

EMOTIONAL INTELLIGENCE VIEW360

Emotional Intelligence View 360 Report for:

Chris Sample
Envisia Learning

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Enlighten.
Encourage.
Enable.

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 INTELLIGENCEVIEW360

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	3
Direct Report	4

What Does this Report Give Me?

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

EMOTIONAL INTELLIGENCE VIEW 360

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 often conceptualized as the ability to recognize, understand and manage emotions and behavior effectively.

What are the Components of Emotional Intelligence?

The most widely accepted models of emotional intelligence (EI) and emotional and social competence have been influenced by several researchers. For example, Howard Gardner's (1983) theory of "multiple intelligences" 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 "mental ability" model of EI in 1997 and Reuven Bar-On (1988) has placed EI in the context of "emotional and social intelligence." Richard Boyatzis and Daniel Goleman (1998) formulated EI in terms of social and emotional competencies linked to outstanding performance in the workplace. Finally, newer models of EI continue to emerge such as "trait emotional intelligence" (Petrides et al., 2007) that includes personality facets specifically related to affect.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management. **Emotional Intelligence View 360** was developed to measure a *view* of emotional and social competence by measuring key competencies associated with job performance.

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

What is the Association between Emotional Intelligence and Work Related Performance?

A growing research literature suggests that EI and emotional and social competence are significantly associated with job performance with positions requiring high frequent customer and interpersonal interactions even when mental ability and personality variables are controlled. Current research on emotional intelligence suggests that:

- ✓ Highly conscientious employees who lack social and emotional intelligence perform significantly more poorly than those high in conscientiousness and emotional intelligence
- ✓ The highest performing managers and leaders are perceived to have significantly more "emotional and social competence" than other managers
- ✓ Poor social and emotional intelligence (e.g., over-estimation of strengths relative to other raters) are often predictors of executive and management "derailment" and failure in one's job

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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.

Engenders Trust

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 resolves 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 with necessary information 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 VIEW 360

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:

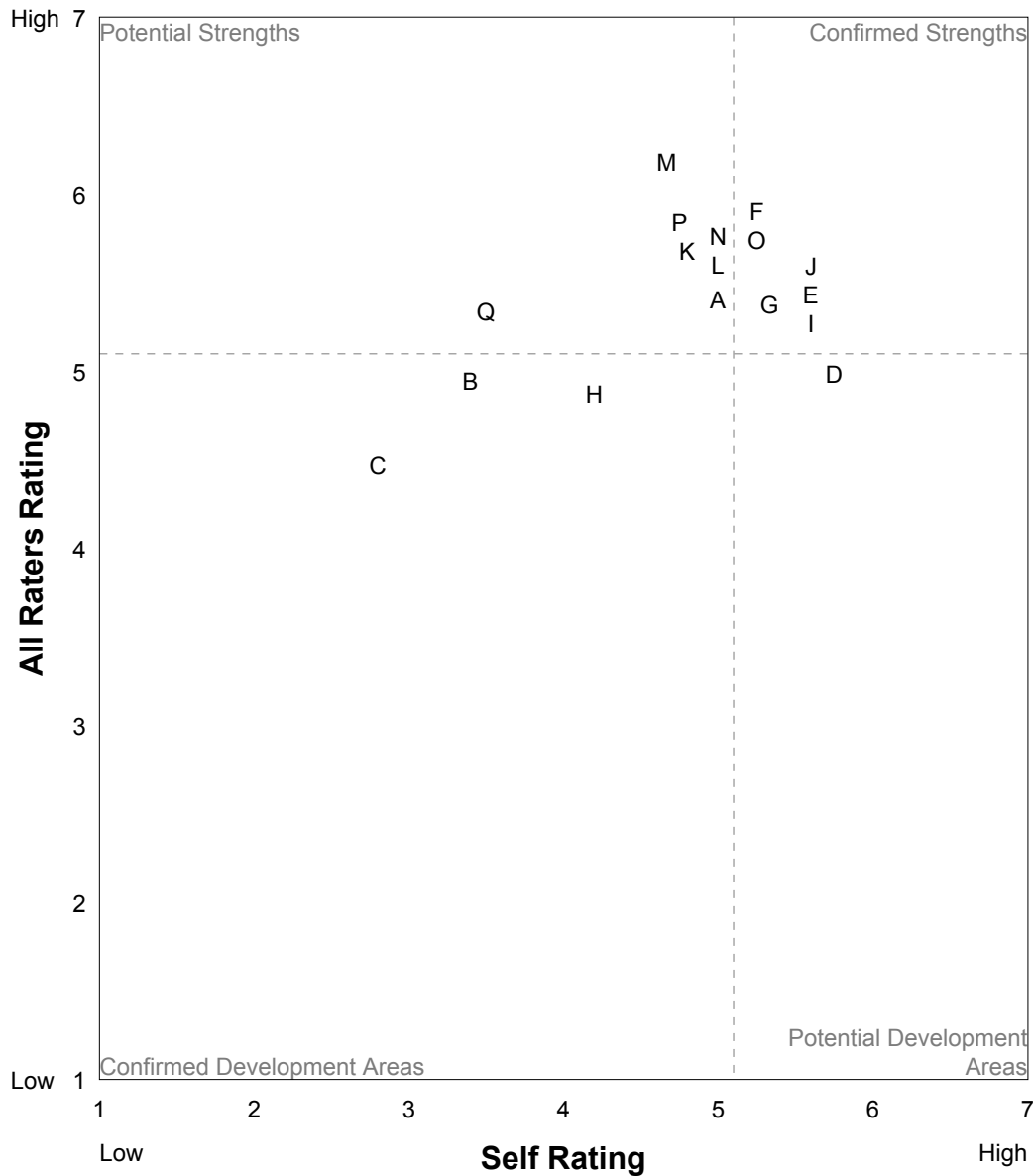
1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

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.

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Self-Awareness and Social Awareness View

Self - All Raters (N = 8)



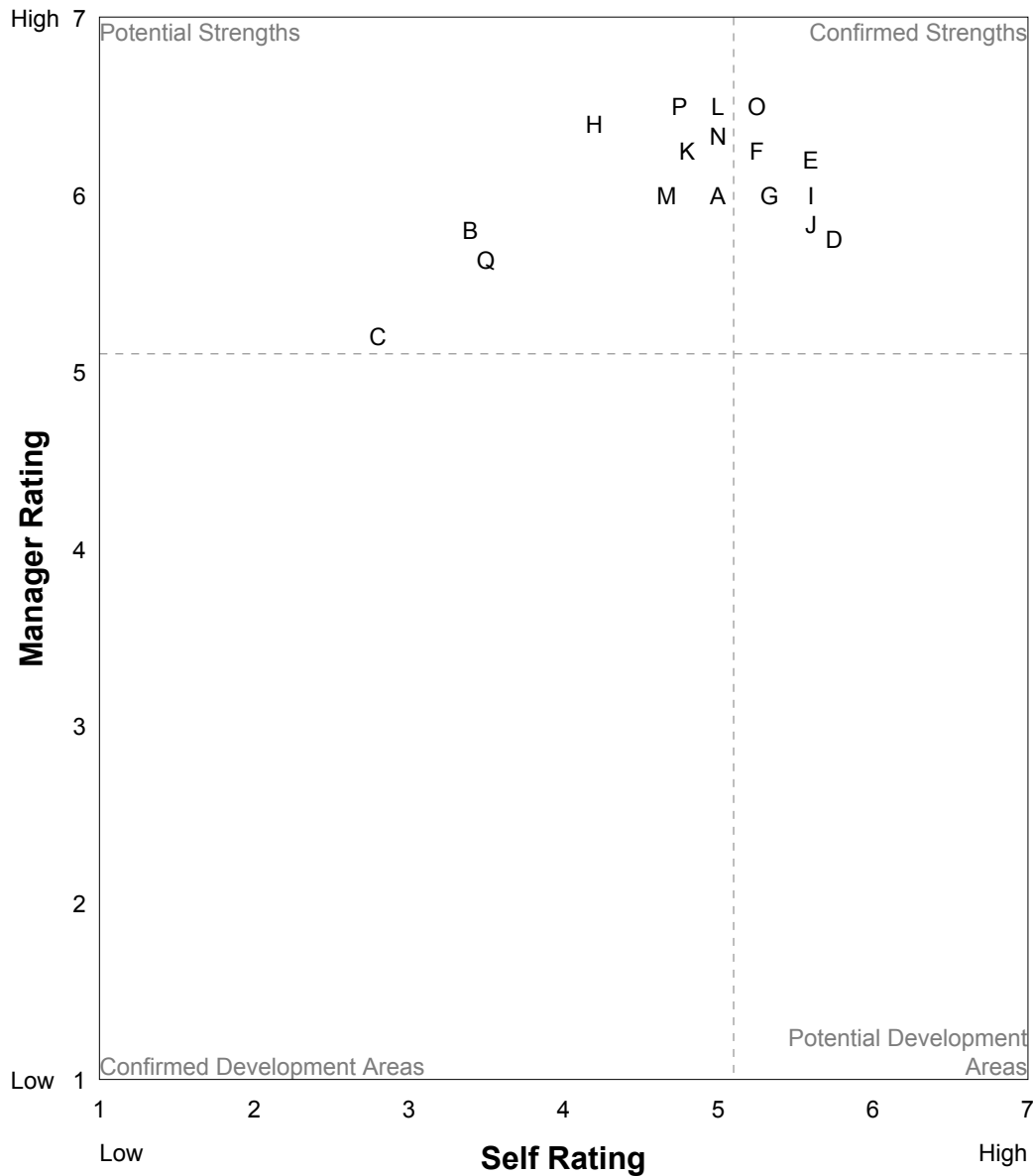
Average Scores

	<u>Self</u>	<u>All Raters</u>
Confirmed Strengths		
E. Strategic Problem Solving	5.60	5.44
F. Achievement Orientation	5.25	5.91
G. Building Strategic Relationships	5.33	5.38
I. Leadership/Influence	5.60	5.33
J. Interpersonal Sensitivity/Empathy	5.60	5.58
O. Oral Communication	5.25	5.78
Potential Strengths		
A. Self-Development	5.00	5.41
K. Team/Interpersonal Support	4.80	5.68
L. Collaboration	5.00	5.60
M. Written Communication	4.67	6.19
N. Two-Way Feedback	5.00	5.42
P. Oral Presentation	4.75	5.74
Q. Listening	3.50	5.34
Confirmed Development Areas		
B. Adaptability/Stress Tolerance	3.40	4.95
C. Self-Control	2.80	4.48
H. Conflict Management	4.20	4.88
Potential Development Areas		
D. Engenders Trust	5.75	5.03

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Self-Awareness and Social Awareness View

Self - Manager (N = 1)



Average Scores

Self Manager

Confirmed Strengths

D. Engenders Trust	5.75	5.75
E. Strategic Problem Solving	5.60	6.20
F. Achievement Orientation	5.25	6.25
G. Building Strategic Relationships	5.33	6.00
I. Leadership/Influence	5.60	6.00
J. Interpersonal Sensitivity/Empathy	5.60	6.00
O. Oral Communication	5.25	6.50

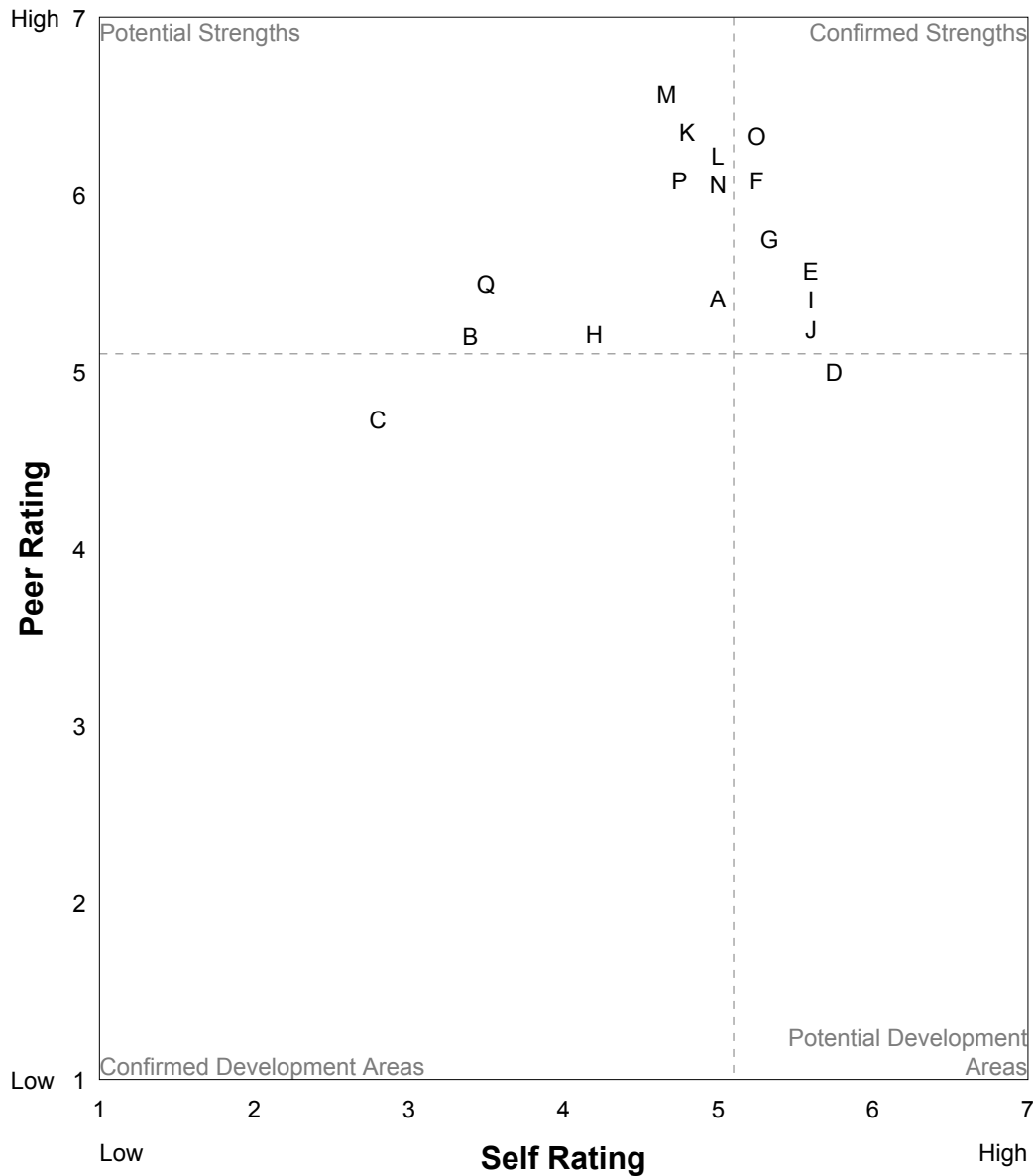
Potential Strengths

A. Self-Development	5.00	6.00
B. Adaptability/Stress Tolerance	3.40	5.80
C. Self-Control	2.80	5.20
H. Conflict Management	4.20	6.40
K. Team/Interpersonal Support	4.80	6.25
L. Collaboration	5.00	6.50
M. Written Communication	4.67	6.00
N. Two-Way Feedback	5.00	6.33
P. Oral Presentation	4.75	6.50
Q. Listening	3.50	5.75

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Self-Awareness and Social Awareness View

Self - Peer (N = 3)



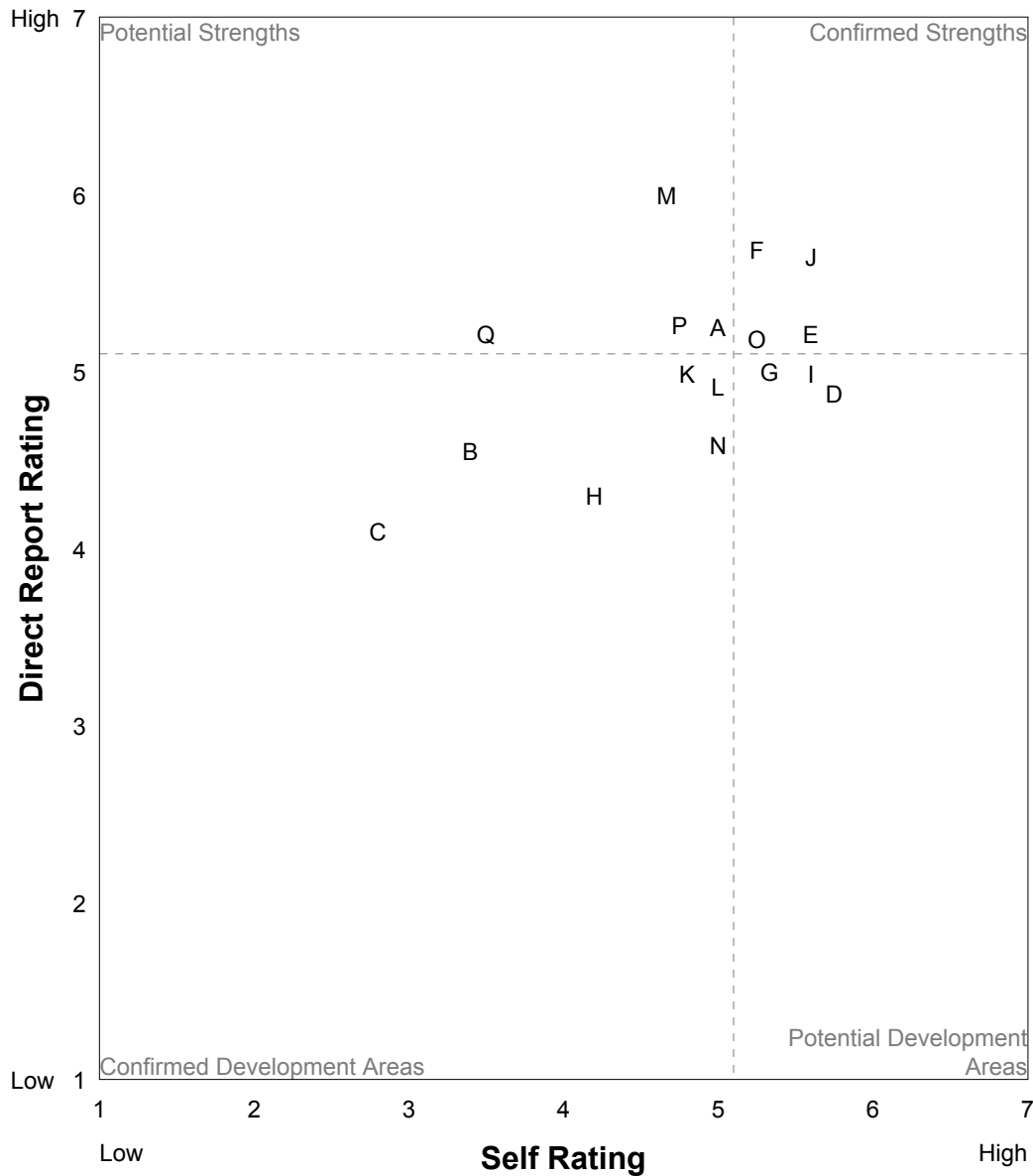
Average Scores

	<u>Self</u>	<u>Peer</u>
Confirmed Strengths		
E. Strategic Problem Solving	5.60	5.57
F. Achievement Orientation	5.25	6.08
G. Building Strategic Relationships	5.33	5.75
I. Leadership/Influence	5.60	5.47
J. Interpersonal Sensitivity/Empathy	5.60	5.33
O. Oral Communication	5.25	6.33
Potential Strengths		
A. Self-Development	5.00	5.42
B. Adaptability/Stress Tolerance	3.40	5.20
H. Conflict Management	4.20	5.13
K. Team/Interpersonal Support	4.80	6.36
L. Collaboration	5.00	6.22
M. Written Communication	4.67	6.57
N. Two-Way Feedback	5.00	6.22
P. Oral Presentation	4.75	6.08
Q. Listening	3.50	5.50
Confirmed Development Areas		
C. Self-Control	2.80	4.73
Potential Development Areas		
D. Engenders Trust	5.75	5.00

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Self-Awareness and Social Awareness View

Self - Direct Report (N = 4)



Average Scores

	<u>Self</u>	<u>Direct Report</u>
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Confirmed Strengths

E. Strategic Problem Solving	5.60	5.15
F. Achievement Orientation	5.25	5.69
J. Interpersonal Sensitivity/Empathy	5.60	5.65
O. Oral Communication	5.25	5.19

Potential Strengths

A. Self-Development	5.00	5.25
M. Written Communication	4.67	6.00
P. Oral Presentation	4.75	5.27
Q. Listening	3.50	5.13

Confirmed Development Areas

B. Adaptability/Stress Tolerance	3.40	4.55
C. Self-Control	2.80	4.10
H. Conflict Management	4.20	4.30
K. Team/Interpersonal Support	4.80	5.10
L. Collaboration	5.00	4.92
N. Two-Way Feedback	5.00	4.58

Potential Development Areas

D. Engenders Trust	5.75	4.88
G. Building Strategic Relationships	5.33	5.00
I. Leadership/Influence	5.60	5.05

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Competency Group 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 3 Emotional Intelligence competency groups.

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

Competency Group Bar Graphs

Each Emotional Intelligence View 360 bar graph compares your self ratings to those of the other rater groups across three competency factors:

- Self Management
- Relationship Management
- Communication

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 three Emotional Intelligence View 360 performance factors. 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. The competency groups are presented in descending order based on the average scores of all raters.

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:

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Competency Group Introduction Continued

- 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

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of respondents who answered the questions in this competency group.

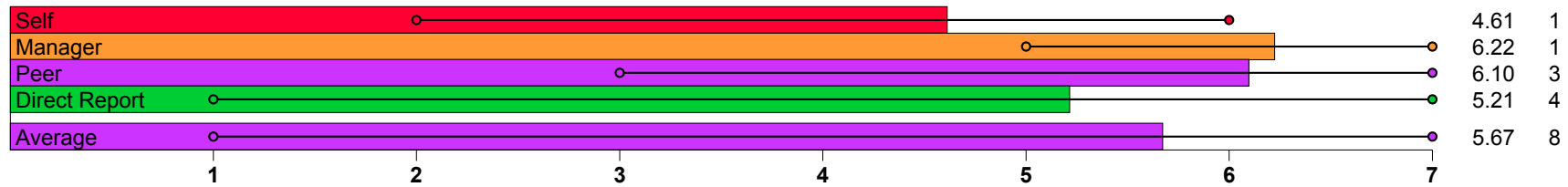
NR "NR" means no people from a particular rater group have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

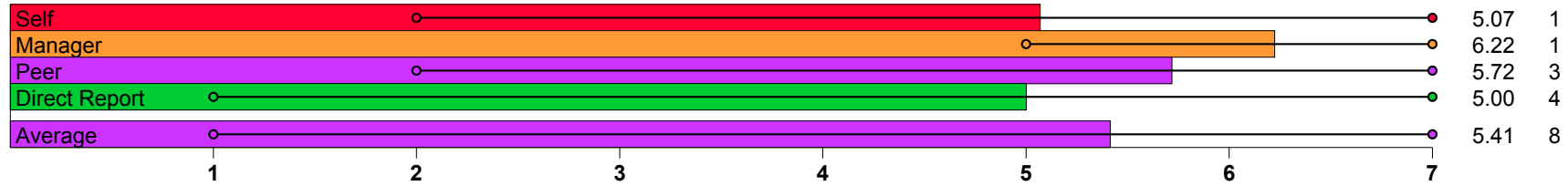
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Competency Group Summary

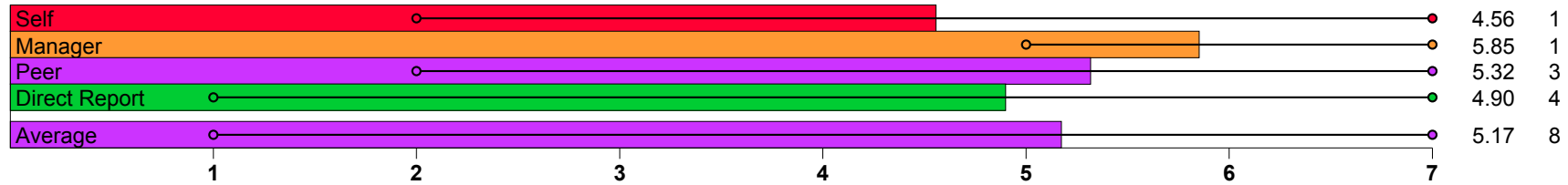
Communication



Relationship Management



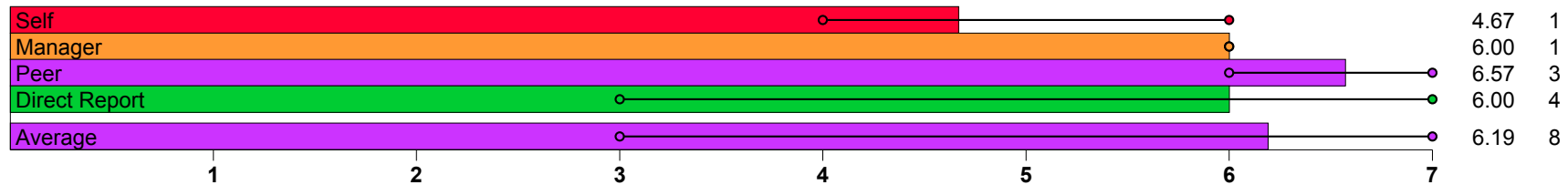
Self Management



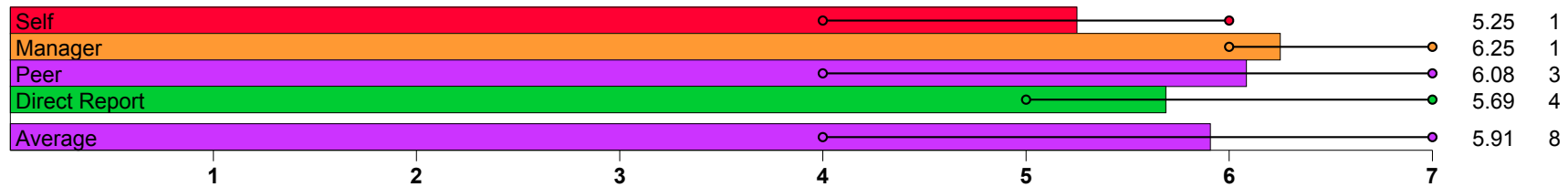
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Competency Summary

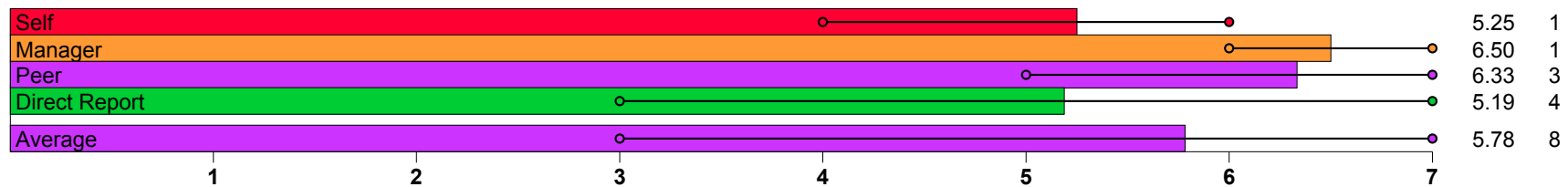
Written Communication



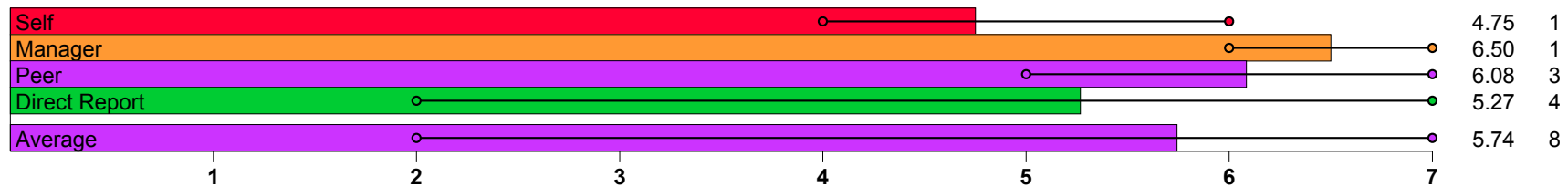
Achievement Orientation



Oral Communication



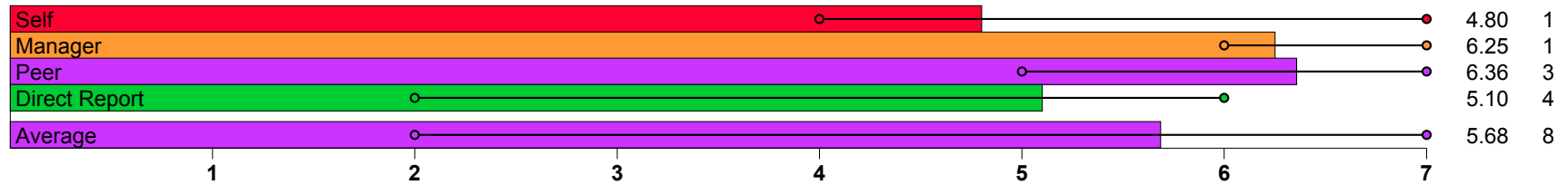
Oral Presentation



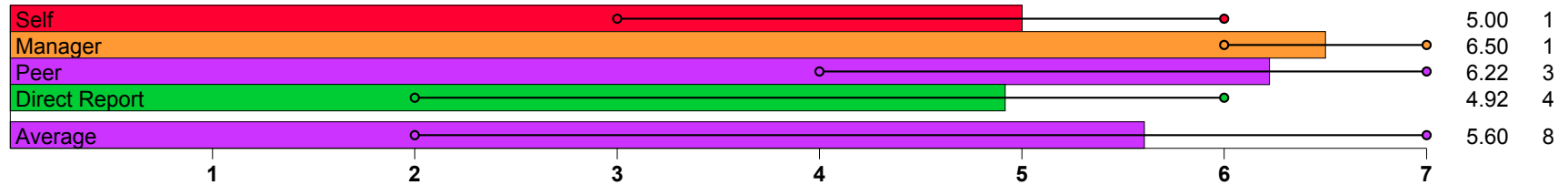
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Competency Summary Continued

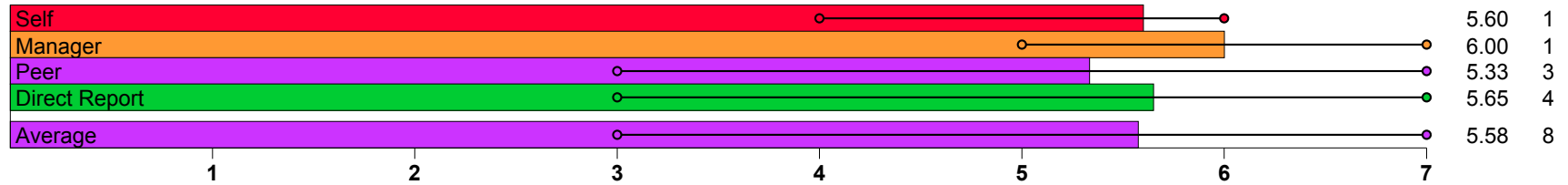
Team/Interpersonal Support



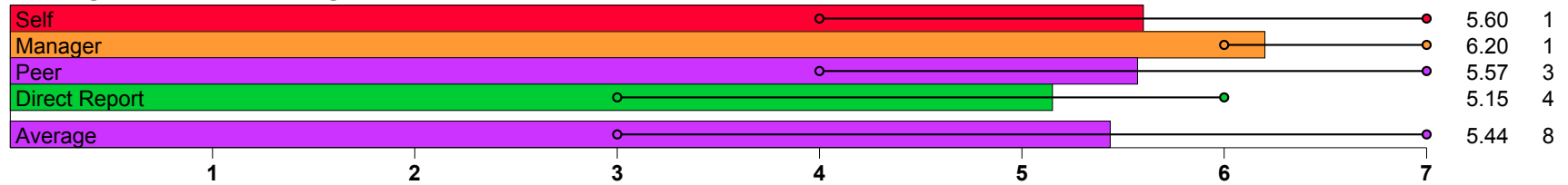
Collaboration



Interpersonal Sensitivity/Empathy



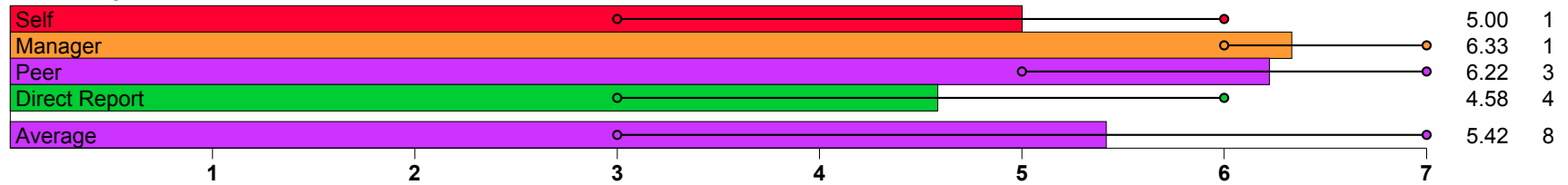
Strategic Problem Solving



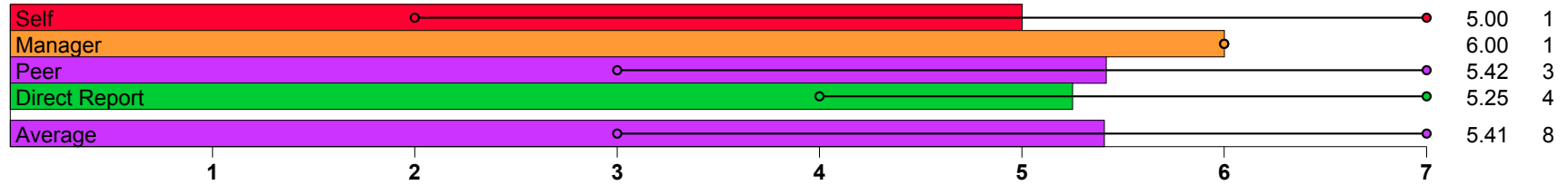
EMOTIONAL INTELLIGENCEVIEW360

Competency Summary Continued

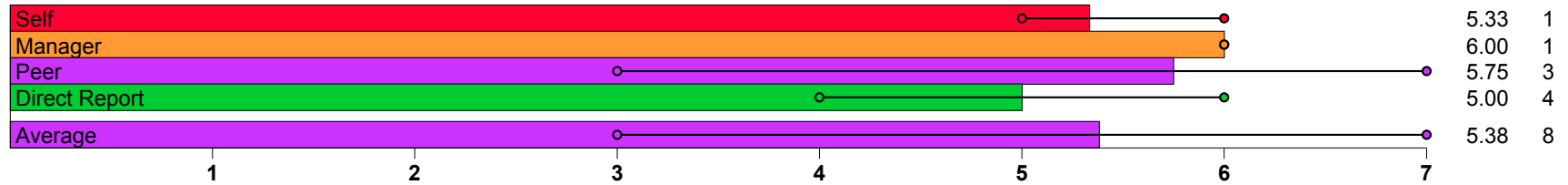
Two-Way Feedback



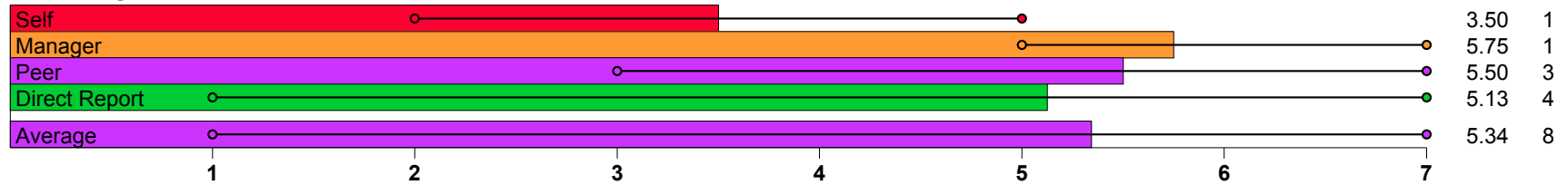
Self-Development



Building Strategic Relationships



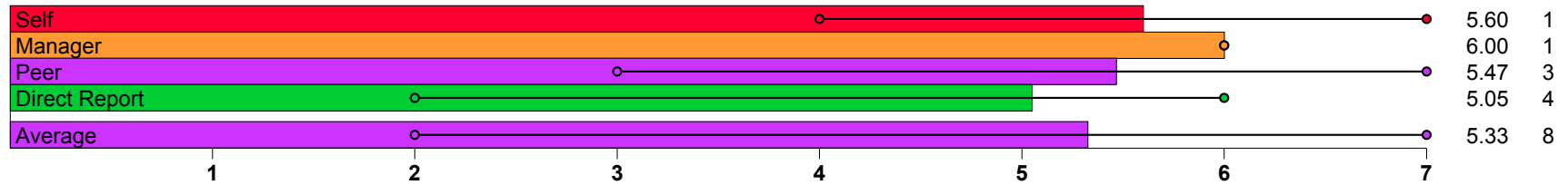
Listening



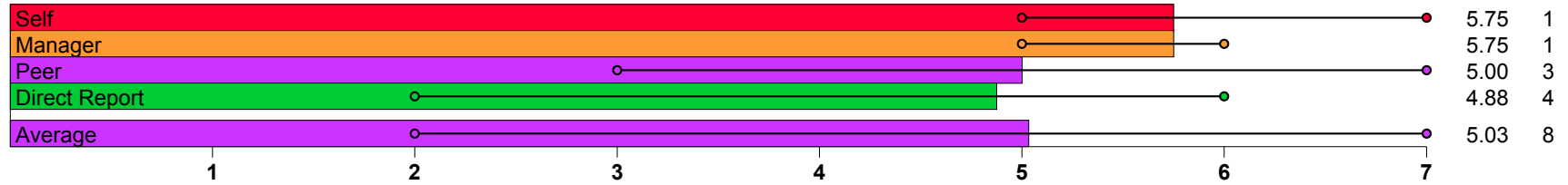
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Competency Summary Continued

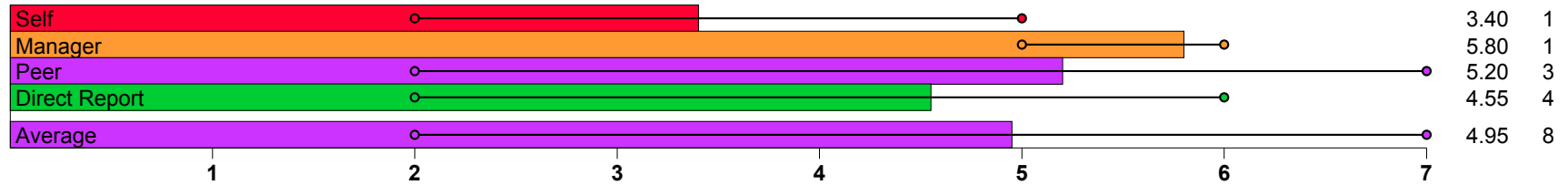
Leadership/Influence



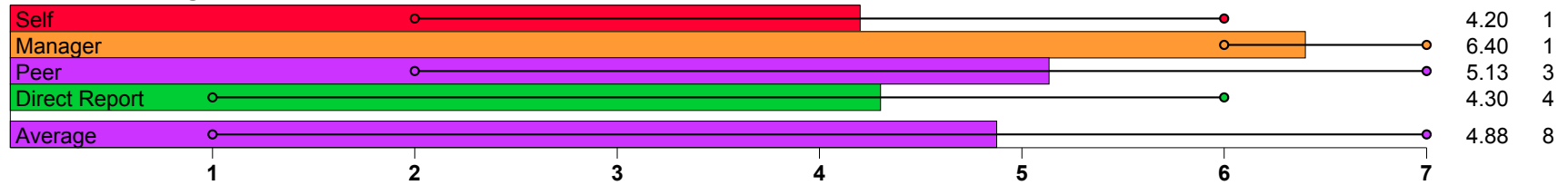
Engenders Trust



Adaptability/Stress Tolerance



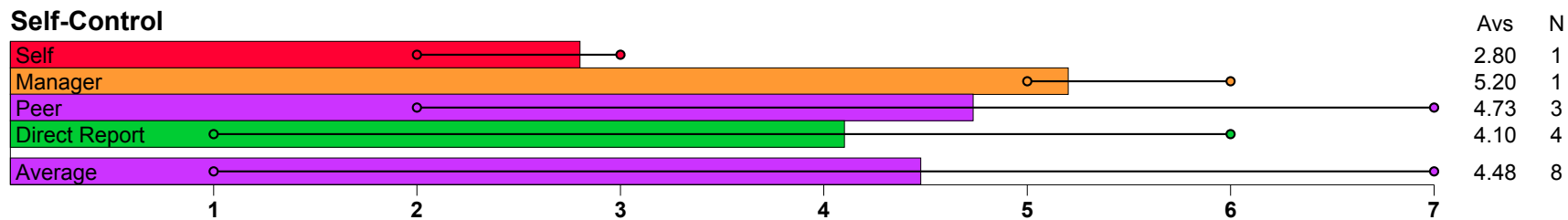
Conflict Management



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Competency Summary Continued

Self-Control



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Most Frequent Behaviors - All Raters

The following 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
Uses appropriate grammar, tense, and language in all written communications	Written Communication	6.7	0	0	0	0	0	2	5
Demonstrates understanding, tolerance and 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	6.4	0	0	0	1	0	2	5
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	6.4	0	0	0	0	1	3	4
Articulates and enunciates clearly when speaking and communicating	Oral Communication	6.4	0	0	0	0	1	3	4
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	6.3	0	0	0	0	1	4	3
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.3	0	0	0	0	1	4	3
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	6.3	0	0	0	0	1	4	3
Writes in a logical, organized, and clear manner	Written Communication	6.2	0	0	0	0	1	3	2
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	6.1	0	0	0	0	1	4	2
Follows through on stated commitments and promises	Achievement Orientation	6.1	0	0	0	0	2	3	3

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Most Frequent Behaviors - Manager

The following 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
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	7.0	0	0	0	0	0	0	1
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	7.0	0	0	0	0	0	0	1
Demonstrates understanding, tolerance and 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	7.0	0	0	0	0	0	0	1
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	7.0	0	0	0	0	0	0	1
Allows for disagreements to emerge and to be discussed openly	Conflict Management	7.0	0	0	0	0	0	0	1
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	7.0	0	0	0	0	0	0	1
Follows through on stated commitments and promises	Achievement Orientation	7.0	0	0	0	0	0	0	1
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	7.0	0	0	0	0	0	0	1
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	7.0	0	0	0	0	0	0	1
Articulates and enunciates clearly when speaking and communicating	Oral Communication	7.0	0	0	0	0	0	0	1

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Most Frequent Behaviors - Manager

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
Clearly expresses and requests information from others	Oral Communication	7.0	0	0	0	0	0	0	1
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	7.0	0	0	0	0	0	0	1
Works collaboratively and non-competitively with others	Collaboration	7.0	0	0	0	0	0	0	1
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	7.0	0	0	0	0	0	0	1
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration	7.0	0	0	0	0	0	0	1

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Most Frequent Behaviors - Peer

The following 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
Uses appropriate grammar, tense, and language in all written communications	Written Communication	7.0	0	0	0	0	0	0	2
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	6.7	0	0	0	0	0	1	2
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	6.7	0	0	0	0	0	1	2
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.7	0	0	0	0	0	1	2
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	6.7	0	0	0	0	0	1	2
Articulates and enunciates clearly when speaking and communicating	Oral Communication	6.7	0	0	0	0	0	1	2
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.7	0	0	0	0	0	1	2
Follows through on stated commitments and promises	Achievement Orientation	6.7	0	0	0	0	0	1	2
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	6.5	0	0	0	0	0	1	1
Writes in a logical, organized, and clear manner	Written Communication	6.5	0	0	0	0	0	1	1

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Most Frequent Behaviors - Direct Report

The following 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
Demonstrates understanding, tolerance and 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	6.8	0	0	0	0	0	1	3
Uses appropriate grammar, tense, and language in all written communications	Written Communication	6.8	0	0	0	0	0	1	3
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	6.3	0	0	0	0	0	2	1
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	6.3	0	0	0	0	1	1	2
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence	6.0	0	0	0	0	0	4	0
Writes in a logical, organized, and clear manner	Written Communication	6.0	0	0	0	0	1	1	1
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	6.0	0	0	0	0	1	2	1
Articulates and enunciates clearly when speaking and communicating	Oral Communication	6.0	0	0	0	0	1	2	1
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.0	0	0	0	0	1	2	1
Performs work in a conscientious and dependable manner	Achievement Orientation	5.8	0	0	0	0	1	3	0

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Most Frequent Behaviors - Direct Report

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
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	5.8	0	0	0	0	1	3	0
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	5.8	0	0	0	0	1	3	0
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	5.8	0	0	0	0	1	3	0

EMOTIONAL INTELLIGENCE VIEW 360

Least Frequent Behaviors - All Raters

The following 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
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	3.9	0	2	2	0	3	1	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	4.3	1	0	2	1	2	1	1
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	4.3	1	1	1	1	1	2	1
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	Self-Control	4.4	1	0	1	2	2	1	1
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	4.4	0	2	0	1	3	2	0
Waits out silences and listens patiently without interrupting others	Listening	4.4	1	0	2	0	2	3	0
Allows for disagreements to emerge and to be discussed openly	Conflict Management	4.5	0	2	1	0	3	0	2
Encourages others to express contrary views, ideas and opinions	Conflict Management	4.8	0	1	1	1	2	2	1
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	4.8	0	1	1	0	4	1	1
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	4.8	0	2	0	0	3	2	1

EMOTIONAL INTELLIGENCE VIEW 360

Least Frequent Behaviors - All Raters

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
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Engenders Trust	4.8	0	1	1	1	2	2	1

EMOTIONAL INTELLIGENCE VIEW 360

Least Frequent Behaviors - Manager

The following 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
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	5.0	0	0	0	0	1	0	0
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	Self-Control	5.0	0	0	0	0	1	0	0
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	5.0	0	0	0	0	1	0	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	5.0	0	0	0	0	1	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	0	1	0	0
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	5.0	0	0	0	0	1	0	0
Waits out silences and listens patiently without interrupting others	Listening	5.0	0	0	0	0	1	0	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Engenders Trust	5.0	0	0	0	0	1	0	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	5.0	0	0	0	0	1	0	0
Writes in a logical, organized, and clear manner	Written Communication	6.0	0	0	0	0	0	1	0

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Least Frequent Behaviors - Manager

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
Uses appropriate grammar, tense, and language in all written communications	Written Communication	6.0	0	0	0	0	0	1	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	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
Restates and clarifies important points and questions from others during presentations	Oral Presentation	6.0	0	0	0	0	0	1	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	6.0	0	0	0	0	0	1	0
Realistically appraises ones own strengths and development areas	Self-Development	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
Manages time effectively and efficiently	Self-Development	6.0	0	0	0	0	0	1	0
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	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
Performs work in a conscientious and dependable manner	Achievement Orientation	6.0	0	0	0	0	0	1	0
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	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
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	6.0	0	0	0	0	0	1	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	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

EMOTIONAL INTELLIGENCE VIEW 360

Least Frequent Behaviors - Manager

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 openness, honesty and candor in interpersonal relationships	Engenders Trust	6.0	0	0	0	0	0	1	0
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Engenders Trust	6.0	0	0	0	0	0	1	0
Demonstrates and practices high standards of personal and professional integrity	Engenders Trust	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
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	Building Strategic Relationships	6.0	0	0	0	0	0	1	0
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	6.0	0	0	0	0	0	1	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	6.0	0	0	0	0	0	1	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	6.0	0	0	0	0	0	1	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	6.0	0	0	0	0	0	1	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	6.0	0	0	0	0	0	1	0
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	6.0	0	0	0	0	0	1	0
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	6.0	0	0	0	0	0	1	0

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Least Frequent Behaviors - Manager

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 optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance	6.0	0	0	0	0	0	1	0
Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving	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
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	6.0	0	0	0	0	0	1	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	6.0	0	0	0	0	0	1	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	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
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	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
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	6.0	0	0	0	0	0	1	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	6.0	0	0	0	0	0	1	0
Develops cooperative, rather than competitive, working relationships with others	Collaboration	6.0	0	0	0	0	0	1	0
Develops supportive, helpful, and friendly working relationships with others	Collaboration	6.0	0	0	0	0	0	1	0
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	6.0	0	0	0	0	0	1	0
Takes the time to understand and listen to others	Listening	6.0	0	0	0	0	0	1	0

EMOTIONAL INTELLIGENCEVIEW360

Least Frequent Behaviors - Manager

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 eye contact when communicating with others	Oral Communication	6.0	0	0	0	0	0	1	0
Provides clear, succinct and logical answers to questions from others	Oral Communication	6.0	0	0	0	0	0	1	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	6.0	0	0	0	0	0	1	0

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Least Frequent Behaviors - Peer

The following 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
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	3.7	0	1	1	0	0	1	0
Waits out silences and listens patiently without interrupting others	Listening	4.0	0	0	2	0	0	1	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	4.3	0	0	2	0	0	0	1
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	4.3	0	0	2	0	0	0	1
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	4.3	0	1	0	1	0	0	1
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	4.7	0	1	0	0	0	2	0
Seeks and applies feedback and constructive criticism from others	Self-Development	4.7	0	0	1	1	0	0	1
Demonstrates and practices high standards of personal and professional integrity	Engenders Trust	4.7	0	0	1	0	1	1	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	5.0	0	0	1	0	1	0	1
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.0	0	0	0	1	1	1	0

EMOTIONAL INTELLIGENCEVIEW360

Least Frequent Behaviors - Peer

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	5.0	0	0	1	0	1	0	1
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	5.0	0	1	0	0	0	1	1
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Engenders Trust	5.0	0	0	1	0	1	0	1
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Engenders Trust	5.0	0	0	1	0	1	0	1
Manages time effectively and efficiently	Self-Development	5.0	0	0	0	1	1	1	0
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	5.0	0	0	1	0	1	0	1
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	5.0	0	0	1	0	1	0	1
Allows for disagreements to emerge and to be discussed openly	Conflict Management	5.0	0	0	1	0	1	0	1
Encourages others to express contrary views, ideas and opinions	Conflict Management	5.0	0	0	1	0	1	0	1
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	5.0	0	0	0	2	0	0	1

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Least Frequent Behaviors - Direct Report

The following 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
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	Self-Control	3.5	1	0	0	2	1	0	0
Allows for disagreements to emerge and to be discussed openly	Conflict Management	3.5	0	2	0	0	2	0	0
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	3.8	0	1	1	0	2	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	3.8	1	0	1	0	1	1	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	4.0	0	1	0	1	2	0	0
Resists the desire to speak or act when it will not be helpful to the situation	Self-Control	4.0	1	0	0	1	1	1	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	4.3	0	1	0	1	1	1	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	4.3	0	1	1	0	0	2	0
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	4.3	0	1	0	0	3	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	4.3	0	0	1	1	2	0	0

EMOTIONAL INTELLIGENCEVIEW360

Least Frequent Behaviors - Direct Report

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
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Engenders Trust	4.3	0	1	0	1	1	1	0

EMOTIONAL INTELLIGENCE VIEW 360

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). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

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
Written Communication	4.67 (0.69)	6.00 (1.00)	6.57 (0.84)	6.00 (0.60)	6.19 (0.68)
Uses appropriate grammar, tense, and language in all written communications	4.00 (1.00)	6.00 (1.00)	7.00 (1.00)	6.75 (0.86)	6.71 (0.85)
Writes in a logical, organized, and clear manner	6.00 (1.00)	6.00 (1.00)	6.50 (0.83)	6.00 (0.73)	6.17 (0.77)
Uses written communications effectively and appropriately (e.g., email)	4.00 (1.00)	6.00 (1.00)	6.33 (0.84)	5.25 (0.51)	5.75 (0.60)
Achievement Orientation	5.25 (0.72)	6.25 (0.86)	6.08 (0.68)	5.69 (0.81)	5.91 (0.75)
Works hard to achieve and accomplish tasks, projects, assignments and goals	6.00 (1.00)	6.00 (1.00)	6.67 (0.84)	6.00 (0.76)	6.25 (0.78)
Follows through on stated commitments and promises	5.00 (1.00)	7.00 (1.00)	6.67 (0.84)	5.50 (0.83)	6.13 (0.74)
Performs work in a conscientious and dependable manner	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	5.75 (0.86)	5.88 (0.80)
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	4.00 (1.00)	6.00 (1.00)	5.00 (0.73)	5.50 (0.83)	5.38 (0.77)
Oral Communication	5.25 (0.72)	6.50 (0.83)	6.33 (0.79)	5.19 (0.64)	5.78 (0.65)
Articulates and enunciates clearly when speaking and communicating	4.00 (1.00)	7.00 (1.00)	6.67 (0.84)	6.00 (0.76)	6.38 (0.77)
Maintains eye contact when communicating with others	6.00 (1.00)	6.00 (1.00)	6.33 (0.84)	5.25 (0.57)	5.75 (0.64)
Provides clear, succinct and logical answers to questions from others	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	5.00 (0.76)	5.50 (0.71)
Clearly expresses and requests information from others	5.00 (1.00)	7.00 (1.00)	6.33 (0.84)	4.50 (0.71)	5.50 (0.59)

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Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Oral Presentation	4.75 (0.72)	6.50 (0.83)	6.08 (0.75)	5.27 (0.57)	5.74 (0.62)
Confidently delivers oral presentations that are persuasive, clear, and logically organized	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	6.33 (0.84)	6.14 (0.79)
Restates and clarifies important points and questions from others during presentations	5.00 (1.00)	6.00 (1.00)	6.33 (0.84)	5.00 (0.59)	5.63 (0.63)
Handles questions in meetings and presentations in a responsive and diplomatic manner	4.00 (1.00)	7.00 (1.00)	6.00 (0.73)	5.00 (0.42)	5.63 (0.50)
Is prepared and organized for meetings, discussions and presentations	4.00 (1.00)	7.00 (1.00)	6.00 (0.73)	5.00 (0.76)	5.63 (0.67)
Team/Interpersonal Support	4.80 (0.61)	6.25 (0.86)	6.36 (0.73)	5.10 (0.65)	5.68 (0.63)
Acknowledges and recognizes the contributions and accomplishments of others	4.00 (1.00)	7.00 (1.00)	6.67 (0.84)	5.75 (0.86)	6.25 (0.78)
Takes initiative and offers formal and informal assistance, training and coaching to others	7.00 (1.00)	6.00 (1.00)	6.67 (0.84)	5.00 (0.76)	5.75 (0.68)
Provides timely and ongoing feedback to others regarding working relationships and job performance	5.00 (1.00)	NR	6.00 (0.67)	5.50 (0.71)	5.67 (0.69)
Expresses confidence in the skills and abilities of others	4.00 (1.00)	6.00 (1.00)	6.67 (0.84)	4.50 (0.45)	5.50 (0.47)
Encourages cooperation and teamwork among people who depend on each other to get work done	4.00 (1.00)	6.00 (1.00)	5.67 (0.69)	4.75 (0.86)	5.25 (0.72)
Collaboration	5.00 (0.62)	6.50 (0.83)	6.22 (0.74)	4.92 (0.60)	5.60 (0.60)
Solicits and values the thoughts, opinions, feedback, and ideas of others	4.00 (1.00)	7.00 (1.00)	6.33 (0.84)	5.25 (0.86)	5.88 (0.74)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	6.00 (1.00)	6.00 (1.00)	6.33 (0.69)	5.25 (0.72)	5.75 (0.68)
Develops supportive, helpful, and friendly working relationships with others	6.00 (1.00)	6.00 (1.00)	6.33 (0.84)	5.00 (0.76)	5.63 (0.71)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	6.00 (1.00)	7.00 (1.00)	6.33 (0.84)	4.75 (0.45)	5.63 (0.50)
Works collaboratively and non-competitively with others	3.00 (1.00)	7.00 (1.00)	6.33 (0.84)	4.50 (0.63)	5.50 (0.56)
Develops cooperative, rather than competitive, working relationships with others	5.00 (1.00)	6.00 (1.00)	5.67 (0.58)	4.75 (0.45)	5.25 (0.51)

EMOTIONAL INTELLIGENCEVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Interpersonal Sensitivity/Empathy	5.60 (0.73)	6.00 (0.79)	5.33 (0.49)	5.65 (0.70)	5.58 (0.61)
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	6.00 (1.00)	7.00 (1.00)	5.67 (0.58)	6.75 (0.86)	6.38 (0.67)
Makes an effort to understand and take an interest in how others are feeling	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	5.75 (0.86)	5.88 (0.80)
Develops and maintains warm, friendly, and sensitive relationships with others	4.00 (1.00)	6.00 (1.00)	5.67 (0.58)	5.50 (0.83)	5.63 (0.71)
Shows an interest in and is considerate of the feelings and needs of others	6.00 (1.00)	6.00 (1.00)	4.33 (0.37)	5.50 (0.83)	5.13 (0.55)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	6.00 (1.00)	5.00 (1.00)	5.00 (0.46)	4.75 (0.64)	4.88 (0.58)
Strategic Problem Solving	5.60 (0.66)	6.20 (0.87)	5.57 (0.57)	5.15 (0.76)	5.44 (0.66)
Researches and utilizes available information in order to understand and solve issues and problems	6.00 (1.00)	7.00 (1.00)	5.67 (0.58)	5.75 (0.86)	5.88 (0.69)
Generates and considers multiple options before making a decision	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	5.25 (0.86)	5.63 (0.77)
Makes decisions confidently and quickly when necessary	7.00 (1.00)	6.00 (1.00)	5.67 (0.58)	5.00 (0.76)	5.38 (0.67)
Sticks with a decision or course of action unless it is obvious that it is incorrect	4.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.00 (1.00)	5.29 (0.71)
Makes high quality and logical decisions based on adequate data and information	5.00 (1.00)	6.00 (1.00)	5.00 (0.53)	4.75 (0.64)	5.00 (0.59)
Two-Way Feedback	5.00 (0.53)	6.33 (0.84)	6.22 (0.79)	4.58 (0.71)	5.42 (0.63)
Communicates information needed by others in a prompt and timely manner	3.00 (1.00)	7.00 (1.00)	6.33 (0.84)	4.75 (0.72)	5.63 (0.63)
Maintains close contact and communications with others (i.e., keeps others well informed)	6.00 (1.00)	6.00 (1.00)	6.33 (0.84)	4.75 (0.72)	5.50 (0.67)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	6.00 (1.00)	6.00 (1.00)	6.00 (0.73)	4.25 (0.72)	5.13 (0.61)
Self-Development	5.00 (0.38)	6.00 (1.00)	5.42 (0.56)	5.25 (0.68)	5.41 (0.64)
Pursues continuous learning and self-development of knowledge, experiences and skills	7.00 (1.00)	6.00 (1.00)	6.33 (0.84)	6.25 (0.72)	6.25 (0.78)
Realistically appraises ones own strengths and development areas	5.00 (1.00)	6.00 (1.00)	5.67 (0.58)	5.25 (0.72)	5.50 (0.67)
Seeks and applies feedback and constructive criticism from others	6.00 (1.00)	6.00 (1.00)	4.67 (0.43)	5.00 (0.76)	5.00 (0.59)

EMOTIONAL INTELLIGENCEVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Self-Development	5.00 (0.38)	6.00 (1.00)	5.42 (0.56)	5.25 (0.68)	5.41 (0.64)
Manages time effectively and efficiently	2.00 (1.00)	6.00 (1.00)	5.00 (0.73)	4.50 (0.83)	4.88 (0.74)
Building Strategic Relationships	5.33 (0.84)	6.00 (1.00)	5.75 (0.54)	5.00 (0.75)	5.38 (0.64)
Effectively builds relationships and partnerships with others outside the organization	5.00 (1.00)	6.00 (1.00)	6.50 (0.83)	5.25 (0.72)	5.71 (0.71)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	6.00 (1.00)	NR	5.67 (0.58)	5.25 (0.86)	5.43 (0.70)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	5.00 (1.00)	6.00 (1.00)	5.33 (0.43)	4.33 (0.84)	5.00 (0.56)
Listening	3.50 (0.63)	5.75 (0.72)	5.50 (0.48)	5.13 (0.46)	5.34 (0.49)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	5.00 (1.00)	7.00 (1.00)	6.67 (0.84)	6.00 (0.76)	6.38 (0.77)
Summarizes and paraphrases what others have said in order to clarify understanding	3.00 (1.00)	5.00 (1.00)	6.00 (0.73)	5.00 (0.42)	5.38 (0.53)
Takes the time to understand and listen to others	4.00 (1.00)	6.00 (1.00)	5.33 (0.43)	5.00 (0.59)	5.25 (0.54)
Waits out silences and listens patiently without interrupting others	2.00 (1.00)	5.00 (1.00)	4.00 (0.53)	4.50 (0.31)	4.38 (0.42)
Leadership/Influence	5.60 (0.66)	6.00 (1.00)	5.47 (0.56)	5.05 (0.64)	5.33 (0.62)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	7.00 (1.00)	6.00 (1.00)	6.00 (0.73)	5.50 (0.83)	5.75 (0.78)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	5.00 (1.00)	6.00 (1.00)	5.33 (0.58)	6.00 (1.00)	5.75 (0.72)
Convinces and persuades others to see his/her perspective and ideas	6.00 (1.00)	6.00 (1.00)	5.67 (0.58)	4.75 (0.64)	5.25 (0.60)
Communicates and expresses ideas in a manner that persuades and influences others	6.00 (1.00)	6.00 (1.00)	5.33 (0.58)	4.75 (0.72)	5.13 (0.65)
Modifies his/her leadership style to persuade, motivate and influence others	4.00 (1.00)	6.00 (1.00)	5.00 (0.46)	4.25 (0.57)	4.75 (0.51)
Engenders Trust	5.75 (0.72)	5.75 (0.86)	5.00 (0.49)	4.88 (0.56)	5.03 (0.55)
Maintains openness, honesty and candor in interpersonal relationships	7.00 (1.00)	6.00 (1.00)	5.50 (0.50)	5.25 (0.72)	5.43 (0.65)

EMOTIONAL INTELLIGENCEVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Engenders Trust	5.75 (0.72)	5.75 (0.86)	5.00 (0.49)	4.88 (0.56)	5.03 (0.55)
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	6.00 (1.00)	4.67 (0.58)	5.25 (0.72)	5.13 (0.65)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	5.00 (1.00)	5.00 (1.00)	5.00 (0.46)	4.75 (0.45)	4.88 (0.49)
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)	6.00 (1.00)	5.00 (0.46)	4.25 (0.51)	4.75 (0.48)
Adaptability/Stress Tolerance	3.40 (0.66)	5.80 (0.87)	5.20 (0.47)	4.55 (0.55)	4.95 (0.52)
Demonstrates flexibility and resilience in response to adversity and challenge	5.00 (1.00)	6.00 (1.00)	5.00 (0.46)	5.25 (0.72)	5.25 (0.60)
Maintains optimism and makes the most out of situations whether good or bad	3.00 (1.00)	6.00 (1.00)	5.67 (0.58)	4.75 (0.72)	5.25 (0.64)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	3.00 (1.00)	6.00 (1.00)	5.67 (0.58)	4.25 (0.40)	5.00 (0.45)
Maintains an effective balance between work, family and personal life	2.00 (1.00)	6.00 (1.00)	5.00 (0.46)	4.50 (0.50)	4.88 (0.49)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	4.00 (1.00)	5.00 (1.00)	4.67 (0.37)	4.00 (0.59)	4.38 (0.50)
Conflict Management	4.20 (0.51)	6.40 (0.84)	5.13 (0.41)	4.30 (0.44)	4.88 (0.41)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	6.00 (1.00)	7.00 (1.00)	5.33 (0.43)	5.50 (0.71)	5.63 (0.56)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	3.00 (1.00)	6.00 (1.00)	6.00 (0.53)	4.50 (0.45)	5.25 (0.45)
Encourages others to express contrary views, ideas and opinions	5.00 (1.00)	6.00 (1.00)	5.00 (0.46)	4.25 (0.51)	4.75 (0.48)
Allows for disagreements to emerge and to be discussed openly	5.00 (1.00)	7.00 (1.00)	5.00 (0.46)	3.50 (0.50)	4.50 (0.38)
Resists reacting defensively and keeps an open mind when others disagree with him/her	2.00 (1.00)	6.00 (1.00)	4.33 (0.32)	3.75 (0.36)	4.25 (0.34)
Self-Control	2.80 (0.87)	5.20 (0.87)	4.73 (0.37)	4.10 (0.48)	4.48 (0.45)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	3.00 (1.00)	6.00 (1.00)	5.33 (0.58)	4.75 (0.64)	5.13 (0.61)

EMOTIONAL INTELLIGENCEVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Average
Self-Control	2.80 (0.87)	5.20 (0.87)	4.73 (0.37)	4.10 (0.48)	4.48 (0.45)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	3.00 (1.00)	5.00 (1.00)	5.00 (0.28)	4.50 (0.50)	4.75 (0.43)
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	3.00 (1.00)	5.00 (1.00)	5.33 (0.43)	3.50 (0.50)	4.38 (0.42)
Resists the desire to speak or act when it will not be helpful to the situation	3.00 (1.00)	5.00 (1.00)	4.33 (0.37)	4.00 (0.38)	4.25 (0.40)
Handles tense situations without overreacting, becoming overly emotional or defensive	2.00 (1.00)	5.00 (1.00)	3.67 (0.43)	3.75 (0.57)	3.88 (0.52)

EMOTIONAL INTELLIGENCEVIEW360

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 the rater to ensure confidentiality.

✓ FEEDFORWARD SIGNATURE STRENGTHS

Please provide any written comments you have regarding the demonstrated Strengths of the individual in the space provided below (what the individual can do to continue leveraging their strengths)

✓ FEEDFORWARD DEVELOPMENT OPPORTUNITIES

Please provide any written comments you have regarding possible Development Areas of the individual in the space provided below (what the individual can do more, less or differently to be more effective)

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 INTELLIGENCEVIEW360

Open Ended Comments Summary

FEEDFORWARD SIGNATURE STRENGTHS

Manager:

A great strength is a willingness to hear and digest feedback and to make changes in behavior in response to feedback. Another strength is general lack of defensiveness around feedback. Finally, Jay has a great deal of personal integrity and is committed to excellence in his work and relationships.

Peer:

collaborative, good team player, affirming and validating; bright, high energy, creative, sensitive, warm

Supportive of others, good sense of humor, a pleasure to work with

Direct Report:

Open to new approaches, genuinely passionate about the work, sensitive to diversity issues, well read and consistently expands his knowledge, wants to improve

Jay is phenomenal at giving and receiving feedback. He is deeply interested in the workings of individuals and of the various cultures in our world and he invests time and thought into finding ways to extend those skills that will enable people to understand and better communicate with each other. He is a theorist and an action person shaping the theories into viable endeavors. He is sensitive and aware of people with their strengths and weaknesses. He is a visionary and dreamer with incredible ideas for addressing the above mentioned ideas. He is an entrepreneur and he puts ideas into motion. He is also willing to invest himself in whatever he is involved, whether it be a human being or some other entity. I would like him as a therapist and I like working with him on his dream. Jay is a people person seeing the big picture of who they are.

EMOTIONAL INTELLIGENCEVIEW360

Open Ended Comments Summary Continued

FEEDFORWARD DEVELOPMENT OPPORTUNITIES

Manager:

Is working hard to overcome a tendency to act when prudence might demand more patient observation and to react strongly when his emotions are aroused. He is making strides in both of these areas.

Peer:

Sometimes does not respect boundaries of others, can disclose information about others which is sensitive, at times tries to enlist others in disagreements with third parties which can (perhaps unintentionally) create conflict (triangulate)

perhaps concentrate on doing fewer tasks rather than spreading self so thin; slowing down

Direct Report:

He is an entrepreneur which is also his weakness. He has surrounded himself with some very good people in one area, but is having trouble either finding the right people for other tasks or is not willing to let them do their job. He has not communicated some very important information to me on a couple of occasions. He also has said he would provide me with information and then, done the work himself. Finally he has held information that has been necessary for me to complete my job. I suspect it is because he is so used to not having anyone reliable or able to perform certain tasks that he does not trust they will get done. I am not sure. It will take more time. He is an entrepreneur through and through.

Can be very defensive and when defensive has a hard time stopping the cycle of defensiveness, Can be very impulsive and when in a heated situation can react by attacking others or sharing confidential information to support his position, Can be too impulsive with written communication - for example sending multiple sequential e-mails rather than thinking an issue all the way through and sending one e-mail, has difficulty delegating

EMOTIONAL INTELLIGENCEVIEW360

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 VIEW 360

Development Planning Guide Continued

Deciding What 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 provided 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.

Competency Group	Competency	Importance	Development
Self Management	Self-Development		
	Adaptability/Stress Tolerance		
	Self-Control		
	Engenders Trust		
	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 INTELLIGENCEVIEW360

Development Planning Guide Continued

Deciding What 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 specific emotional intelligence 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 INTELLIGENCEVIEW360

Development Planning Guide Continued

Deciding What 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 INTELLIGENCEVIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	