



EQ-i^{2.0}
assess. predict. perform.

COACH WORKPLACE

REPORT

Larry Low

Sample Report for EQ-i 2.0 Certification

April 20, 2011



Response Style Explained

No validity concerns were found for this report.

PARTICIPANT SUMMARY

Name: Larry Low
 Age: 48
 Gender: Male

Completion Date: April 20, 2011
 Time to Completion: 7:45
 Norm Type: General Population

INCONSISTENCY INDEX: 0

The Inconsistency Index is 0, indicating consistency in responses across pairs of items measuring similar content.

POSITIVE IMPRESSION: 0

NEGATIVE IMPRESSION: 1

Both the Positive and Negative Impression indices are less than 3. Responses are likely neither the result of an overly positive, nor an overly negative response style. You may want to ask:

“Tell me about your process for responding to the items.”

“What did you think of the items? Were any particularly difficult to respond to?”

ITEM 133 (My responses to the preceding sentences were open and honest): 4

Larry's response was: **Often**. You may want to follow-up, as the response was not “Always/Almost Always”.

OMITTED ITEMS:

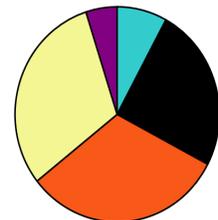
No items were omitted.

RESPONSE DISTRIBUTION

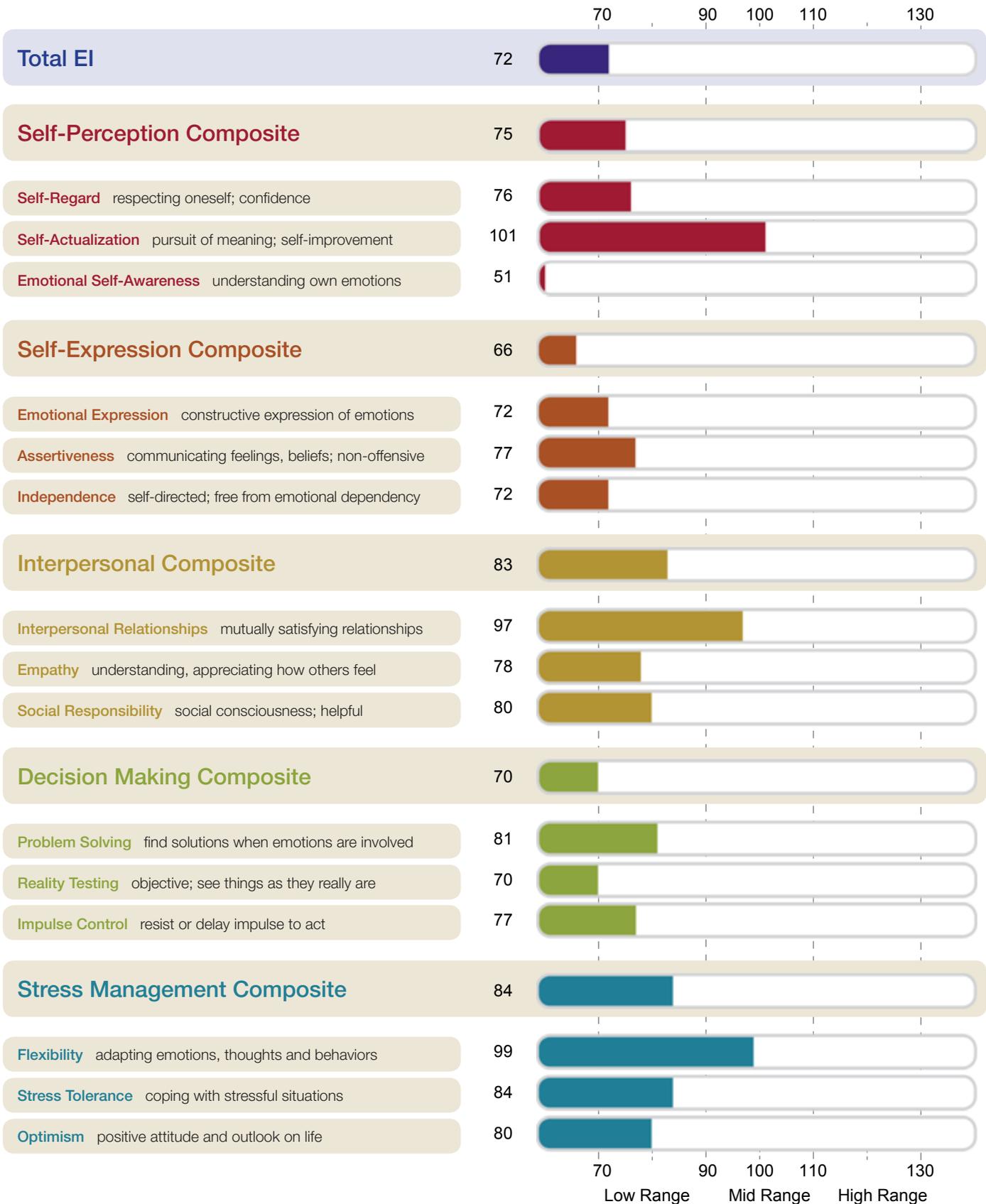
Larry did not show a significant preference for using either the extreme ends or the middle points of the response scale.

Responses

- ? = 0%
- 1. Never/Rarely = 8%
- 2. Occasionally = 25%
- 3. Sometimes = 32%
- 4. Often = 31%
- 5. Always/Almost Always = 5%



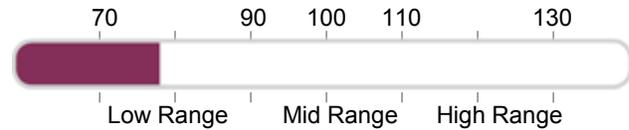
Overview of Results



Well-Being Indicator

Happiness satisfied with life; content

78



In the EQ-i 2.0 model, Happiness is different than the other EI abilities in that it both contributes to, and is a product of, EI. As such, your client's result in Happiness can be used as a barometer of emotional health and well-being.

Although the causes and factors related to an individual's happiness extend beyond the scope of this assessment, it is important to examine your client's Happiness result in relation to the other EI subscales. For example, would strengthening

lower subscales lead to improved Happiness? Or will increased Happiness stem from working within the client's strengths and talents? In either case, the best way forward is as unique to each person as his or her own definition of Happiness.

The four subscales most often associated with Happiness are:

- **Self-Regard**
- **Optimism**
- **Self-Actualization**
- **Interpersonal Relationships**

Happiness

Your client's result in Happiness suggests that it may be difficult to show enthusiasm and cheerfulness towards life in general. Also, lower Happiness may dampen any shining strengths your client may have in other EI skill areas, making it difficult for others to see past the discontentment. The low happiness result is likely related to lower Self-Regard and Optimism, which are of particular importance in promoting feelings of happiness. Your client may:

- experience periods of apathy or discontent.
- view life as being all about work and not play.
- withdraw from social situations, friends and colleagues.

Self-Regard

Happiness is a by-product of believing in oneself and living according to your own values. Low self-regard may lead your client to question personal values, performance and decisions, ultimately lowering happiness. You might ask:

- Reflect on past accomplishments by identifying skills that enabled you to be successful.
- What do you admire most about yourself? Why? What do you like the least?

Optimism

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Because your client's Optimism is low, it may be difficult to adopt a positive outlook or view the good in life as personal, permanent and justifiable. You might ask:

- Take an inventory of the good in your life. Make a list of all things positive, personal, and permanent, celebrating even the smallest aspects.
- Identify two strategies that can help you to better cope with setbacks.

Interpersonal Relationships

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. The result suggests that your client's relationships are fulfilling for the most part, but there may be times when more encouragement and support is needed from peers. You might ask:

- What causes struggles in your relationships and what could make things better?
- What are the most desirable attributes of the people you spend time with?

Self-Actualization

Happiness comes from a willingness to learn and grow on a journey aligned with personal values. The result suggests your client has a good level of self-actualization, but further development in this area will help to promote feelings of achievement and overall happiness. You might ask:

- Identify what you value most in life. Are you spending enough time on the activities most important to you?
- What legacy will you leave behind?

Balancing EI

This section shows three related subscales for each of the fifteen subscales on the EQ-i 2.0. Below, you will find examples of feedback that you can provide to the respondent.

- Where a greater than (>) or less than (<) sign is shown, the subscale scores are significantly different and further investigation into these imbalances is recommended.
- When an equal sign (=) is shown, the subscale scores are not significantly different from one another and therefore are well balanced. In order to maintain this balance, you may want to guide the respondent to watch for significant growth

in one subscale over the other and consider ways that he/she can develop the subscales in tandem.

Please note that if you included this section in the respondent's report, the respondent will see only one subscale (the relationship with the greatest score discrepancy). All three relationships are shown here so that you may debrief the respondent on other areas that are out of balance. In addition to what is displayed in this report, you may want to explore other balances and imbalances in the respondent's profile that may lead to further EI development.

Self-Perception

< Self-Actualization (101)

Self-Regard
(76)

= Problem Solving (81)

= Reality Testing (70)

Self-Regard is lower than Self-Actualization and therefore you may feel unworthy of your achievements. For example, you may have a tendency to attribute your successes to luck and circumstance as opposed to your gifts and abilities. You may undertake goals and activities that are below your skill level because of your relatively lower Self-Regard.

Your Self-Regard is in balance with your Problem Solving.

Your Self-Regard is in balance with your Reality Testing.

> Self-Regard (76)

Self-Actualization
(101)

> Optimism (80)

> Reality Testing (70)

Self-Actualization is higher than Self-Regard. You may not take enough time to recognize your successes. You can better balance these skills by setting realistic goals and aligning them with what you want to achieve in life. If you set goals that are unrelated to what's important to you, accomplishing them will not necessarily improve your self-worth.

Self-Actualization is higher than Optimism. This imbalance impacts Self-Actualization in two ways: you may set very conservative personal goals and/or your activities or interests do not challenge you to your fullest. Create better balance by celebrating your successes and recognizing the impact they have on your future.

Self-Actualization is higher than Reality Testing, suggesting that you may risk pursuing activities and goals that are not as realistic or as well suited to you as they could be. Regularly check in on your progress towards achieving your goals so that unrealistic pursuits can be abandoned for more achievable tasks.

< Reality Testing (70)

Emotional Self-Awareness
(51)

< Emotional Expression (72)

< Stress Tolerance (84)

Because Emotional Self-Awareness is lower than Reality Testing, you may concentrate more on the feelings of those around you or the situation at hand than on your own feelings. Ideally, the two should be in balance so that you consider your own feelings in concert with the feelings of others.

Because Emotional Self-Awareness is lower than Emotional Expression, you may have a tendency to express emotions more often than you take the time to fully understand them. This imbalance may result in the untimely expression of emotions, or expressing emotions without the appropriate rationale or reasoning.

Because Emotional Self-Awareness is lower than Stress Tolerance, you may be better able to cope with stress than you are able to understand or deal with the emotions associated with stress. Your current approach to handling stress may be more action oriented than it is about processing the emotions involved.

Balancing EI

Self-Expression

Emotional Expression (72)

Interpersonal Relationships (97)

Your Emotional Expression is lower than your Interpersonal Relationships result. This suggests that you may try to protect relationships by keeping your own feelings to yourself. However, sharing feelings in an appropriate manner typically strengthens relationships. Keep in mind that strong interpersonal relationships are built on trust and respect; openly sharing your thoughts and feelings can go a long way to building both.

Assertiveness (77)

Your Emotional Expression is in balance with your Assertiveness.

Empathy (78)

Your Emotional Expression is in balance with your Empathy.

Interpersonal Relationships (97)

Assertiveness is lower than Interpersonal Relationships suggesting you place a greater emphasis on protecting relationships than on being assertive. However, this may render you passive at times when your position or thoughts are different than those of the group. You may put team harmony ahead of standing up for what you believe in.

Assertiveness (77)

Emotional Self-Awareness (51)

Your Assertiveness is higher than your Emotional Self-Awareness; you may be assertive without firmly understanding your own feelings. Ensure that you attend to your tone of voice, body language, and the manner in which you treat others when you are being assertive. These cues will help you align your assertiveness more appropriately with your feelings.

Empathy (78)

Your Assertiveness is in balance with your Empathy.

Problem Solving (81)

Your Independence is in balance with your Problem Solving.

Independence (72)

Emotional Self-Awareness (51)

Your Independence is not in balance with your lower Emotional Self-Awareness. With this imbalance, you may run into situations where you are missing important feedback from others on your own emotions. If you find yourself in situations where you are working independently, you may need to seek out that "sounding board" that close colleagues can represent when you need a second opinion on your thoughts, emotions or decisions.

Interpersonal Relationships (97)

Independence is not in balance with Interpersonal Relationships. While on the surface this imbalance makes you appear to be an ideal team player, it could mean that you are more susceptible to relying on the direction or support of others. To balance out this relationship, try eliminating some of the everyday ways you depend on others in your job. For instance, do you always invite certain people to your meetings because you know they will "have your back"?

Balancing EI

Interpersonal

Self-Actualization (101)

Your Interpersonal Relationships is in balance with your Self-Actualization.

Interpersonal Relationships (97)

Problem Solving (81)

Interpersonal Relationships is higher than Problem Solving, indicating that you may put the social side of an issue ahead of the process of actually solving the problem. You may find it hard to make decisions that heavily impact those with whom you have close relationships. If this is true of you, focus on remaining empathic and resolving the problem at hand.

Independence (72)

Your Interpersonal Relationships result is higher than your Independence. With this imbalance, you may have a tendency to spend more time and effort fostering relationships than you do working independently, and you may be more susceptible to the opinions of others. In order to bring this relationship into balance, try identifying instances where you can make a decision on your own instead of deferring to others.

Emotional Self-Awareness (51)

Your Empathy is higher than your Emotional-Self Awareness. This imbalance suggests that you may be more comfortable and willing to deal with others' emotions than you are with your own. For you, the risk could be that you "feel for others" too much, without putting the same amount of energy into meeting your own needs. People who have this imbalance are sometimes described as martyrs, putting more emphasis on rescuing others than taking care of themselves.

Empathy (78)

Reality Testing (70)

Your Empathy is in balance with your Reality Testing.

Emotional Expression (72)

Your Empathy is in balance with your Emotional Expression.

Self-Actualization (101)

Social Responsibility is not in balance with Self-Actualization, and therefore it may appear that you place little emphasis on helping others achieve their potential. Try making one of the things you do for yourself more about others. For instance, if you love playing golf, consider donating your time to coach or setting up a charity golf tournament.

Social Responsibility (80)

Interpersonal Relationships (97)

Social Responsibility is not in balance with Interpersonal Relationships, indicating a preference to socialize and/or focus on close relationships rather than spending time supporting broader societal, community, or organizational issues. To better balance these components, find ways to socialize that provide benefits beyond just having fun; show your willingness to roll up your sleeves in support of colleagues, groups, or teams.

Empathy (78)

Your Social Responsibility is in balance with your Empathy.

Balancing EI

Decision Making

Problem Solving (81)

◀ Flexibility (99)

Your Problem Solving is lower than your Flexibility. This imbalance suggests that you may have a tendency to continue to look for alternate solutions to a problem, even when you are well into implementing a solution. Although this tendency may prove beneficial from time to time, you run the risk of being inefficient over the long-term.

▶ Reality Testing (70)

Your Problem Solving is higher than your Reality Testing, suggesting that you should make sure that your confidence in your strong problem solving skills doesn't override an evaluation of pertinent objective information. Try validating your thoughts and assumptions by asking someone else to define the problem as they see it, and look for similarities and discrepancies. This validation process can help you see your problem objectively, keeping you grounded while you arrive at timely decisions.

▶ Emotional Self-Awareness (51)

Your Problem Solving is higher than your Emotional Self-Awareness. This imbalance means that you may be at risk for misinterpreting your emotions, which can influence the type of decision you make. You may benefit from increasing your understanding and awareness of the roles different emotions play in your decision making process in order to bring Emotional Self-Awareness in balance with Problem Solving.

▶ Emotional Self-Awareness (51)

Reality Testing is not in balance with Emotional Self-Awareness, suggesting that when it comes to decision making you likely spend more time analyzing objective information than checking in with your emotions or others' emotions. Although there is room for emotional information in every decision you make, you may need to ensure that this is in balance with the objective information you collect.

Reality Testing (70)

⚖ Self-Regard (76)

Your Reality Testing is in balance with your Self-Regard.

◀ Problem Solving (81)

Reality Testing is not in balance with Problem Solving, suggesting that you may not focus as much as you could on bias-free and realistic information when solving problems. If you have the tendency to make quick, instinctual decisions it is important to double check that your assumptions are accurate—this will help bring your objectivity in line with your problem-solving capabilities.

Impulse Control (77)

◀ Flexibility (99)

Impulse Control is lower than Flexibility, suggesting that you are more flexible than regulated. Although flexibility is an essential skill, it is important to remain open to new ideas and change, though not at the expense of sound reason. You want to be flexible but not to the point that changes are made haphazardly without proper thought to the implications of the changes.

⚖ Stress Tolerance (84)

Your Impulse Control is in balance with your Stress Tolerance.

⚖ Assertiveness (77)

Your Impulse Control is in balance with your Assertiveness.

Balancing EI

Stress Management

Flexibility
(99)

➤ Problem Solving (81)

Your Flexibility is higher than your Problem Solving. Your inclination to be flexible may at times lead you to reflect or hesitate when making decisions. While it is good to be open to change and to consider options, your effectiveness can be reduced if you end up getting stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

➤ Independence (72)

Your Flexibility is higher than your Independence. This profile may make you susceptible to being swayed by others and their decisions (a.k.a. groupthink). If you find yourself appearing too compliant and easygoing, you could benefit from taking a stand when you believe something is important, even if your viewpoint differs from consensus.

➤ Impulse Control (77)

Because your Flexibility is higher than your Impulse Control, you may be inclined to make changes without giving an appropriate amount of thought to the change. Your behavior at work may be affected more by the demands of the moment than by longer term considerations. Watch for others' reactions to the changes you bring about. If they aren't on board with your change, it may be a sign that your changes are likely more impulsive than they are grounded.

⚖ Problem Solving (81)

Your Stress Tolerance is in balance with your Problem Solving.

Stress
Tolerance
(84)

⬅ Flexibility (99)

Your Stress Tolerance is lower than your Flexibility. When dealing with change, your tendency might be to alter the situation you are in rather than staying the course and dealing with emotions that result from the stress. While this can be effective at times, make sure that it isn't your only coping strategy. Consider various ways to cope with the stressor while maintaining your expected level of performance.

⬅ Interpersonal Relationships (97)

Stress Tolerance is lower than Interpersonal Relationships, indicating that your primary coping strategy for stress may be to socialize and focus on others, rather than actually dealing with the stressors in your life. Seeking support from others is a useful coping mechanism for stress, but your relationships should not be used as an escape from attentively managing the stress in your life. Use your support system to deal with stress, not to avoid it.

⚖ Self-Regard (76)

Your Optimism is in balance with your Self-Regard.

Optimism
(80)

⬅ Interpersonal Relationships (97)

Because Optimism is lower than Interpersonal Relationships, you may find yourself relying on your relationships to compensate for your less positive outlook. Beyond your relationships, there may be other aspects of your life that lower your optimism. For greater balance, consider what these aspects might be. Also consider how optimistic your friends, family, and colleagues are, and whether they encourage feelings of optimism for you.

➤ Reality Testing (70)

Your Optimism is higher than your Reality Testing, suggesting that you may tend to view situations and people with rose-colored glasses. More of your time and energy may be devoted to seeing the world optimistically than objectively. To better balance these components, look to ground your goals and expectations by seeking concrete evidence to support your plans, and by seeking confirmation from others when needed.

Item Responses

Responses are shown by item on the following two pages. Items are shown by subscale and are exactly as they appeared on the assessment. Please note, although some items use reversed language, the higher the response indicated, the more frequent is the behavior.

Responses to each item were provided using the following rating scale:

1= Never/Rarely; 2=Occasionally; 3=Sometimes; 4=Often; 5=Always/Almost Always.

This section of the report contains copyrighted items and information that are not intended for public disclosure. If it is necessary to provide a copy of the report to anyone other than the assessor, **this section must be removed.**

Self-Regard

10	Looking at both my good and bad points, I feel good about myself.	3
19	I feel sure of myself.	3
31	I don't feel good about myself.	4
64	I lack self-confidence.	3
89	It's hard for me to accept myself just the way I am.	4
128	I think highly of myself.	2
130	I respect myself.	3
132	I'm happy with who I am.	3

Self-Actualization

8	I accomplish my goals.	4
49	I feel I have something to contribute.	5
58	I seek out enriching experiences.	3
63	I am self-motivated.	4
73	I make good use of my abilities.	2
76	I strive to be the best I can be.	4
104	I am driven to achieve.	5
109	I try to make my life as meaningful as I can.	4
118	I look for ways to improve myself.	4

Emotional Self-Awareness

16	I pay attention to how I'm feeling.	1
27	I'm aware of the impact of my mood on others.	3
40	I know what triggers my emotions.	1
62	I'm aware of how I feel.	1
105	I recognize when I'm upset.	3
121	I understand how the emotions of others affect me.	1
125	I know which emotions affect my performance.	2

Emotional Expression

39	It's hard for me to share my feelings with others.	2
47	It's easy for me to express my feelings.	2
69	It's hard to express my intimate feelings.	5
93	When I'm sad, I talk to people about it.	1
100	I find it difficult to show people how I feel about them.	4
103	I find it difficult to show affection.	3
108	It's hard for me to describe my feelings.	5
117	It's hard for me to smile.	3

Assertiveness

3	I back down even when I know I am right.	3
7	I say "no" when I need to.	3
21	I am assertive without being offensive.	2
23	When I disagree with someone, I say so.	2
53	I am firm and direct when necessary.	3
86	I stand up for what I believe in.	4
95	I tell people what I think.	2

Independence

4	It's hard for me to make decisions on my own.	3
15	I cling to others.	4
46	I am easily influenced by others.	2
54	I prefer a job in which I'm told what to do.	3
65	It's hard for me to do things on my own.	4
81	I need reassurance from others.	4
97	I need other people more than they need me.	2
114	I am more of a follower than a leader.	4

Interpersonal Relationships

9	It's easy for me to make friends.	4
22	I enjoy talking with people.	4
38	I am easy to approach.	4
41	People confide in me.	4
66	I am fun to be with.	3
74	I'm a team player.	4
102	People think I am sociable.	3
129	I have good relationships with others.	4

Empathy

13	I'm aware of how others feel.	2
24	I am empathic.	3
30	I am good at understanding the way other people feel.	2
52	I avoid hurting the feelings of others.	4
70	I'm in touch with other people's emotions.	1
78	I relate to the emotions of others.	2
91	I respect the way others feel.	4
110	I am sensitive to the feelings of others.	4
124	I care about other people's feelings.	4

Social Responsibility

11	I act in an environmentally friendly way.	2
18	I try to make a difference in society.	3
20	I like helping people.	4
60	I am a contributing member of the groups to which I belong.	1
61	I contribute to my community.	3
115	I care about social issues.	3

Problem Solving

17	When I'm really upset, I can't decide what to do.	4
37	I tend to worry about a problem rather than try to solve it.	2
45	I avoid dealing with problems.	3
68	It's hard for me to decide on the best solution when solving a problem.	3

Item Responses

72	I get stuck when thinking about different ways of solving problems.	4
75	I feel overwhelmed when I need to make a decision.	3
84	If I have trouble solving a problem, I get frustrated and give up.	2
112	I let my emotions get in the way when making decisions.	2

Reality Testing

14	I see situations as they really are.	2
36	I make realistic plans to achieve my goals.	5
43	I recognize my own biases.	1
57	I have a good sense of my strengths and weaknesses.	2
77	I know when I need to be more objective.	3
85	I know when my emotions affect my objectivity.	1
107	Even when upset, I'm aware of what's happening to me.	4
111	I have a good sense of what is going on around me.	3

Impulse Control

2	I make rash decisions when I'm emotional.	2
5	I interrupt when others are speaking.	4
34	My impulsiveness creates problems for me.	2
44	I am impulsive.	4
48	When I start talking, it's hard to stop.	1
50	I tend to react hastily.	4
56	It's difficult for me to control my impulses.	4
67	It's hard for me to resist temptation.	4

Flexibility

6	It's difficult for me to change my opinion.	4
33	I do not like being in unfamiliar situations.	3
42	It's hard for me to change my ways.	2
82	It's hard for me to compromise.	4
87	I feel uneasy with last-minute changes.	2

96	It's hard for me to make changes in my daily life.	2
120	I need things to be predictable.	2
122	Change makes me uneasy.	2

Stress Tolerance

1	I keep calm in difficult situations.	2
26	I can't think clearly when I'm under stress.	2
55	I thrive in challenging situations.	2
79	I handle stress without getting too nervous.	2
88	I perform well under pressure.	3
99	I cope well with stressful situations.	3
113	I handle upsetting problems well.	3
123	I do not react well to stressful situations.	2

Optimism

29	I stay positive even when things get difficult.	2
32	I am optimistic.	3
35	I expect the worst.	4
80	I am hopeful about the future.	3
83	I see the best in people.	4
90	I have good thoughts about the future.	3
98	I expect things to turn out all right, despite setbacks from time to time.	3
116	I have a positive outlook.	3

Happiness

12	It's hard for me to enjoy life.	3
28	I am not happy with my life.	4
51	I am enthusiastic.	2
71	I am happy.	3
92	I am satisfied with my life.	3
101	I'm excited about my life.	3
106	When I wake up in the morning, I look forward to the day.	3
126	I am content.	3

Inconsistency Item Pairs indicates inconsistent responses

80.	I am hopeful about the future.	3
90.	I have good thoughts about the future.	3
29.	I stay positive even when things get difficult.	2
32.	I am optimistic.	3
130.	I respect myself.	3
132.	I'm happy with who I am.	3
92.	I am satisfied with my life.	3
101.	I'm excited about my life.	3
71.	I am happy.	3
116.	I have a positive outlook.	3

110.	I am sensitive to the feelings of others.	4
124.	I care about other people's feelings.	4
28.	I am not happy with my life.	4
31.	I don't feel good about myself.	4
88.	I perform well under pressure.	3
99.	I cope well with stressful situations.	3
70.	I'm in touch with other people's emotions.	1
78.	I relate to the emotions of others.	2
106.	When I wake up in the morning, I look forward to the day.	3
126.	I am content.	3

Positive Impression/Negative Impression

25	I make mistakes.	4
59	I like everyone I meet.	3
94	I have bad days.	4

119	Things bother me.	5
127	I only care about what is best for others.	3
131	I know the right answer.	4

Follow-up Questions

The following questions are suggested to probe further into your client's results. Questions are listed by subscale.

Self-Regard

1. What do you believe are your strengths? Provide an example where you used your strengths to your advantage.
2. Which of your abilities require development? Provide an example where you have had to work around/compensate for an area of weakness.
3. Describe a situation where you had to overcome feelings of insecurity or low confidence in your abilities.
4. Tell me about a time when it was clear you had made a mistake or error. How did you feel and what action did you take to rectify the situation? Why do you think you felt this way?
5. How can you use your strengths to achieve more of your goals (personal or job performance)? How can you overcome weaknesses on the way to achieving your goals?
6. What are you willing to do to improve your skills, abilities, habits, and attitudes?

Self-Actualization

1. What are some of your interests outside of work?
2. Can you describe 1 or 2 of your short-term goals? Long-term goals? How are your short-term goals connected to your long term-goals?
3. Tell me about your process for setting goals? How would you describe the goals you set for yourself?
4. What new activities or interests would you like to explore?
5. How do you make time to do things you truly enjoy? What are some of the benefits both you and your career receive from these activities?

Emotional Self-Awareness

1. How do your emotions affect other people? Can you provide an example where your teamwork (or a relationship) was affected by the way you were feeling?
2. What things do you feel really happy about? Sad? Angry? Describe how you experience these emotions physically, behaviorally, cognitively.
3. Describe a time when you were making a decision and your emotions got the best of you? What emotion were you experiencing and what was your reaction?
4. What emotions help your job performance? Which emotions hinder your performance?
5. Are there emotions that you are more comfortable with than others? Why do you think that is?

Emotional Expression

1. Are there some emotions you feel more comfortable expressing than others? Why do you think that is? How do you express what you are feeling? Give examples?
2. Describe a time when you regretted not having expressed your true thoughts or feelings about something. What were the consequences (positive and negative) of not expressing your feelings? How would the situation have been different had you been more expressive?
3. In general, do you find yourself bottling up emotions? How does this affect your ability to get your work done?
4. What does being happy look like to you? Being angry? Being frustrated?
5. Have others ever misread your feelings or thoughts? Why do you think that happened?

Assertiveness

1. Describe a scenario in which you behaved assertively. What specifically did you do or say that was assertive?
2. What do you find challenging about being assertive? What is it about the context or situation that makes you uncomfortable standing up for yourself?
3. How would you react if someone on your team consistently failed to pull their weight on a team project?
4. What is the difference between assertive and aggressive behavior? Have you ever been perceived as being aggressive? How do you know?
5. Tell me about a time when you disagreed with someone. What did you do/say and what was the outcome?

Follow-up Questions

Independence

1. Describe your typical style for making decisions.
2. Can you give an example of when you relied on others to make a decision for you? What was the outcome?
3. What feelings do you experience when you need to work independently from others?
Do these feelings change (i.e., become more or less intense) over time?
4. To what extent do you involve others in the decisions you make?
5. Can you describe a situation where you went against the grain and made a decision that was not the popular choice?
What was the outcome?

Interpersonal Relationships

1. Describe a time when you had to mediate a conflict between team members. Describe a time when you had to deal with an interpersonal conflict with a team member. How did your emotions differ between experiences?
2. What efforts do you put in to maintaining healthy and effective relationships at work?
How do you know when a working relationship is effective?
3. Describe what types of social situations make you feel uncomfortable. What is your typical response in these situations?
4. Tell me about a time when you had to put extra effort into maintaining a close relationship.
What value did this relationship have in your life?
5. Has there ever been a time when your relationships have made it difficult to make a decision or get your work done?

Empathy

1. Tell me about a time when it was really important that you were able to understand the way someone else felt.
How did you convey this understanding? How did you ensure you understood them?
2. Describe a situation where you were not as sensitive to someone's feelings as you should have been.
Why do you think this was the case? What could you have done differently?
3. In your opinion, what is the difference between sympathy and empathy? How do you ensure you display these differently?
4. How do you ensure you have really understood how another person is feeling?
5. Describe a situation where you found it difficult to make a decision because of the way the outcome might impact others.
What was the result of your decision?

Social Responsibility

1. What have you done recently to help those in need?
2. Describe a situation where you have placed others' needs/interests over your own.
How often does this type of scenario occur in your life?
3. How do you define "being a team player" in your job? What are some examples of where your success can be attributed to your team and not to you alone?
4. What social issues are of particular concern to you? How do you contribute to these causes?
5. Provide an example of when you had to take responsibility for your actions. How did this make you feel?

Problem Solving

1. What was one of the most challenging problems you have ever had to solve?
Describe the problem-solving process you used to arrive at the solution.
2. How do you think your problem-solving process looks to those you work with?
What would they say are strengths of this process? What would they say you could do better?
3. Describe a time when your emotions hampered your ability to make a decision. Why did you get sidetracked?
4. What role do your emotions play in your problem-solving process? How do they help or hinder your ability to arrive at a solution?
5. Tell me about a time when you made a rash decision. What caused this to happen and how did it affect others?

Reality Testing

1. Would you describe yourself as a realist or an idealist? How does this description manifest itself in your job?
2. Describe a time where you incorrectly sized up a situation. What information did you misjudge and what was the impact?
3. How would others describe the goals you set? What information do you take into account when you set these goals?
4. Tell me about a time when you should have been more objective rather than relying on a "gut feeling".
How do you confirm that your "gut feeling" is accurate?
5. Tell me about a time when you should have listened to your instincts rather than being so objective. How do you confirm that your instincts are reliable?

Follow-up Questions

Impulse Control

1. How do you typically deal with an impulse to act?
2. Tell me about a time when you had to exercise patience and control over your behavior.
3. Describe a situation where you were impatient and reacted hastily. How did this impact the end result?
4. Describe a situation where it was beneficial for you to act quickly. How did this make you feel?
5. Has your impulsiveness ever created problems for you? How do you think others view your behavior in these instances?

Flexibility

1. Would others say that you are flexible and open to change, or rigid and set in your ways?
What benefits and drawbacks does your typical style bring to your workplace?
2. How do you successfully manage change in an environment where people are hesitant to depart with their old ways of doing things?
3. Give an example of where you found it difficult to adjust to a change in your job. What emotions were you feeling?
4. Do you prefer your work to be predictable and stable, or do you enjoy conditions that require you to change what you do?
5. Describe a time where you have to adjust quickly to changes in your environment.
What was your process for changing your behavior/tasks?

Stress Tolerance

1. How do you tackle stressful circumstances at work? What is an example of where you had to manage stress in order to get your job done?
2. What circumstances are stressful for you? How do you proactively manage these circumstances in order to reduce the stress you experience?
3. How does stress manifest itself in the way you feel (i.e., emotionally, physically) or act?
Can you detect the very onset of stress in your body?
4. What strategies do you use to cope with stress? How much do these strategies rely on support from others?
5. Describe a time when it was important for you to remain calm under pressure.
What skills or techniques did you use? How were others impacted in this situation?

Optimism

1. Would you describe yourself as having positive or negative expectations about how things will turn out?
How does this impact the way you set goals and objectives?
2. Describe a project/task where you experienced several setbacks. What was your approach to overcoming these difficulties?
3. When planning and setting goals, how do you manage risk? What does your contingency plan look like?
4. Describe a situation where you were overly positive or overly negative in your expectations about how things would turn out.
What impact did your outlook have on your performance and that of others?
5. What are some resources or strategies you draw upon in order to stay positive about the future?

Action Plan

The steps your client takes towards achieving his/her EI goals will determine whether or not success is realized. Use this step-by-step activity plan to help guide your client towards accomplishing personal objectives. Remember to use the **SMART** goal setting criteria for each goal.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

Write down up to three EI skills or behaviors that require further development (e.g., “reflective listening” to build empathy, or “recognizing how my body reacts to stress” to raise emotional self-awareness). The SMART goals should then help to strengthen these EI skills and behaviors.

- 1.
- 2.
- 3.

Write down up to three overall qualities that your client would like to have (e.g., integrity, providing clear leadership, team player, clear communicator). In some way the SMART goals he/she outlines in this action plan should help to achieve these qualities.

- 1.
- 2.
- 3.

Transfer your client's SMART goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
Listen to others	In team meetings Starting from today	Other people will listen to me I will get to hear everyone's views	Feedback from the team to say that I am listening to them more Take actions that other people have suggested	From the team to give me honest feedback	Time – often do not have time to listen to views but just need to give instructions. If this is the case need to tell people at the beginning of the meeting

I commit to this action plan _____
(signature)

EI Development Commitment

A Development Commitment is a tool to help hold your client accountable for accomplishing the goals outlined in his/her action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get back to work and our

organization's demands win the competition for time and attention. By outlining your client's objectives here, and ensuring that your client does the same in his or her report, you help your client to be more accountable to reaching their professional objectives.

My Client's Development Goals

My client's action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Client's Signature _____

Coach's Guide to an EQ-i 2.0 Debrief Session

Preparing for the Debrief

Review the Report

- Review the **Response Style Explained** page and look into any flagged areas.
- Review the Total EI score and composite scores. Where does the client fall in relation to the general population?
- Review the individual subscales and patterns. Which particular combinations of subscales are striking to you? Which do you want to investigate at the item level?
- Review item scores for any particularly high or low scores.
- Examine the **Balancing EI** page. What stands out in this client's results? Which subscales do you need to look at more closely? What might be some challenges associated with the results?
- Make notes on areas you are curious about.
- What is your overall impression? What will you want to keep in mind as you go through the debrief?

Conducting the Debrief

Phase	Points to Keep in Mind	Questions to Ask
1. Build Rapport The first step is to create a sense of ease and establish common goals between you and your client.	<ul style="list-style-type: none"> <input type="checkbox"/> Explain how the feedback will be structured and how long it will take. <input type="checkbox"/> Ask what the client wants to get out of the session. <input type="checkbox"/> Remind the client of the confidentiality agreement and who "owns the data". <input type="checkbox"/> If appropriate, show the client a sample report so that they are prepared for what they will be seeing in their own report. This may help them understand what the results will indicate before they actually see them. <input type="checkbox"/> Remind the client that this is a self-report and that it is a "snapshot in time". It is a starting point for discussion, not the end of the investigation. 	<ul style="list-style-type: none"> <input type="checkbox"/> How are you feeling about this meeting? <input type="checkbox"/> What was your experience in taking the assessment? Probing questions: were you alone, did you do it at the beginning of the day, end of the day; do you recall any items that you had difficulty with or that were not clear to you? <input type="checkbox"/> Is there anything significant going on in your life that may have affected how you responded to the items? <input type="checkbox"/> How did you find the items themselves? Anything you found odd or curious? <input type="checkbox"/> Do you have any questions or comments before we go over your profile?
2. Validate Facts Next, establish the "truth" of EQ-i results in the eyes of your client.	<ul style="list-style-type: none"> <input type="checkbox"/> Give definition of EI and recap details of the EQ-i 2.0. <input type="checkbox"/> As you can see, the bars represent how you responded to the items on each scale of the EQ-i 2.0. <input type="checkbox"/> The bars that are in the middle range show that compared to the general population, you answered the items in a similar way. <input type="checkbox"/> Bars to the left indicate decreased use of behaviors related to the scale. <input type="checkbox"/> Bars to the right indicate increased use of behaviors related to the scale. 	<ul style="list-style-type: none"> <input type="checkbox"/> What is your first impression of this profile? <input type="checkbox"/> Does this profile look accurate to you? <input type="checkbox"/> What surprises you? <input type="checkbox"/> Where would you like to focus first? <input type="checkbox"/> What questions do you have about your results? <input type="checkbox"/> Can you give me an example of how you use that skill? <input type="checkbox"/> Would you say this is a real strength of yours? <input type="checkbox"/> This suggests to me that _____. Is that true of you?

Coach's Guide to an EQ-i 2.0 Debrief Session

Phase	Points to Keep in Mind	Questions to Ask
<p>3. Discovery</p> <p>In the third step, the goal is to acquire a full understanding of any challenges that may be present. As a coach, you want to probe for details to clarify your client's thoughts, feelings, opinions, and expectations.</p>	<p>Use the Follow-Up Questions pages to get a better understanding of how your client demonstrates the skills related to specific subscales.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What areas stand out for you as things you'd like to focus on? <input type="checkbox"/> How satisfied are you with that? <input type="checkbox"/> What concerns do you have with that situation? <input type="checkbox"/> Why do you think that is so? <input type="checkbox"/> What is the message here? <input type="checkbox"/> What gets in your way in this area? <input type="checkbox"/> Why is that so frustrating? <input type="checkbox"/> How do you see that contributing to your success? <input type="checkbox"/> How do you see that holding you back? <input type="checkbox"/> Do these areas interfere with achieving your goals in any way? <input type="checkbox"/> How might a decreased use of these types of behaviors help you in your role?
<p>4. Establish Relevance</p> <p>Next, activate interest in finding a solution and gauge the possibility and desire for change.</p>	<p>Connect the importance of your conversation to your client's work.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> It sounds like it is important for you to ___ on the job. Is that correct? <input type="checkbox"/> How long have you been doing that? <input type="checkbox"/> To what extent is that effective for you? <input type="checkbox"/> How is that behavior working for you?
<p>5. Explore Benefits</p> <p>The goal here is to help your client become aware of the benefits of change by considering the benefits of a particular solution.</p>	<p>Pose hypothetical, job-related situations to help your client imagine a new state of behavior and its outcomes.</p> <p>"If... then" questions help the client project an ideal state of operating effectively.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What is the ideal situation here? <input type="checkbox"/> If you had a choice, what would you do? <input type="checkbox"/> If you didn't have to deal with ____, how would things be different? <input type="checkbox"/> What kind of support would be helpful? <input type="checkbox"/> If you were going to work on one or two areas, which one(s) would you choose? <input type="checkbox"/> What benefits would you like to achieve by improving in those areas?
<p>6. Transition</p> <p>The last part of the session involves discussing next steps and establishing the client's commitment to continue working with you.</p>	<p>Ask transition questions to remind your client of time limitations to ensure the majority of areas you both want to discuss are addressed.</p> <p>"How" questions help work out the logistics of your future relationship.</p> <p>If appropriate, complete the Development Action Plan together with your client.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> It sounds like this is an area you'd like to work on. What are some ways that you might be able to further develop in this area? <input type="checkbox"/> What is one thing you can do to further develop this skill? <p>Questions to help close the conversation:</p> <ul style="list-style-type: none"> <input type="checkbox"/> How would you like to move forward? <input type="checkbox"/> How committed are you to your development plan? <input type="checkbox"/> If you're not completely committed, what do you need to do to get there? <i>OR</i> What do you need to change in your development plan in order to be fully committed? <input type="checkbox"/> How will you remain accountable for developing in this area? <input type="checkbox"/> I propose that we ____. Does that sound good to you? <input type="checkbox"/> What outstanding questions do you have?