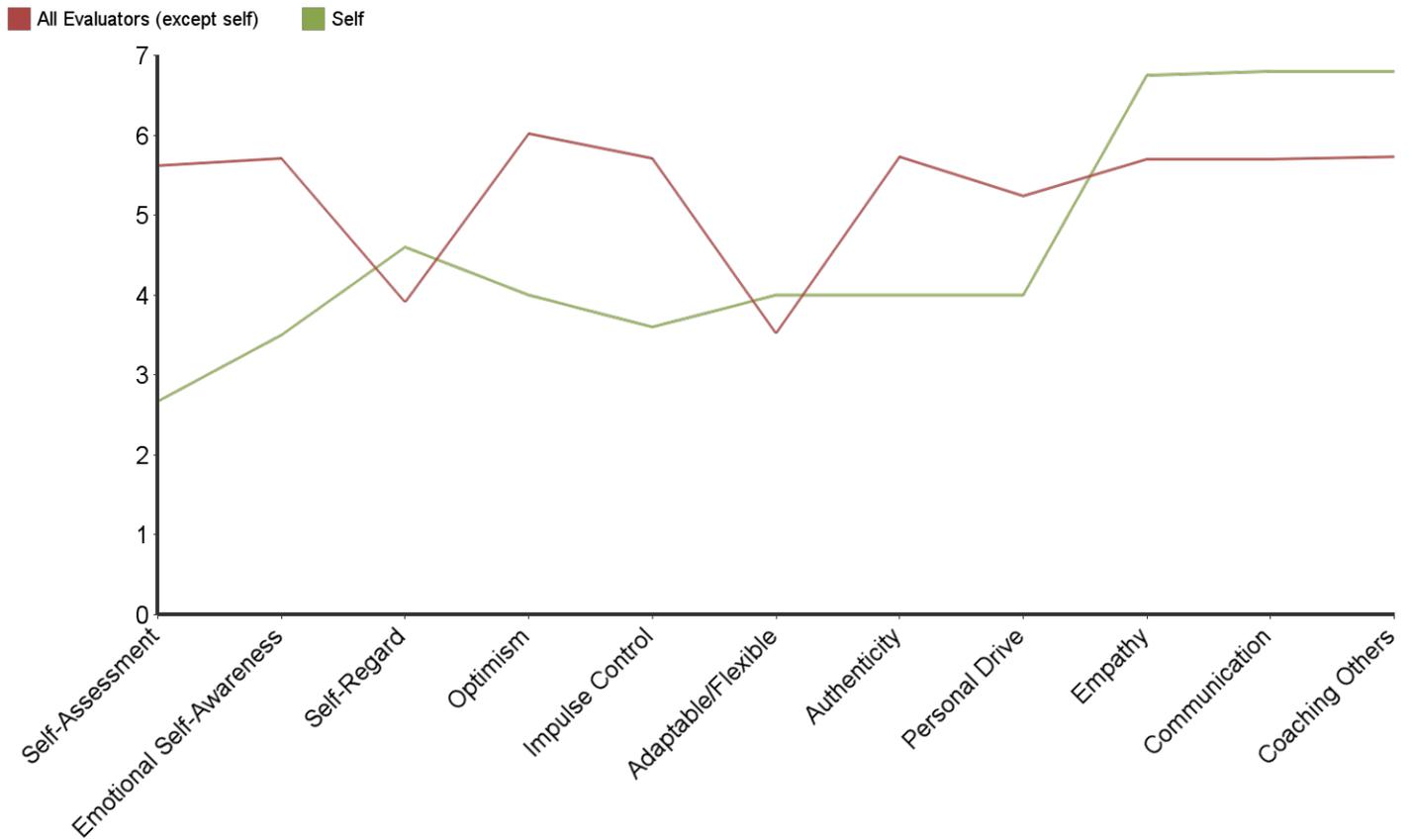
1. As you go through your report, complete the following chart based on positive and negative feedback that you both expected and did not expect from your EI360 feedback.

Positive Expected Feedback	Positive Unexpected Feedback
Negative Expected Feedback	Negative Unexpected Feedback

Part II - Analyzing the Results

Part II: Optional Gap Analysis

Your results for 'Self' and 'All Evaluators' have been plotted in the table below. You may want to add a separate line for each rater group.



Part IV: Applying the Learning

Record your most important initiative (area of focus) or project at work. It may be a project that is related to your annual goals, or it could be an area of focus related to a role or relationship (i.e., leader, mentor, team member).

Considering your EI360 Report as a whole, where are your greatest opportunities (strengths to leverage or blind spots to address or areas of development to grow), to be successful in this upcoming goal with respect to the three core elements of Emotional Intelligence:

1a. Greatest opportunities in Self Awareness:

1b. Greatest opportunities in Emotional Management:

1c. Greatest opportunities in Emotional Connection:

Part V: Maximizing the Results

Consider the following to help maximize the value of your EI360 results.

1. Thank your evaluators! In person or via email, thank everyone you invited (or think you might have invited to compete your assessment), whether they completed the assessment or not. This often opens up dialogue to engage those that weren't able to complete to share feedback (or insight into why they weren't able to complete).
2. Summarize your survey results in a way that makes it easy to share the information by focusing on things such as:
 - Your general learnings, or patterns found – both positive and constructive
 - What you expected and didn't expect to see
 - Areas you might want or need support
 - Your top line action ideas
3. Reach out to your evaluators, other trusted colleagues or people in your personal life offering the option to meet one-on-one to further discuss. Clarify that your intentions are to discuss your learnings and actions moving forward, not to question them about their (confidential) feedback. Only speak with people that volunteer. Suggestions to guide those conversations include:
 - Letting the other person know that you are curious to learn and understand more about what others perceive about you especially how you respond in stressful/pressure filled situations
 - Script a few notes for the conversation to help keep you focused
 - Ensure you self manage (SOSS) in the meetings. If you appear defensive and argumentative the chance of others being open with you or sharing feedback in the future drops drastically!
4. Log time into your schedule for monthly follow-ups to track your process and reflect on your leadership building action ideas.
5. Share your results with your direct manager and discuss what is most important to you from the results. Plan on how you'd like them to support you in making changes.
6. Consider re-doing your EI360 in 12-18 months time to compare your progress.
7. Consider further development by getting an Certified EI Coach from IHHP.

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:

1. Gauging your overall level of emotional intelligence based on the 11 competencies;
2. Assessing how you view yourself versus how others view you;
3. Discovering how your level of emotional intelligence positively or negatively affects your performance;
4. Creating an awareness of how to use your strengths more fully;
5. Focusing on developmental areas;
6. 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 – which is the true measurement of our effectiveness.

To recap, as you review your results, remember:

*These results are NOT about your INTENTION
These results ARE about your IMPACT*

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:

1. 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.
2. 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.

Getting to Know IHHP

Our Purpose

In today's fast paced, challenging business environment, where leaders face intense pressure and are required to show up, lead and drive results every day, our science-based insights and tool enable leaders and their organization to consistently perform at the highest potential.



IHHP provides a full curriculum of leadership and brain-based learning programs that, combined with our EI360 Assessment and Coaching, facilitate learning transfer and promote sustained behavior change over time.

Core Programs

- [The Science of Emotional Intelligence](#)
- [Performing Under Pressure](#)
- [The Three Conversations of Leadership](#)

Onsite and Public Programs. We are proud to have a team of some of the best facilitators in North America. We understand that time is a valuable commodity in your organization and we ensure you receive the best program to fit your company's unique needs.

Keynotes. Keynote presentations offer an opportunity to experience an overview of our content and learn key strategies with behavior-changing impact that can be applied immediately.

Enterprise License Program. We will train your trainers to deliver our content. We provide a comprehensive training and onboarding program, as well as ongoing support to your IHHP certified trainers.

Virtual Delivery. We currently have a virtual facilitator led program and an independent virtual learning program. This unique program contains online classroom learning combined with livecast facilitation.

Coaching. A coach supports and encourages participants to "step in" during high pressure situations so new skills and competencies can be developed and sustained over time as the new way of being.

EI 360 Assessment. The EI360 is a fully web-enabled, multi-rater tool that offers a powerful way to assess individual strengths and developmental needs in the core competencies of Emotional Intelligence.

What next?

Now that you have participated in the EI360 assessment, you have many options to help reinforce and integrate the insights and strategies you've learned into your daily life, both at work and at home.

Expand your learning.

Online Learning Integration Program

IHHP offers an online self-paced program that provides a refresher on the concepts taught in the program.

Training Programs

We offer follow up learning programs - both in-class and virtually - as part of our training curriculum.

The Science of Emotional Intelligence

This program will teach you the foundational principles and brain science of Emotional Intelligence (EI).

Performing Under Pressure

Focusing on managing your thinking under pressure, this program will provide you with techniques and tools to help overcome the sabotaging effects of pressure, so you can think clearly and strategically, make decisions, and lead others when there is change and pressure.

The Three Conversations of Leadership

Focusing on having effective conversations, this program will help people conduct daily, difficult and courageous conversations that cultivate teamwork, build connected relationships, and help global, highly matrixed, virtual teams learn to influence and collaborate more skillfully.

Read the book - Performing Under Pressure

Co-authored by Dr. J.P. Pawliw-Fry, this New York Times bestselling book offers the latest science on how your brain responds under pressure, and many empirically tested strategies to help you overcome its sabotaging effects.

Achieve your goals.

Coaching

One on one coaching provides support and accountability to each person as they work to achieve the personal development goals committed to in the training program.

Get Inspired.

Keynote Speakers

Be inspired by the world's leading experts on Leadership, Emotional Intelligence and Performing Under Pressure.