

EMOTIONAL INTELLIGENCE VIEW360

Emotional Intelligence View 360 Report for:

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Canyon Ranch

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The Emotional Intelligence View 360 report is designed to provide a focus about specific emotional intelligence competency strengths and potential development areas. It should not be used as a source of information concerning personnel actions including promotion, salary, review or termination.

EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report

Introduction

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarizes feedback from the following type and number of raters:

Self	1
Manager	1
Peer	6
Direct Report	4
Peer	0

What Does this Report Give Me?

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report Continued

What is Emotional Intelligence?

It's not how intelligent we are, but how we are intelligent. At the most basic level, Emotional Intelligence is the ability to recognize, understand and manage your emotions and behavior effectively.

What are the Components of Emotional Intelligence?

The most widely accepted model of emotional intelligence (EI) has been influenced by several scientists and researchers. Howard Gardner's (1983) theory of multiple intelligence lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognized today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their theory of EI in 1990 and Reuven Bar-On (1988) has placed EI in the context of health and well-being. Daniel Goleman (1998) formulated EI in terms of a theory of organizational and job performance.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

What is the Association between Emotional Intelligence and Effectiveness?

A growing research literature suggests that Emotional Intelligence may play a far more important role in career success and job performance than IQ. Studies suggest that:

- ✓ Highly conscientious employees who lack social and emotional intelligence perform more poorly than those high in conscientiousness and emotional intelligence
- ✓ On average, strengths in purely cognitive capacities are approximately 27 percent more frequent in high performers than in the average performers, whereas strengths in social and emotional competencies are 53 percent more frequent
- ✓ The highest performing managers and leaders have significantly more "emotional competence" than other managers
- ✓ Poor social and emotional intelligence are strong predictors of executive and management "derailment" and failure in one's career

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Competency Definitions

SELF MANAGEMENT

Self-Development

Manages one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Stress Tolerance

Maintains balance and performance under pressure and stress. Copes with ambiguity and change in a constructive manner.

Self-Control

Manages and controls emotions and behavior in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Trustworthiness

Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationships with others.

Strategic Problem Solving

Analyzes a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Achievement Orientation

Accomplishes tasks, projects and assignments on time and with quality.

RELATIONSHIP MANAGEMENT

Building Strategic Relationships

Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Conflict Management

Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence

Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Interpersonal Sensitivity/Empathy

Takes actions that demonstrate consideration for the feelings and needs of others.

Team/Interpersonal Support

Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments.

Collaboration

Establishes and develops cooperative, supportive and collaborative working relationships with others.

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Competency Definitions Continued

COMMUNICATION

Written Communication

Expresses written thoughts and ideas in a clear and concise manner.

Two-Way Feedback

Keeps others informed in a timely manner.

Oral Communication

Conveys oral thoughts and ideas in a clear and concise manner.

Oral Presentation

Presents individual and organizational viewpoints to groups in a clear and persuasive manner.

Listening

Listens attentively and seeks to understand the verbal communications of others.

EMOTIONAL INTELLIGENCE VIEW 360 FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View Introduction

This section provides feedback about your level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

	Perception	Behavior
Self	Self-Awareness	Self-Management
Others	Social Awareness	Relationship Management

Self-awareness and Social-awareness can be categorized in four distinct ways:

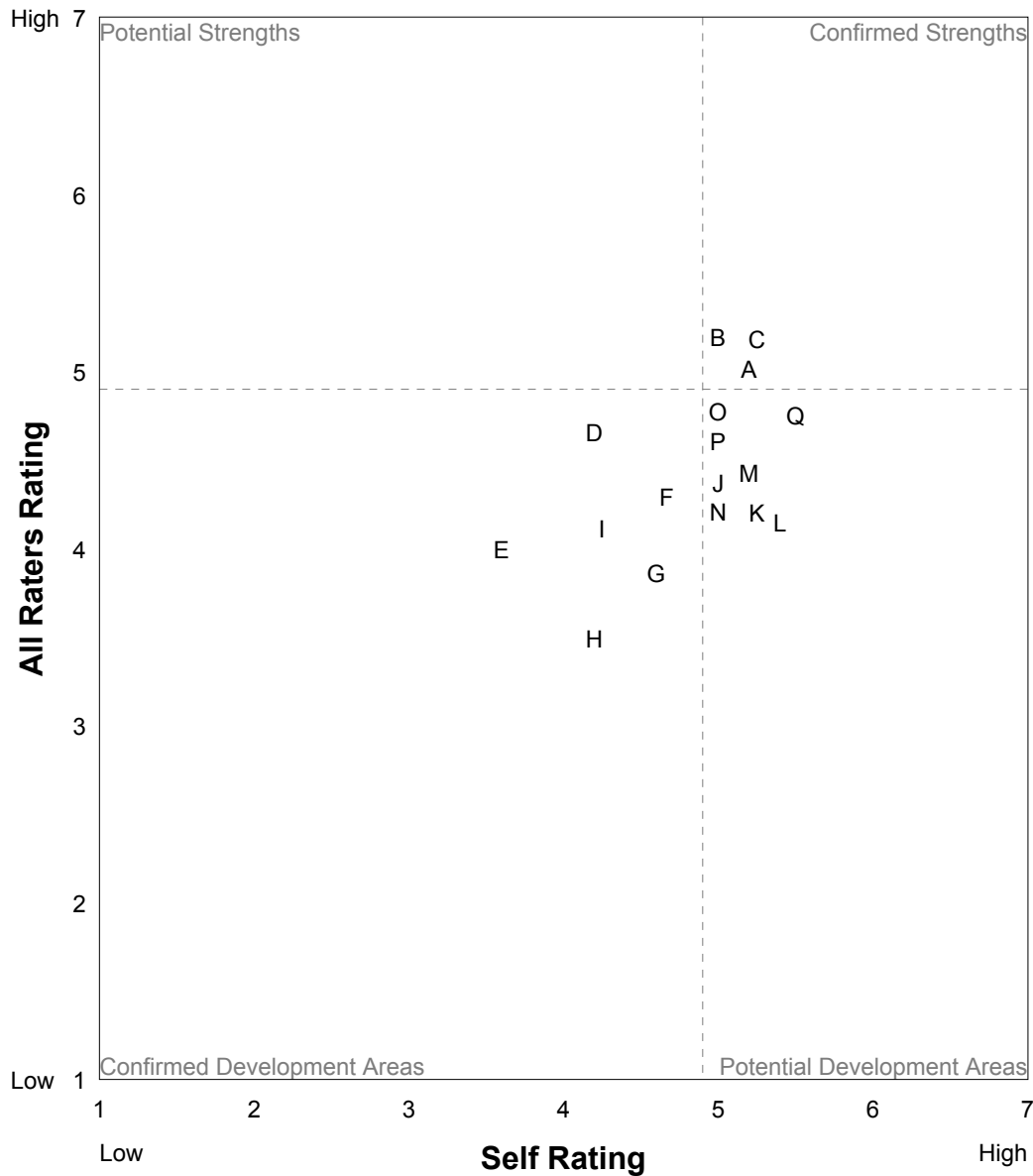
1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

Examine which specific emotional intelligence competencies fall into each of these four categories. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - ALL RATERS VIEW (N = 11)



Average Scores

	<u>Self</u>	<u>All Raters</u>
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Confirmed Strengths

A. Strategic Problem Solving	5.20	5.02
B. Achievement Orientation	5.00	5.20
C. Oral Communication	5.25	4.95

Confirmed Development Areas

D. Adaptability/Stress Tolerance	4.20	4.66
E. Self-Control	3.60	4.00
F. Building Strategic Relationships	4.67	4.30
G. Conflict Management	4.60	3.87
H. Interpersonal Sensitivity/Empathy	4.20	3.49
I. Listening	4.25	4.11

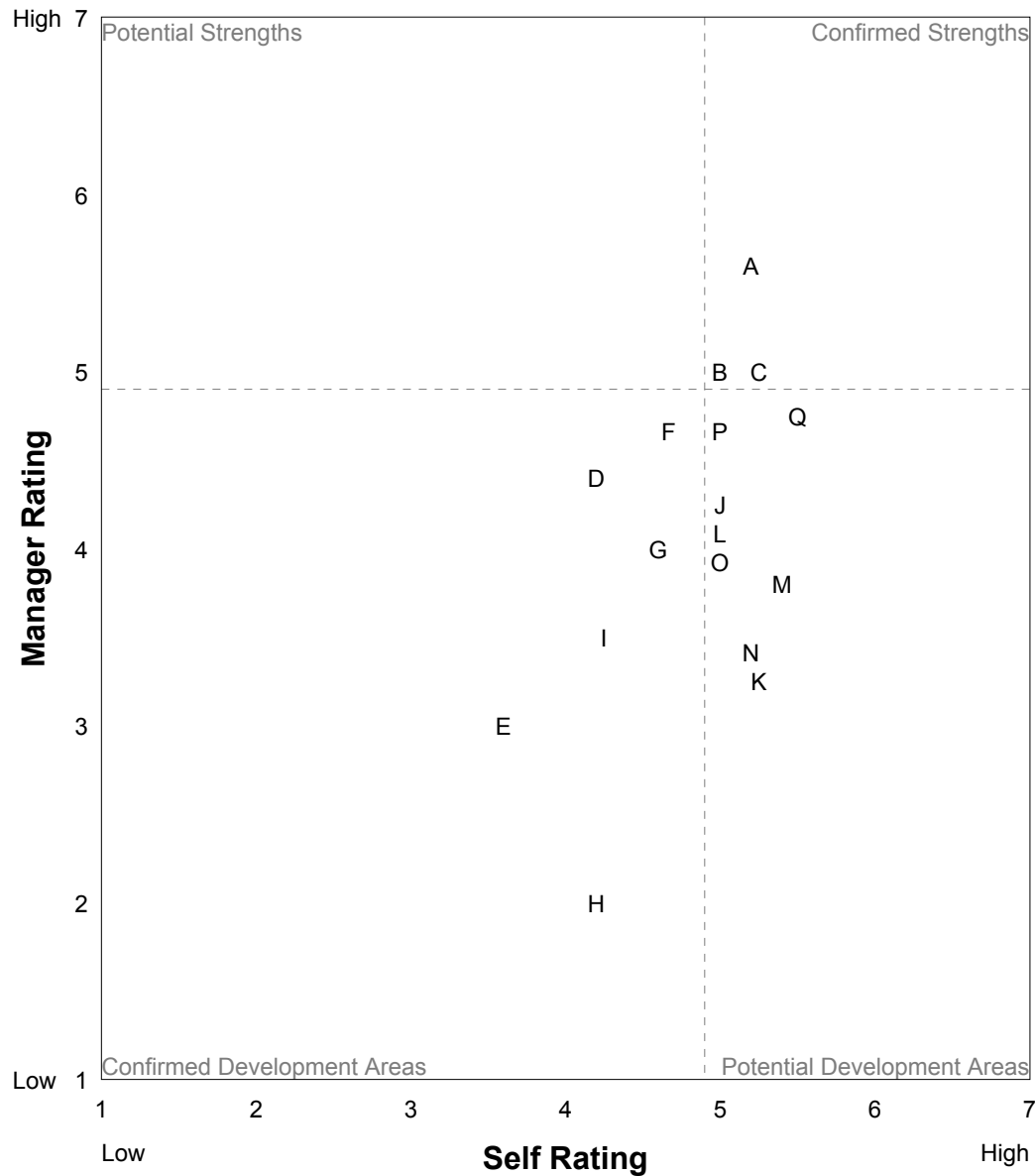
Potential Development Areas

J. Self-Development	5.00	4.38
K. Trustworthiness	5.25	4.20
L. Leadership/Influence	5.40	4.15
M. Team/Interpersonal Support	5.20	4.43
N. Collaboration	5.00	4.36
O. Written Communication	5.00	4.77
P. Two-Way Feedback	5.00	4.64
Q. Oral Presentation	5.50	4.76

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Self-Awareness and Social Awareness View

SELF - MANAGER VIEW (N = 1)



Average Scores

Self Manager

Confirmed Strengths

A. Strategic Problem Solving	5.20	5.60
B. Two-Way Feedback	5.00	5.00
C. Oral Communication	5.25	5.00

Confirmed Development Areas

D. Adaptability/Stress Tolerance	4.20	4.40
E. Self-Control	3.60	3.00
F. Building Strategic Relationships	4.67	4.67
G. Conflict Management	4.60	4.00
H. Interpersonal Sensitivity/Empathy	4.20	2.00
I. Listening	4.25	3.50

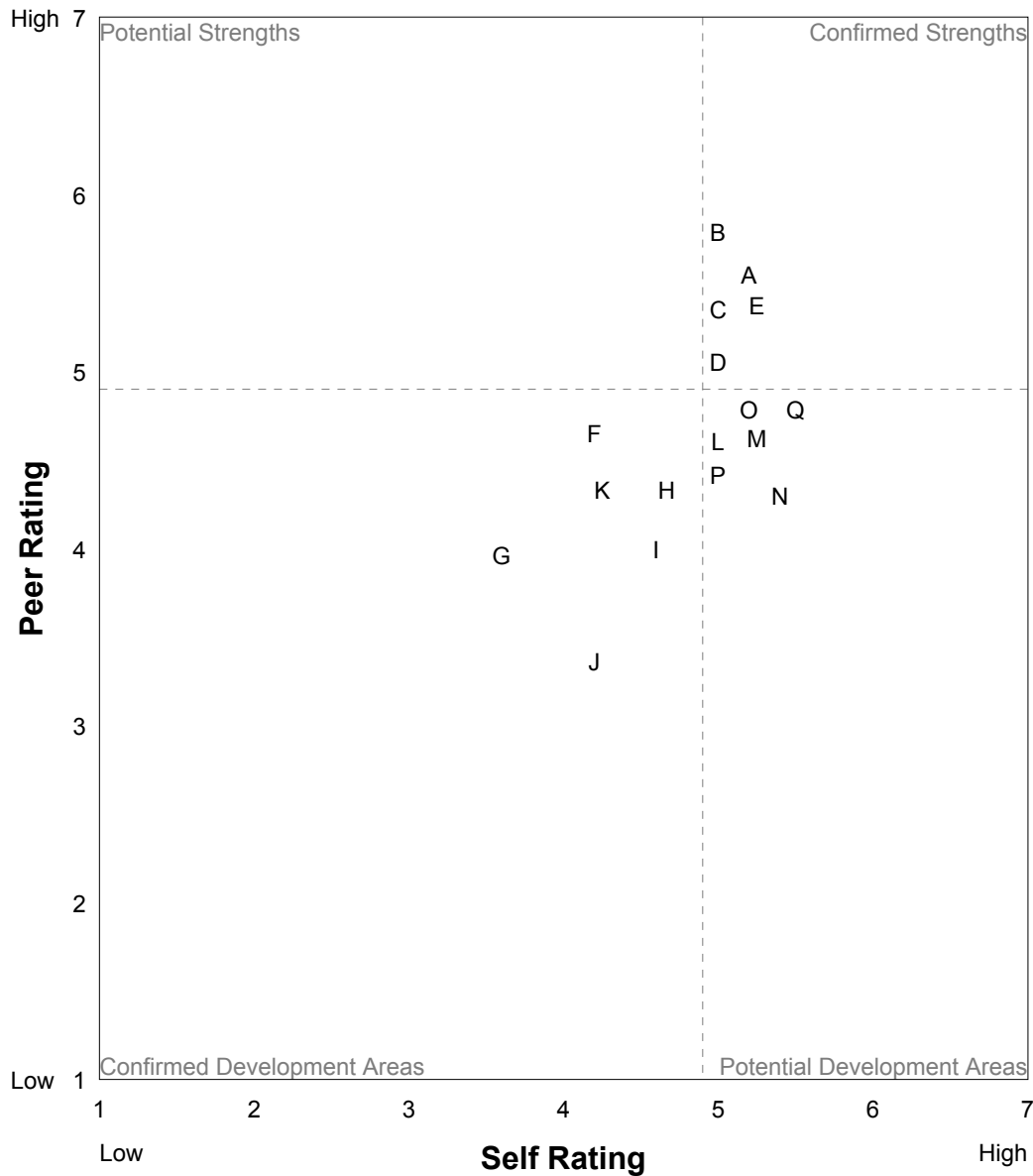
Potential Development Areas

J. Self-Development	5.00	4.25
K. Trustworthiness	5.25	3.25
L. Achievement Orientation	5.00	4.25
M. Leadership/Influence	5.40	3.80
N. Team/Interpersonal Support	5.20	3.40
O. Collaboration	5.00	4.00
P. Written Communication	5.00	4.67
Q. Oral Presentation	5.50	4.75

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Self-Awareness and Social Awareness View

SELF - PEER VIEW (N = 6)



Average Scores

Self Peer

Confirmed Strengths

A. Strategic Problem Solving	5.20	5.55
B. Achievement Orientation	5.00	5.79
C. Written Communication	5.00	5.35
D. Two-Way Feedback	5.00	5.06
E. Oral Communication	5.25	5.38

Confirmed Development Areas

F. Adaptability/Stress Tolerance	4.20	4.66
G. Self-Control	3.60	3.97
H. Building Strategic Relationships	4.67	4.33
I. Conflict Management	4.60	4.00
J. Interpersonal Sensitivity/Empathy	4.20	3.37
K. Listening	4.25	4.33

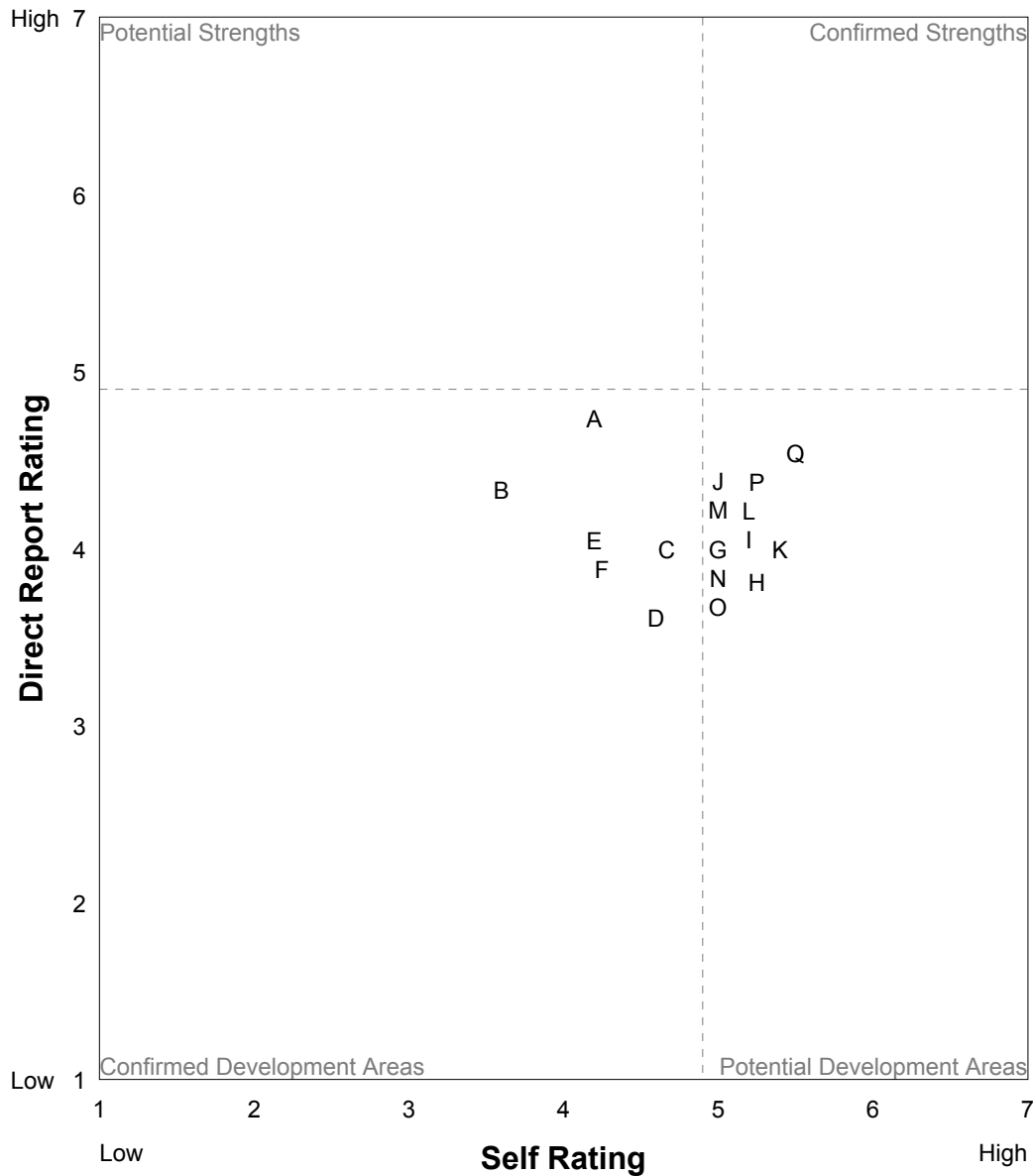
Potential Development Areas

L. Self-Development	5.00	4.61
M. Trustworthiness	5.25	4.63
N. Leadership/Influence	5.40	4.30
O. Team/Interpersonal Support	5.20	4.83
P. Collaboration	5.00	4.42
Q. Oral Presentation	5.50	4.88

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Self-Awareness and Social Awareness View

SELF - DIRECT REPORT VIEW (N = 4)



Average Scores

	<u>Self</u>	<u>Direct Report</u>
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Confirmed Development Areas

A. Adaptability/Stress Tolerance	4.20	4.74
B. Self-Control	3.60	4.33
C. Building Strategic Relationships	4.67	4.00
D. Conflict Management	4.60	3.61
E. Interpersonal Sensitivity/Empathy	4.20	4.05
F. Listening	4.25	3.94

Potential Development Areas

G. Self-Development	5.00	4.00
H. Trustworthiness	5.25	3.81
I. Strategic Problem Solving	5.20	4.05
J. Achievement Orientation	5.00	4.38
K. Leadership/Influence	5.40	4.00
L. Team/Interpersonal Support	5.20	4.10
M. Collaboration	5.00	4.36
N. Written Communication	5.00	3.91
O. Two-Way Feedback	5.00	3.92
P. Oral Communication	5.25	4.31
Q. Oral Presentation	5.50	4.54

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Competency Introduction

This section provides feedback about your level of self-management and relationship management behaviors by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 17 Emotional Intelligence View 360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each Emotional Intelligence View 360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

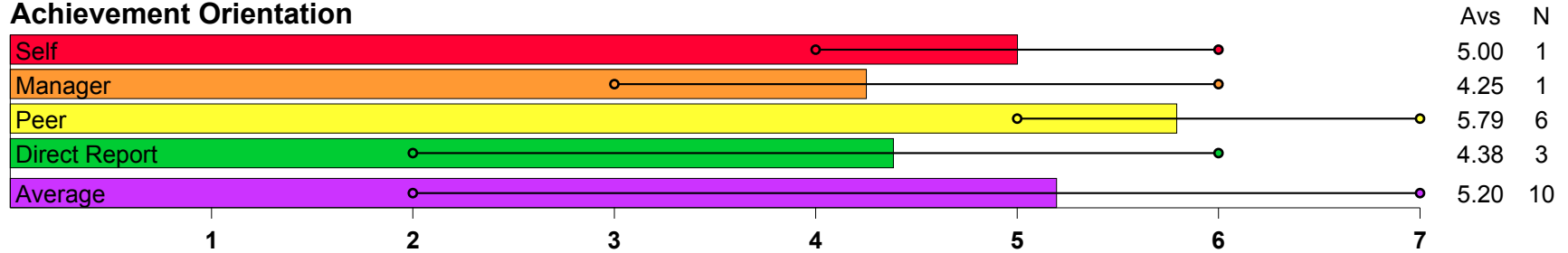
On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

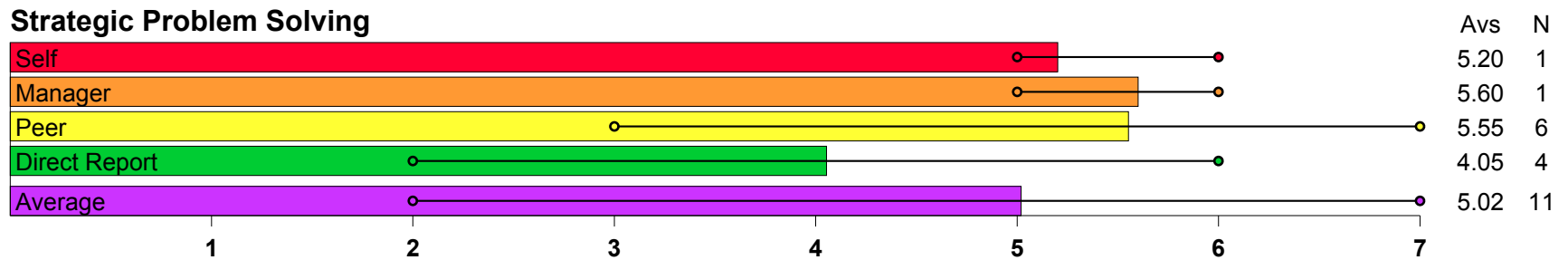
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Competency Summary

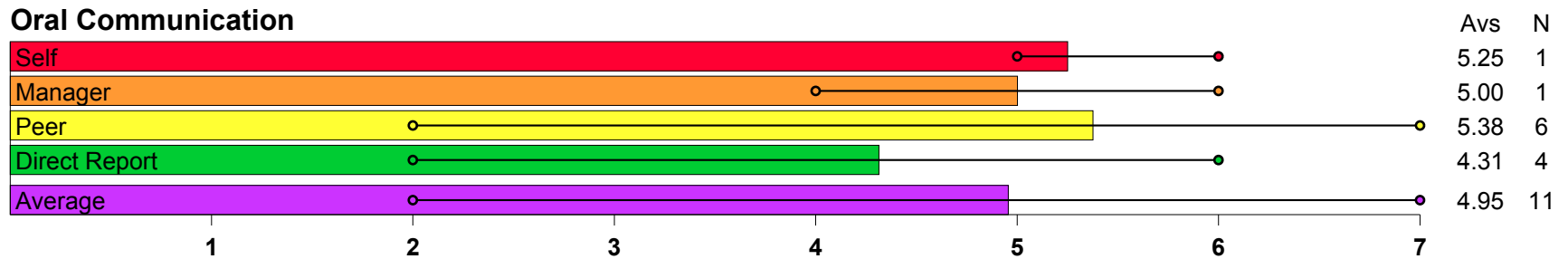
Achievement Orientation



Strategic Problem Solving



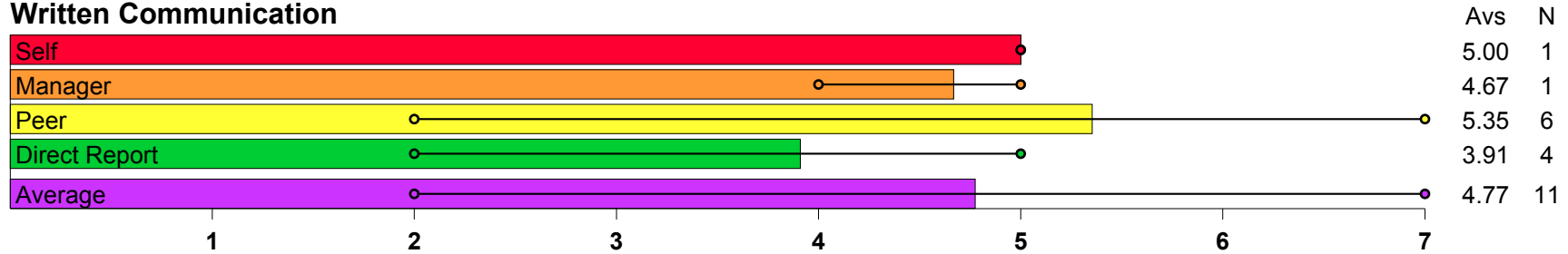
Oral Communication



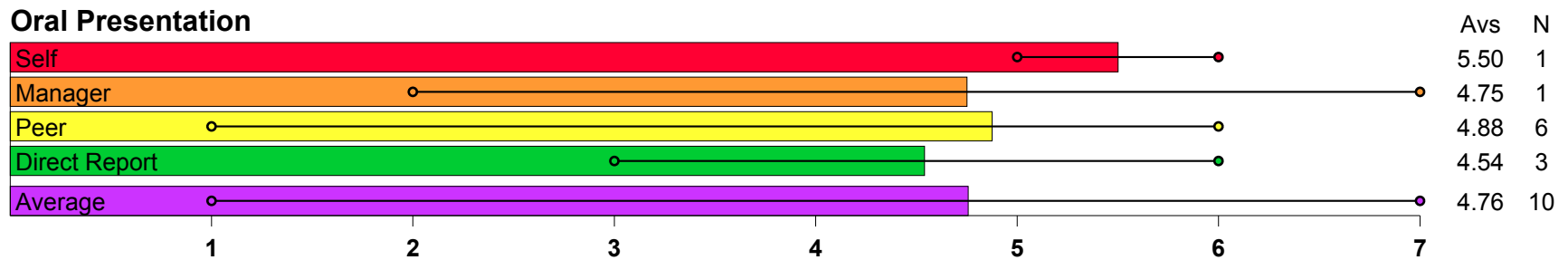
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

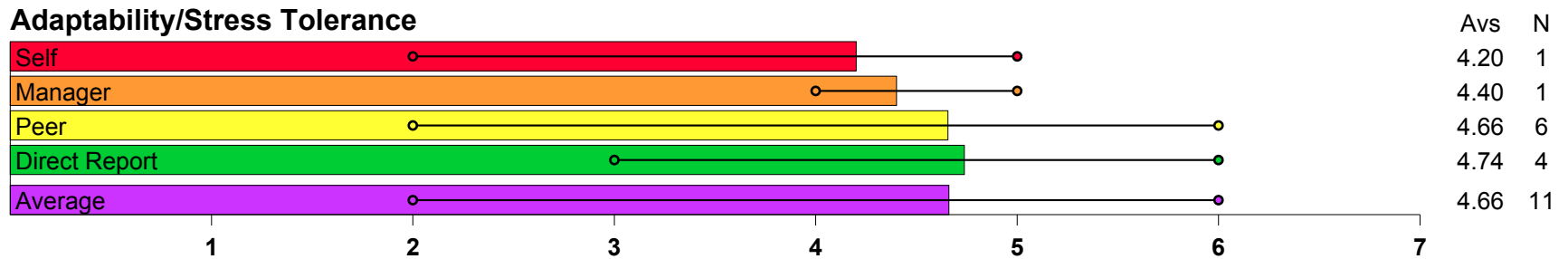
Written Communication



Oral Presentation



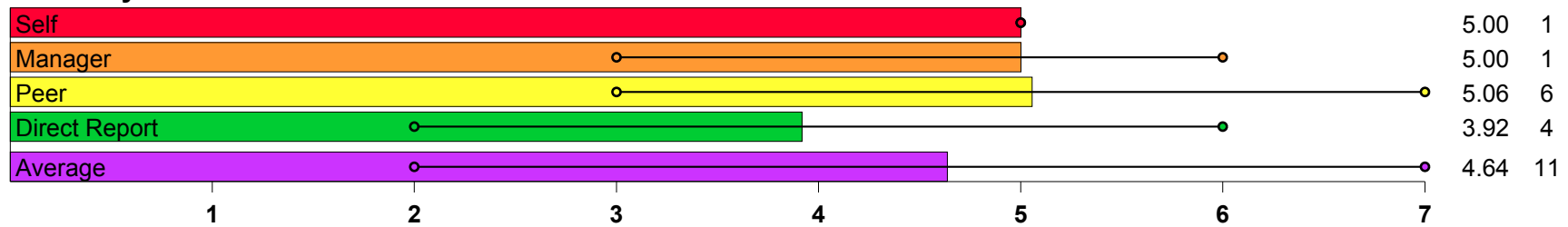
Adaptability/Stress Tolerance



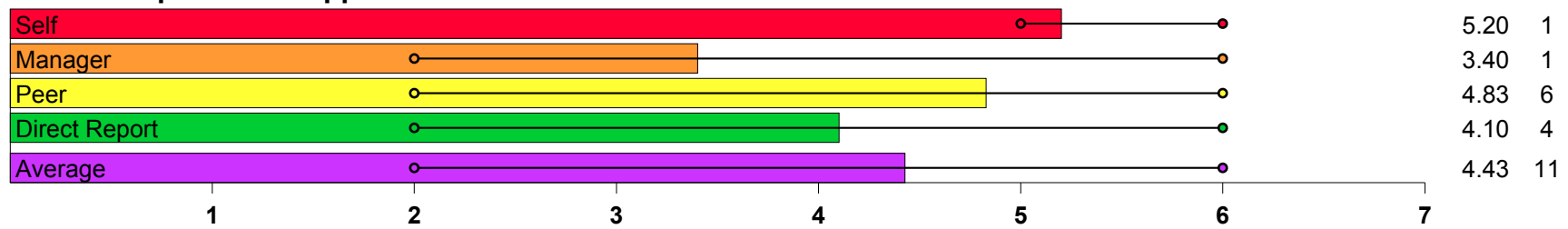
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

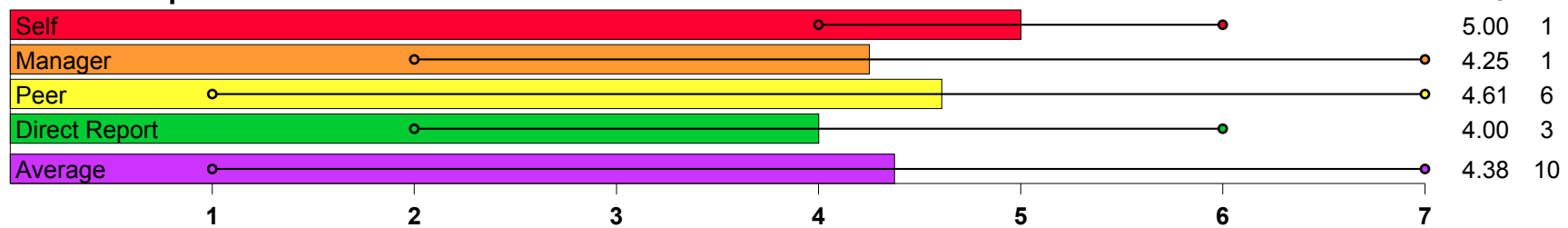
Two-Way Feedback



Team/Interpersonal Support



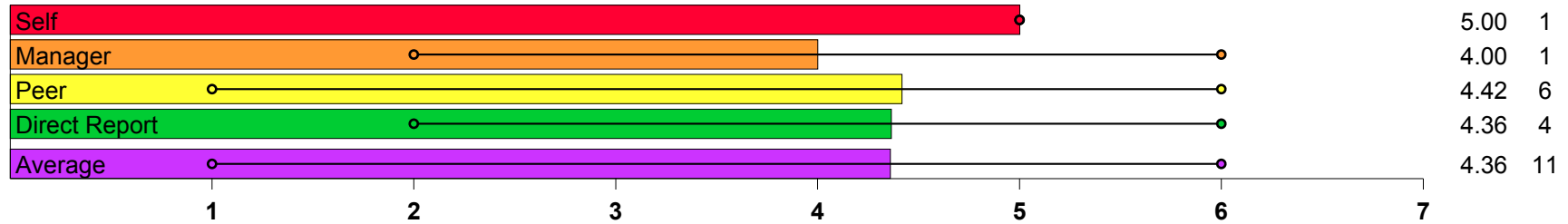
Self-Development



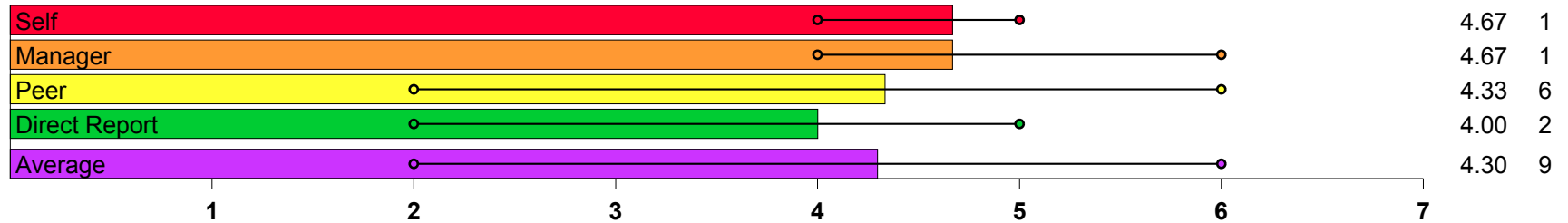
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Competency Summary Continued

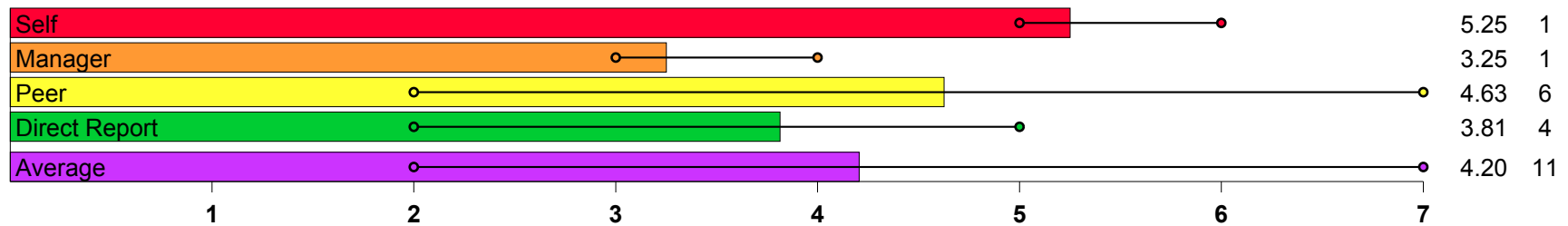
Collaboration



Building Strategic Relationships



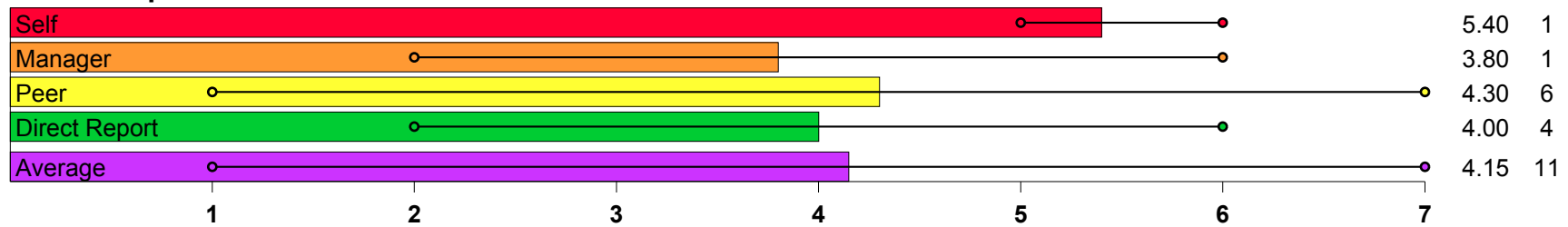
Trustworthiness



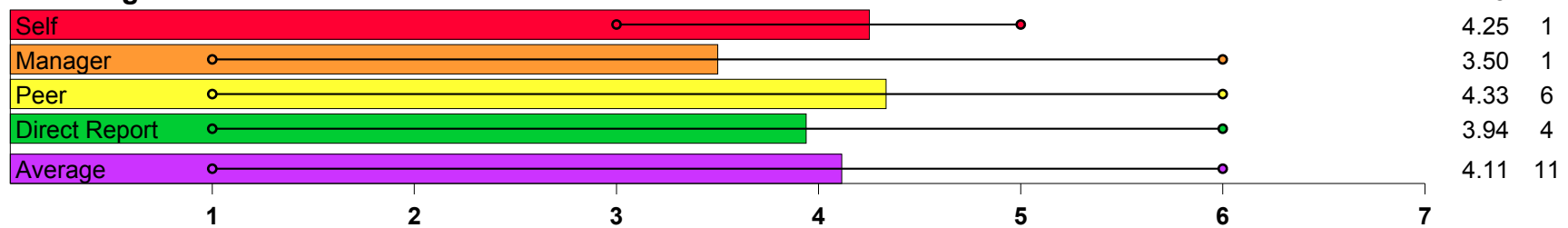
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

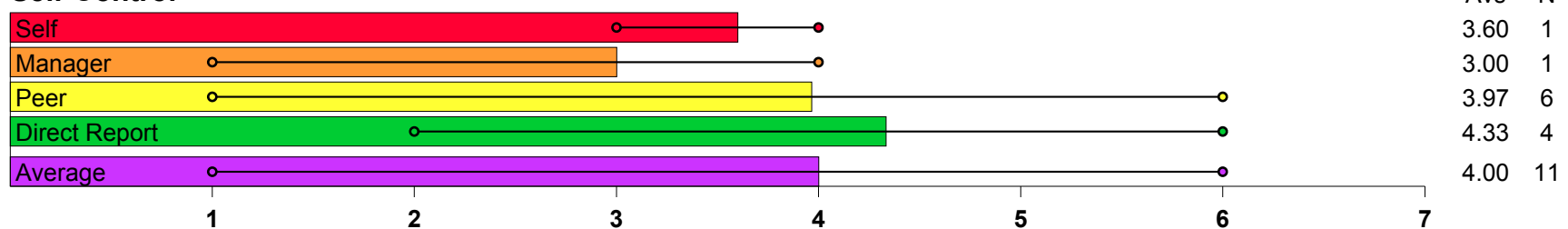
Leadership/Influence



Listening



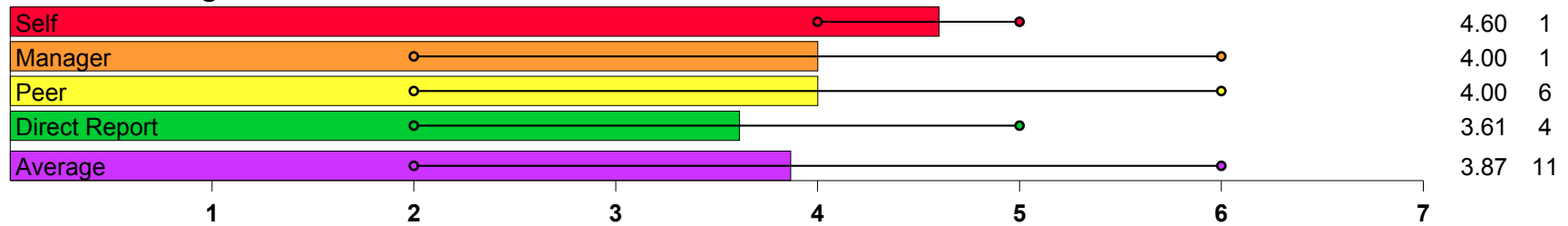
Self-Control



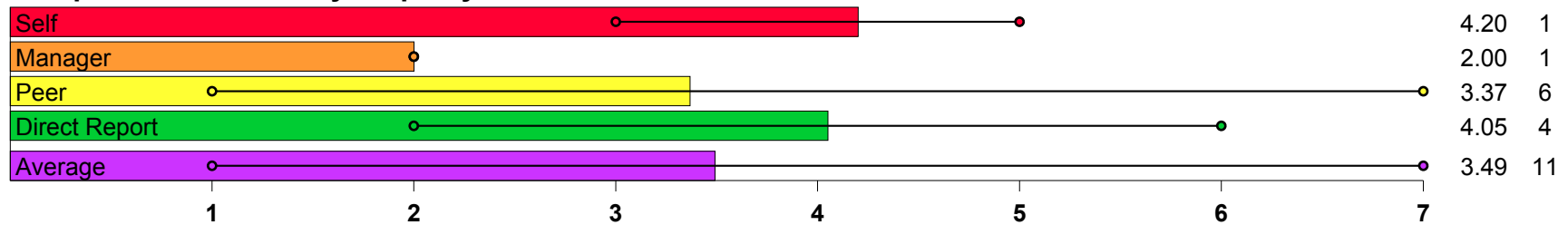
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

Conflict Management



Interpersonal Sensitivity/Empathy



EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - All Raters

The following 10 behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	5.6	0	0	1	0	1	5	1
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	5.6	0	0	0	0	5	4	1
Maintains eye contact when communicating with others	Oral Communication	5.5	0	0	0	1	4	5	1
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	5.5	0	0	1	0	4	4	2
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	5.3	0	0	0	3	3	2	2
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	5.3	0	0	0	3	2	6	0
Performs work in a conscientious and dependable manner	Achievement Orientation	5.3	0	0	0	3	4	2	2
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.2	0	0	1	1	3	3	1
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	5.2	0	0	1	2	3	4	1
Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening	5.2	0	0	0	3	3	5	0

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Self

The following 10 behaviors were identified by you as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by you as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates and practices high standards of personal and professional integrity	Trustworthiness	6.0	0	0	0	0	0	1	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	6.0	0	0	0	0	0	1	0
Makes decisions confidently and quickly when necessary	Strategic Problem Solving	6.0	0	0	0	0	0	1	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.0	0	0	0	0	0	1	0
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	6.0	0	0	0	0	0	1	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	6.0	0	0	0	0	0	1	0
Seeks and applies feedback and constructive criticism from others	Self-Development	6.0	0	0	0	0	0	1	0
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.0	0	0	0	0	0	1	0
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	6.0	0	0	0	0	0	1	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	6.0	0	0	0	0	0	1	0

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Manager

The following 10 behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	7.0	0	0	0	0	0	0	1
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	7.0	0	0	0	0	0	0	1
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	6.0	0	0	0	0	0	1	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	6.0	0	0	0	0	0	1	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	6.0	0	0	0	0	0	1	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	6.0	0	0	0	0	0	1	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	6.0	0	0	0	0	0	1	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	6.0	0	0	0	0	0	1	0
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.0	0	0	0	0	0	1	0
Maintains eye contact when communicating with others	Oral Communication	6.0	0	0	0	0	0	1	0

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Most Frequent Behaviors - Peer

The following 10 behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	6.2	0	0	0	0	1	3	2
Makes decisions confidently and quickly when necessary	Strategic Problem Solving	5.8	0	0	0	0	2	3	1
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	5.8	0	0	0	1	1	2	2
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	5.8	0	0	0	0	1	5	0
Performs work in a conscientious and dependable manner	Achievement Orientation	5.8	0	0	0	0	3	1	2
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	5.8	0	0	0	0	2	3	1
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.8	0	0	0	0	2	3	1
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	5.8	0	0	0	0	1	4	0
Follows through on stated commitments and promises	Achievement Orientation	5.7	0	0	0	0	2	4	0
Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening	5.7	0	0	0	0	2	4	0

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Most Frequent Behaviors - Direct Report

The following 10 behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains eye contact when communicating with others	Oral Communication	5.5	0	0	0	0	2	2	0
Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance	5.3	0	0	0	0	3	1	0
Restates and clarifies important points and questions from others during presentations	Oral Presentation	5.0	0	0	0	1	0	1	0
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	5.0	0	0	0	0	3	0	0
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance	5.0	0	0	0	1	2	1	0
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	4.8	0	0	1	0	2	1	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	4.8	0	0	0	2	1	1	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	4.8	0	0	0	1	3	0	0
Performs work in a conscientious and dependable manner	Achievement Orientation	4.8	0	0	0	2	1	1	0
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	4.8	0	0	0	2	1	1	0

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Least Frequent Behaviors - All Raters

The following 10 behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Waits out silences and listens patiently without interrupting others	Listening	2.9	5	0	1	2	2	1	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	3.1	2	3	0	3	1	1	0
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	3.2	2	2	1	2	3	0	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	3.3	1	4	1	1	4	0	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	3.4	1	4	1	2	2	0	1
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	3.5	2	3	0	2	2	2	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	3.5	0	4	2	3	0	2	0
Takes the time to understand and listen to others	Listening	3.5	0	4	2	2	2	1	0
Seeks and applies feedback and constructive criticism from others	Self-Development	3.5	2	0	2	4	3	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	3.6	0	4	1	2	3	1	0

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Least Frequent Behaviors - Self

The following 10 behaviors were identified by you as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by you as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	2.0	0	1	0	0	0	0	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	3.0	0	0	1	0	0	0	0
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	3.0	0	0	1	0	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	3.0	0	0	1	0	0	0	0
Waits out silences and listens patiently without interrupting others	Listening	3.0	0	0	1	0	0	0	0
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	4.0	0	0	0	1	0	0	0
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control	4.0	0	0	0	1	0	0	0
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	4.0	0	0	0	1	0	0	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	4.0	0	0	0	1	0	0	0
Allows for disagreements to emerge and to be discussed openly	Conflict Management	4.0	0	0	0	1	0	0	0

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Least Frequent Behaviors - Manager

The following 10 behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Waits out silences and listens patiently without interrupting others	Listening	1.0	1	0	0	0	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	1.0	1	0	0	0	0	0	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	2.0	0	1	0	0	0	0	0
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	2.0	0	1	0	0	0	0	0
Takes the time to understand and listen to others	Listening	2.0	0	1	0	0	0	0	0
Manages time effectively and efficiently	Self-Development	2.0	0	1	0	0	0	0	0

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Least Frequent Behaviors - Peer

The following 10 behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	2.8	2	1	1	0	2	0	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	3.0	2	1	0	1	2	0	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	3.0	1	2	1	0	2	0	0
Seeks and applies feedback and constructive criticism from others	Self-Development	3.0	2	0	1	2	1	0	0
Waits out silences and listens patiently without interrupting others	Listening	3.2	3	0	0	0	2	1	0
Takes the time to understand and listen to others	Listening	3.3	0	2	2	0	2	0	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	3.3	1	2	1	0	1	0	1
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	3.3	1	2	0	1	1	1	0
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	3.5	1	1	2	0	0	2	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	3.7	0	2	2	0	0	2	0

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Least Frequent Behaviors - Direct Report

The following 10 behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant performance factor (competency) based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes decisions confidently and quickly when necessary	Strategic Problem Solving	3.0	0	1	2	1	0	0	0
Waits out silences and listens patiently without interrupting others	Listening	3.0	1	0	1	2	0	0	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	3.3	0	1	0	2	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	3.3	0	1	0	2	0	0	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	3.5	0	1	1	1	1	0	0
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	3.5	0	1	0	3	0	0	0
Writes in a logical, organized, clear and persuasive manner	Written Communication	3.5	0	1	0	3	0	0	0
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	3.5	0	1	0	0	1	0	0
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	3.5	0	1	0	3	0	0	0
Realistically appraises ones own strengths and development areas	Self-Development	3.5	0	1	1	1	1	0	0

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary

The average score for each of the 17 Emotional Intelligence View 360 competencies and 74 questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior).

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Average
Achievement Orientation	5.00 (0.76)	4.25 (0.64)	5.79 (0.76)	4.38 (0.69)	5.20 (0.64)
Works hard to achieve and accomplish tasks, projects, assignments and goals	6.00 (1.00)	6.00 (1.00)	5.83 (0.77)	5.00 (1.00)	5.60 (0.78)
Performs work in a conscientious and dependable manner	5.00 (1.00)	4.00 (1.00)	5.83 (0.70)	4.75 (0.72)	5.27 (0.65)
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	4.00 (1.00)	3.00 (1.00)	5.83 (0.77)	4.50 (0.83)	5.22 (0.62)
Follows through on stated commitments and promises	5.00 (1.00)	4.00 (1.00)	5.67 (0.84)	3.50 (0.71)	4.73 (0.60)
Strategic Problem Solving	5.20 (0.87)	5.60 (0.84)	5.55 (0.67)	4.05 (0.65)	5.02 (0.59)
Researches and utilizes available information in order to understand and solve issues and problems	5.00 (1.00)	6.00 (1.00)	6.17 (0.77)	4.50 (0.71)	5.55 (0.64)
Makes high quality and logical decisions based on adequate data and information	5.00 (1.00)	5.00 (1.00)	5.83 (0.64)	4.33 (0.84)	5.30 (0.63)
Makes decisions confidently and quickly when necessary	6.00 (1.00)	6.00 (1.00)	5.83 (0.77)	3.00 (0.76)	4.82 (0.49)
Generates and considers multiple options before making a decision	5.00 (1.00)	6.00 (1.00)	5.00 (0.73)	4.00 (0.59)	4.73 (0.62)
Sticks with a decision or course of action unless it is obvious that it is incorrect	5.00 (1.00)	5.00 (1.00)	4.80 (0.67)	4.50 (0.71)	4.70 (0.70)
Oral Communication	5.25 (0.86)	5.00 (0.67)	5.38 (0.61)	4.31 (0.60)	4.95 (0.57)
Maintains eye contact when communicating with others	5.00 (1.00)	6.00 (1.00)	5.50 (0.68)	5.50 (0.83)	5.55 (0.74)
Articulates and enunciates clearly when speaking and communicating	6.00 (1.00)	6.00 (1.00)	5.33 (0.84)	4.00 (0.53)	4.91 (0.61)
Provides clear, succinct and logical answers to questions from others	5.00 (1.00)	4.00 (1.00)	5.33 (0.47)	4.00 (0.76)	4.73 (0.53)
Clearly expresses and requests information from others	5.00 (1.00)	4.00 (1.00)	5.33 (0.54)	3.75 (0.64)	4.64 (0.52)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Written Communication	5.00 (1.00)	4.67 (0.84)	5.35 (0.43)	3.91 (0.74)	4.77 (0.49)
Uses written communications effectively and appropriately (e.g., email)	5.00 (1.00)	5.00 (1.00)	5.33 (0.47)	4.25 (0.72)	4.91 (0.54)
Uses appropriate grammar, tense, and language in all written communications	5.00 (1.00)	4.00 (1.00)	5.50 (0.43)	4.00 (1.00)	4.90 (0.50)
Writes in a logical, organized, clear and persuasive manner	5.00 (1.00)	5.00 (1.00)	5.20 (0.39)	3.50 (0.71)	4.50 (0.46)
Oral Presentation	5.50 (0.83)	4.75 (0.36)	4.88 (0.50)	4.54 (0.69)	4.76 (0.53)
Is prepared and organized for meetings, discussions and presentations	6.00 (1.00)	4.00 (1.00)	5.83 (0.88)	4.75 (0.72)	5.27 (0.71)
Restates and clarifies important points and questions from others during presentations	5.00 (1.00)	6.00 (1.00)	5.00 (0.62)	5.00 (0.67)	5.11 (0.63)
Confidently delivers oral presentations that are persuasive, clear, and logically organized	6.00 (1.00)	7.00 (1.00)	5.17 (0.64)	4.00 (0.76)	4.91 (0.59)
Handles questions in meetings and presentations in a responsive and diplomatic manner	5.00 (1.00)	2.00 (1.00)	3.50 (0.37)	4.67 (0.69)	3.70 (0.42)
Adaptability/Stress Tolerance	4.20 (0.61)	4.40 (0.84)	4.66 (0.57)	4.74 (0.74)	4.66 (0.64)
Maintains optimism and makes the most out of situations whether good or bad	5.00 (1.00)	5.00 (1.00)	5.00 (0.62)	5.25 (0.86)	5.09 (0.70)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	5.00 (1.00)	5.00 (1.00)	5.17 (0.70)	4.75 (0.86)	5.00 (0.75)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	5.00 (1.00)	4.00 (1.00)	4.33 (0.58)	5.00 (0.76)	4.55 (0.64)
Maintains an effective balance between work, family and personal life	2.00 (1.00)	4.00 (1.00)	4.40 (0.66)	4.33 (0.58)	4.33 (0.65)
Demonstrates flexibility and resilience in response to adversity and challenge	4.00 (1.00)	4.00 (1.00)	4.33 (0.43)	4.25 (0.86)	4.27 (0.57)
Two-Way Feedback	5.00 (1.00)	5.00 (0.53)	5.06 (0.64)	3.92 (0.60)	4.64 (0.58)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	5.00 (1.00)	6.00 (1.00)	5.33 (0.69)	4.00 (0.59)	4.91 (0.59)
Communicates information needed by others in a prompt and timely manner	5.00 (1.00)	3.00 (1.00)	5.33 (0.58)	4.00 (0.76)	4.64 (0.57)
Maintains close contact and communications with others (i.e., keeps others well informed)	5.00 (1.00)	6.00 (1.00)	4.50 (0.75)	3.75 (0.51)	4.36 (0.59)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Team/Interpersonal Support	5.20 (0.87)	3.40 (0.55)	4.83 (0.63)	4.10 (0.59)	4.43 (0.58)
Expresses confidence in the skills and abilities of others	5.00 (1.00)	6.00 (1.00)	5.33 (0.69)	4.25 (0.72)	5.00 (0.65)
Acknowledges and recognizes the contributions and accomplishments of others	5.00 (1.00)	3.00 (1.00)	5.17 (0.77)	4.00 (0.59)	4.55 (0.61)
Encourages cooperation and teamwork among people who depend on each other to get work done	5.00 (1.00)	3.00 (1.00)	4.67 (0.54)	4.25 (0.51)	4.36 (0.52)
Takes initiative and offers formal and informal assistance, training and coaching to others	6.00 (1.00)	3.00 (1.00)	4.83 (0.77)	3.75 (0.72)	4.27 (0.68)
Provides timely and ongoing feedback to others regarding working relationships and job performance	5.00 (1.00)	2.00 (1.00)	4.00 (0.58)	4.25 (0.51)	3.90 (0.52)
Self-Development	5.00 (0.76)	4.25 (0.40)	4.61 (0.49)	4.00 (0.57)	4.38 (0.50)
Pursues continuous learning and self-development of knowledge, experiences and skills	5.00 (1.00)	7.00 (1.00)	5.80 (0.87)	4.50 (0.50)	5.63 (0.63)
Manages time effectively and efficiently	4.00 (1.00)	2.00 (1.00)	5.17 (0.55)	4.00 (0.46)	4.50 (0.44)
Realistically appraises ones own strengths and development areas	5.00 (1.00)	4.00 (1.00)	4.67 (0.75)	3.50 (0.63)	4.18 (0.66)
Seeks and applies feedback and constructive criticism from others	6.00 (1.00)	4.00 (1.00)	3.00 (0.49)	4.25 (0.72)	3.55 (0.54)
Collaboration	5.00 (1.00)	4.00 (0.53)	4.42 (0.53)	4.36 (0.64)	4.36 (0.56)
Works collaboratively and non-competitively with others	5.00 (1.00)	6.00 (1.00)	4.67 (0.63)	4.00 (1.00)	4.60 (0.66)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	5.00 (1.00)	5.00 (1.00)	4.33 (0.58)	4.75 (0.64)	4.55 (0.61)
Develops supportive, helpful, and friendly working relationships with others	5.00 (1.00)	5.00 (1.00)	4.50 (0.58)	4.25 (0.72)	4.45 (0.64)
Develops cooperative, rather than competitive, working relationships with others	5.00 (1.00)	3.00 (1.00)	4.67 (0.40)	4.50 (0.50)	4.45 (0.44)
Solicits and values the thoughts, opinions, feedback, and ideas of others	5.00 (1.00)	3.00 (1.00)	4.17 (0.48)	4.50 (0.63)	4.18 (0.53)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	5.00 (1.00)	2.00 (1.00)	4.17 (0.55)	4.00 (0.73)	3.90 (0.57)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Building Strategic Relationships	4.67 (0.84)	4.67 (0.69)	4.33 (0.56)	4.00 (0.62)	4.30 (0.58)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	4.00 (1.00)	4.00 (1.00)	4.83 (0.60)	4.50 (0.83)	4.67 (0.65)
Effectively builds relationships and partnerships with others outside the organization	5.00 (1.00)	6.00 (1.00)	4.17 (0.55)	3.50 (0.50)	4.22 (0.51)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	5.00 (1.00)	4.00 (1.00)	4.00 (0.57)	4.00 (0.67)	4.00 (0.62)
Trustworthiness	5.25 (0.86)	3.25 (0.86)	4.63 (0.53)	3.81 (0.64)	4.20 (0.56)
Maintains openness, honesty and candor in interpersonal relationships	5.00 (1.00)	3.00 (1.00)	5.00 (0.67)	4.00 (0.76)	4.45 (0.64)
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	3.00 (1.00)	5.00 (0.53)	3.75 (0.64)	4.36 (0.52)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	5.00 (1.00)	4.00 (1.00)	4.17 (0.51)	3.75 (0.64)	4.00 (0.57)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	5.00 (1.00)	3.00 (1.00)	4.33 (0.50)	3.75 (0.57)	4.00 (0.53)
Leadership/Influence	5.40 (0.84)	3.80 (0.56)	4.30 (0.43)	4.00 (0.64)	4.15 (0.51)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	6.00 (1.00)	6.00 (1.00)	5.33 (0.58)	4.75 (0.72)	5.18 (0.63)
Convinces and persuades others to see his/her perspective and ideas	5.00 (1.00)	3.00 (1.00)	5.17 (0.60)	4.25 (0.72)	4.64 (0.59)
Communicates and expresses ideas in a manner that persuades and influences others	6.00 (1.00)	4.00 (1.00)	4.17 (0.55)	3.50 (0.71)	3.91 (0.61)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	5.00 (1.00)	2.00 (1.00)	4.00 (0.46)	3.75 (0.64)	3.73 (0.51)
Modifies his/her leadership style to persuade, motivate and influence others	5.00 (1.00)	4.00 (1.00)	2.83 (0.44)	3.67 (0.58)	3.20 (0.49)
Listening	4.25 (0.72)	3.50 (0.31)	4.33 (0.39)	3.94 (0.54)	4.11 (0.42)
Maintains eye contact and attentive non-verbal behavior when being spoken to	5.00 (1.00)	5.00 (1.00)	5.67 (0.84)	4.50 (0.71)	5.18 (0.72)
Summarizes and paraphrases what others have said in order to clarify understanding	5.00 (1.00)	6.00 (1.00)	5.17 (0.51)	4.25 (0.51)	4.91 (0.50)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Listening	4.25 (0.72)	3.50 (0.31)	4.33 (0.39)	3.94 (0.54)	4.11 (0.42)
Takes the time to understand and listen to others	4.00 (1.00)	2.00 (1.00)	3.33 (0.58)	4.00 (0.53)	3.45 (0.54)
Waits out silences and listens patiently without interrupting others	3.00 (1.00)	1.00 (1.00)	3.17 (0.27)	3.00 (0.59)	2.91 (0.37)
Self-Control	3.60 (0.84)	3.00 (0.63)	3.97 (0.46)	4.33 (0.67)	4.00 (0.52)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	4.00 (1.00)	4.00 (1.00)	4.40 (0.55)	4.50 (0.71)	4.40 (0.63)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	3.00 (1.00)	4.00 (1.00)	4.00 (0.46)	4.67 (0.84)	4.20 (0.56)
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	4.00 (1.00)	3.00 (1.00)	4.17 (0.41)	4.50 (0.71)	4.18 (0.51)
Handles tense situations without overreacting, becoming overly emotional or defensive	4.00 (1.00)	3.00 (1.00)	4.00 (0.62)	4.50 (0.63)	4.09 (0.61)
Resists the desire to speak or act when it will not be helpful to the situation	3.00 (1.00)	1.00 (1.00)	3.33 (0.40)	3.33 (0.69)	3.10 (0.45)
Conflict Management	4.60 (0.84)	4.00 (0.53)	4.00 (0.54)	3.61 (0.63)	3.87 (0.56)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	5.00 (1.00)	5.00 (1.00)	4.17 (0.55)	3.67 (0.58)	4.10 (0.57)
Encourages others to express contrary views, ideas and opinions	5.00 (1.00)	6.00 (1.00)	4.17 (0.55)	3.50 (0.63)	4.09 (0.54)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	5.00 (1.00)	4.00 (1.00)	4.00 (0.63)	3.33 (0.69)	3.78 (0.66)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	3.00 (1.00)	3.83 (0.51)	3.75 (0.64)	3.73 (0.57)
Resists reacting defensively and keeps an open mind when others disagree with him/her	4.00 (1.00)	2.00 (1.00)	3.83 (0.48)	3.75 (0.64)	3.64 (0.52)
Interpersonal Sensitivity/Empathy	4.20 (0.75)	2.00 (1.00)	3.37 (0.41)	4.05 (0.57)	3.49 (0.46)
Makes an effort to understand and take an interest in how others are feeling	5.00 (1.00)	2.00 (1.00)	3.83 (0.44)	4.50 (0.63)	3.91 (0.48)
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	5.00 (1.00)	2.00 (1.00)	3.67 (0.43)	3.50 (0.71)	3.45 (0.52)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	3.00 (1.00)	2.00 (1.00)	3.00 (0.42)	4.50 (0.45)	3.45 (0.39)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Interpersonal Sensitivity/Empathy	4.20 (0.75)	2.00 (1.00)	3.37 (0.41)	4.05 (0.57)	3.49 (0.46)
Shows an interest in and is considerate of the feelings and needs of others	4.00 (1.00)	2.00 (1.00)	3.33 (0.32)	3.75 (0.64)	3.36 (0.43)
Develops and maintains warm, friendly, and sensitive relationships with others	4.00 (1.00)	2.00 (1.00)	3.00 (0.49)	4.00 (0.59)	3.27 (0.51)

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

These comments are provided on the next pages and are included verbatim without identifying either the rater or rater category to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your professional development plan?

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary

STRENGTHS

Manager:

Chuck has a strong and complete technical knowledge base of the construction industry. He is gifted with inventive ideas that provide solutions for problems. He is good at turning these thoughts and inventions into action as well. Chuck is a strategic thinker and views the team as family. He has the ability to look at himself objectively and adjust when necessary.

Peer:

Incredible knowledge in construction work. Excellent at finding processes that work and are effective.

Chuck has definite leadership qualities. His military and construction management background are very evident. Chuck has endless energy and is dedicated to getting the job done. Chuck is a wizard in computer software (although, he needs to understand that his work in the office is ours too - passwords). Chuck is my friend and I rely on him to become successful.

Chuck is very good at developing spread sheets and cost reporting tools. He also is very good at developing presentation materials and powerpoint presentations. He is very knowledgeable about construction and construction methodology. Chuck adds a lot of value to our overall efforts, but can be difficult at times.

Direct Report:

Chuck has great knowledge of computers and various types of software. With this knowledge, he has developed and provided many documents for the Construction Division to utilize. Also his background in Construction seems to also be a great strength.

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary Continued

DEVELOPMENT AREAS

Manager:

- Have a deliverable at the end of each day
- Stay on assigned task until it is fully delivered
- Resist the urge to answer a question with a question
- Develop clear and direct responses
- Continue to improve listening skills
- Chuck has made a conscious effort to hear the other person as opposed to talking over them in the last few months
- Avoid even the perception of immodesty and rudeness with staff

Peer:

Chuck is a pleasure to work with, but probably not a pleasure to work for,... As Chuck's peer, I am able to engage in dynamic conversations and debates that are not threatening to me. I can image that his subordinates have a very different view of day-to-day conversations with Chuck (as has been expressed to me by more than one person). Chuck tends to treat people differently depending on their level within the organization. This is a trait that is necessary in the construction industry, and it has taken Chuck some time to realize that he is now a health system executive.

Chuck does not take this process seriously and until such time that he does, I do not believe you will be effective in helping him with the interpersonal issues he has with the people around him, both his peers as well as his direct reports.

Direct Report:

Development Areas would be his ability to provide written and verbal communication in a more direct manner, rather than an open-ended manner where no real direction is identified. Also, his lack of making a definitive decision.

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide

Examining your Emotional Intelligence View 360 Feedback Report

Your reactions to your Emotional Intelligence View 360 feedback report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

Emotional Reaction

Your initial reaction to your summary feedback report is important. It provides insight that is useful in interpreting your results and in deciding what competencies you will target for your developmental planning efforts. Start with your feelings about your summary feedback report. If you had to select a single word or phrase to describe your emotional reactions, to your summary feedback report it would be:

What is it about your report that leads you to feel this way?

How do your self-ratings compare to your manager? Your direct reports? Your peers? Team members? Other raters?

What trends do you see (things that are surprising or validating)?

What new insights, if any do you get from your report?

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On

The first column below summarizes the Emotional Intelligence View 360 competencies. Place a check next to the ones you would rate as being most important to your current position. The second column reflects competencies in which other raters have provide feedback that some additional development is desirable. Place a check next to those competencies that others see as potential development areas. Any competency with both columns checked suggests a more critical development area These should be targeted as part of your Development Plan.

Emotional Intelligence 360 Competency Group	Emotional Intelligence View 360 Competency	Importance	Development
Self Management	Self-Development		
	Adaptability/Stress Tolerance		
	Self-Control		
	Trustworthiness		
	Strategic Problem Solving		
	Achievement Orientation		
Relationship Management	Building Strategic Relationships		
	Conflict Management		
	Leadership/Influence		
	Interpersonal Sensitivity/Empathy		
	Team/Interpersonal Support		
	Collaboration		
Communication	Written Communication		
	Two-Way Feedback		
	Oral Communication		
	Oral Presentation		
	Listening		

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On Continued

List three strengths based upon your Emotional Intelligence View 360 results to continue to leverage for successful performance in your current job or position:

1. _____
2. _____
3. _____

List three development areas based upon your Emotional Intelligence View 360 results (i.e., behaviors you will do more, less or differently for successful performance in your current job or position):

1. _____
2. _____
3. _____

The purpose of your Emotional Intelligence View 360 feedback is to assist you to develop your managerial competencies. Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! Research suggests that desired change is more likely to be successful when:

- ✓ The desired competency is specifically defined
- ✓ There is commitment and motivation to change behavior
- ✓ An action plan is shared with others
- ✓ An analysis is made of reasons for potential lack of success
- ✓ Other people support your behavior change
- ✓ The behavioral outcomes are visible and can be measured

The action plan worksheet on the next page will assist you in developing one of the competencies you have identified based on the results of your Emotional Intelligence View 360. As you begin your action plan, consider the following:

- ✓ Focus on being specific
- ✓ Use the recommendations in your feedback report as a basis for your behavioral plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how to monitor and evaluate results

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On Continued

Summarize your key development area (competency) that you plan to focus on. Target these toward a specific group and list them in order of importance in the space provided below:

I wish to increase my **own** general effectiveness in the following areas:

I wish to increase my effectiveness with my **Manager** in the following areas:

I wish to increase my effectiveness with my **Direct Reports** in the following areas:

I wish to increase my effectiveness with my **Team Members or Peers** in the following areas:

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Professional Development Plan

Emotional Intelligence View 360 Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	