

EMOTIONAL INTELLIGENCE

EQ







THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.



Report for John Doe
ID HC243158
Date 27 February,2014

Introduction

The Hogan EQ assessment evaluates emotional intelligence, or the ability to perceive, control, and share one's own and others' emotions. Persons with high scores seem calm, quiet, poised, and optimistic; persons with low scores seem intense, passionate, bold, and talkative. This report provides scores and feedback for the following six EQ scales:

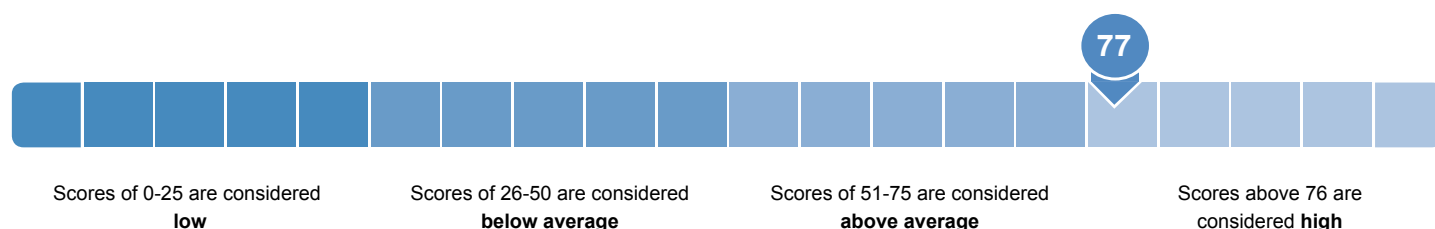
 <p>Awareness The degree to which people seem in touch with their emotions</p>	 <p>Detection The degree to which people seem aware of others' emotions</p>
 <p>Regulation The degree to which people seem to maintain positive emotional states</p>	 <p>Influence The degree to which people seem intentionally to affect others' moods, thoughts, and behaviours</p>
 <p>Expression The degree to which people seem to communicate desired emotional states to others</p>	 <p>Empathy The degree to which people seem to feel what others are feeling</p>

EQ and the workplace	Using this report
<p>People with higher EQ scores have four advantages at work:</p> <ol style="list-style-type: none"> 1 They quickly understand what others feel and why they behave in certain ways. 2 They are rewarding to deal with and hard to provoke. 3 They remain calm in stressful situations and handle pressure well. 4 They are enthusiastic and optimistic about work. 	<p>This report provides a total EQ score, which reflects respondents' overall emotional intelligence. The higher the score, the higher a person's EQ.</p> <p>The report also provides feedback on a scale-by-scale basis, including discussion points, interpretive information, summaries of likely behaviours, and the pros-and-cons of scores as they concern leadership, teamwork, and employability.</p> <p>EQ impacts career success in jobs that require social interaction. Many low EQ people are successful, but they would be even more so if they attended to the issues identified in this report. This is especially true for people who aspire to (or are already in) leadership positions. It is also worth remembering that factors such as ambition, expertise, and creativity contribute substantially to career success and are largely independent of EQ.</p>

Total EQ score

Mr. Doe's total EQ score of 77 indicates **high** emotional intelligence. He should seem:

- Composed, self-contained, and hard to provoke
- Optimistic, trusting, and somewhat naïve
- Caring, considerate, and humble
- Predictable and trustworthy





The total EQ score is the average of the six EQ scale scores summarised below. The scores indicate the proportion of the population who score at or below Mr. Doe. For example, a score of 75 on a given scale indicates that Mr. Doe's score is higher than approximately 75% of the population.

Scale	Score	Rating
Awareness	64	Above average
Detection	83	High
Regulation	70	Above average
Influence	93	High
Expression	99	High
Empathy	50	Below average

Awareness

The degree to which people seem in touch with their emotions

	<p>Low scorers tend to be: Uninterested in self-analysis Indifferent to own emotions Unreflective</p>		<p>High scorers tend to be: Self-aware In touch with their own emotions Introspective</p>
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Mr. Doe's score on the Awareness scale is **above average**. He should seem:

- Usually aware of his own moods
- Willing to defer decision-making to others who have more expertise in an area
- Interested in feedback on his own performance
- Composed, controlled, and generally patient
- Introspective and aware of his own emotional states

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Concerned about keeping negative emotions under control	Interested in feedback from team members	Others will appreciate his stable moods
Cons	Sometimes indecisive for no reason	May be reluctant to offer advice	May seem to lack career direction

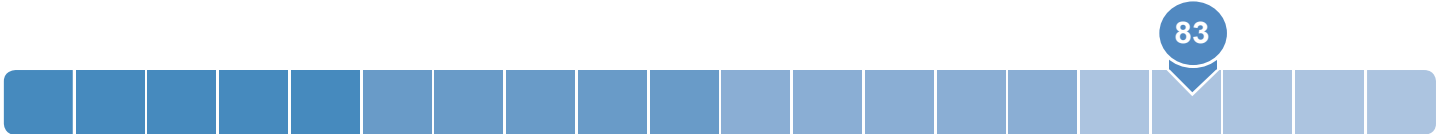
Things to discuss with Mr. Doe:

- How often do you evaluate your own moods, thoughts, and behaviours?
- How important is it for you to know what others think of you?
- Do you adjust your behaviours to conform to others' expectations of you?
- In what ways could you improve your understanding of how others see you?

Detection

The degree to which people seem aware of others' emotions

	<p>Low scorers tend to be:</p> <ul style="list-style-type: none"> Unperceptive Unobservant Overly logical 		<p>High scorers tend to be:</p> <ul style="list-style-type: none"> Perceptive Socially insightful Intuitive
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Mr. Doe's score on the Detection scale is **high**. He should seem:

- Genuinely interested in other people
- Naturally inclined to see others in positive terms
- Reluctant to support unpopular positions
- To avoid confronting poor performance
- Attuned to important social cues

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:


	Leadership	Teamwork	Employability
Pros	Expresses real interest in subordinates' problems	Keenly aware of his impact on the team	Understands what managers want, even if they are unclear
Cons	Avoids confronting poor performance	Can become distracted by overanalysing team members' motives and emotions	May be considered overly personal and curious by those who prefer to keep a professional distance

Things to discuss with Mr. Doe:

- How do you attempt to better understand others' emotions or behaviours?
- How much time do you spend trying to evaluate others' thoughts or emotions?
- Can you think of a work situation in which you benefited from accurately interpreting colleagues' or bosses' behaviours?
- What are the most challenging aspects of trying to understand what other people think or feel?

Regulation

The degree to which people seem to maintain positive emotional states

	<p>Low scorers tend to be: Pessimistic Defensive Temperamental</p>		<p>High scorers tend to be: Optimistic Cool-headed Even-tempered</p>
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Mr. Doe's score on the Regulation scale is **above average**. He should seem:

- To control his emotions
- Rarely to be moody or temperamental
- To prefer to avoid conflict when reasonably possible
- Usually patient with colleagues, subordinates, and managers
- Restrained and at times enigmatic

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Deals well with ambiguous and unstructured circumstances	His steadiness may be the glue that keeps the team together	Others will appreciate his efforts to maintain cordial relations
Cons	May seem to want to avoid rocking the boat even when it is appropriate	Team members may not know where he stands on the issues	Others may be frustrated by his reluctance to express direct opinions

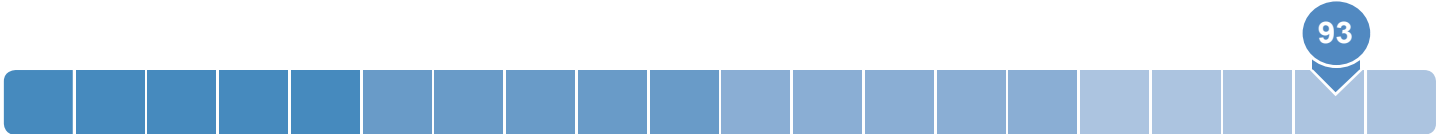
Things to discuss with Mr. Doe:

- How often do you make emotional decisions?
- Do work colleagues and bosses find you unpredictable?
- In what ways could you improve your emotional response to others?
- Do you adjust your behaviour or emotions around others?

Influence

The degree to which people seem intentionally to affect others' moods, thoughts, and behaviours

	<p>Low scorers tend to be: Non-charismatic Unable to influence Reserved</p>		<p>High scorers tend to be: Charming Persuasive Enthusiastic networkers</p>
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Mr. Doe's score on the Influence scale is **high**. He should seem:

- Determined to create good first impressions on others
- To want to innovate and make positive changes
- Able to identify problems in policies and procedures
- To be a fine colleague and team player
- To be a natural salesperson and networker

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Seems to be an effective and persuasive communicator	Is likely to be a force for innovation and progress	His interpersonal skills should be a powerful career booster
Cons	He may lose sight of the objective while trying to gain others' support	Could persuade other team members to follow his agenda	May seem to focus more on networking than working



Things to discuss with Mr. Doe:

- How easy is it for you to convince others of your ideas and opinions?
- Do you often dominate group discussions when you are in a team setting?
- How important is it for you to alter others' behaviours or opinions?
- In what ways can you improve your ability to influence others?



Expression

The degree to which people seem to communicate desired emotional states to others

	<p>Low scorers tend to be: Emotionally volatile Indifferent communicators Emotionally restrained</p>		<p>High scorers tend to be: Able to appropriately display emotions Engaged communicators Emotionally expressive</p>
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Mr. Doe's score on the Expression scale is **high**. He should seem:

- To have strong communication skills, even outside his area of expertise
- To be candid and transparent
- To be a disciplined thinker
- To be careful and efficient in his work
- Friendly, cordial, considerate, and charming

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Uses emotional displays to inspire followers	Should contribute positively to team morale and cohesion	Seems to have talent for sales and customer service jobs
Cons	May sometimes share too much information	May expect team members to be more interested in his emotions than they actually are	May not fit with jobs that require rapid adjustment to constant change

Things to discuss with Mr. Doe:

- How easy is it for others to understand what you feel?
- How often do you allow your emotions to be visible to others?
- Do you adjust your emotions depending on whom you are with?
- In what ways could you better convey your emotions to others?

Empathy

The degree to which people seem to feel what others are feeling

	<p>Low scorers tend to be: Unconcerned with others' feelings Blunt and direct Indifferent to others' moods</p>		<p>High scorers tend to be: Attuned to others' feelings Tactful Responsive to others' moods</p>
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Mr. Doe's score on the Empathy scale is **below average**. He should seem:

- To pay little attention to others' feelings
- Not to be a good listener
- Independent, self-reliant, and possibly indifferent to others' problems
- Tense, edgy, and irritable
- Sometimes quick to judge and find fault with others' performance

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Unafraid to make unpopular decisions	Comfortable thinking, choosing, and acting independently	Good fit for jobs where conflict and confrontation are unavoidable
Cons	Can be insensitive to subordinates' problems, issues, and needs	May prefer to work alone and not as part of a team	May be seen as an independent maverick or disruptor

Things to discuss with Mr. Doe:

- When were you last deeply affected by someone else's sadness?
- How often do the feelings or moods of others influence you?
- How important is it for you to put yourself in other people's shoes?
- Do others see you as caring and altruistic?