

EMOTIONAL INTELLIGENCEVIEW360

Emotional Intelligence View360 Profile for:
Chris Sample
Envisia Learning

Jul 11 2014



Enlighten.
Encourage.
Enable.

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	2
Direct Report	2
Team Member	2

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

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

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.

Competency Definitions Continued

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.

Communication

Written Communication

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

Two-Way Feedback

Solicits input and 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.

Competency Definitions Continued

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

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.

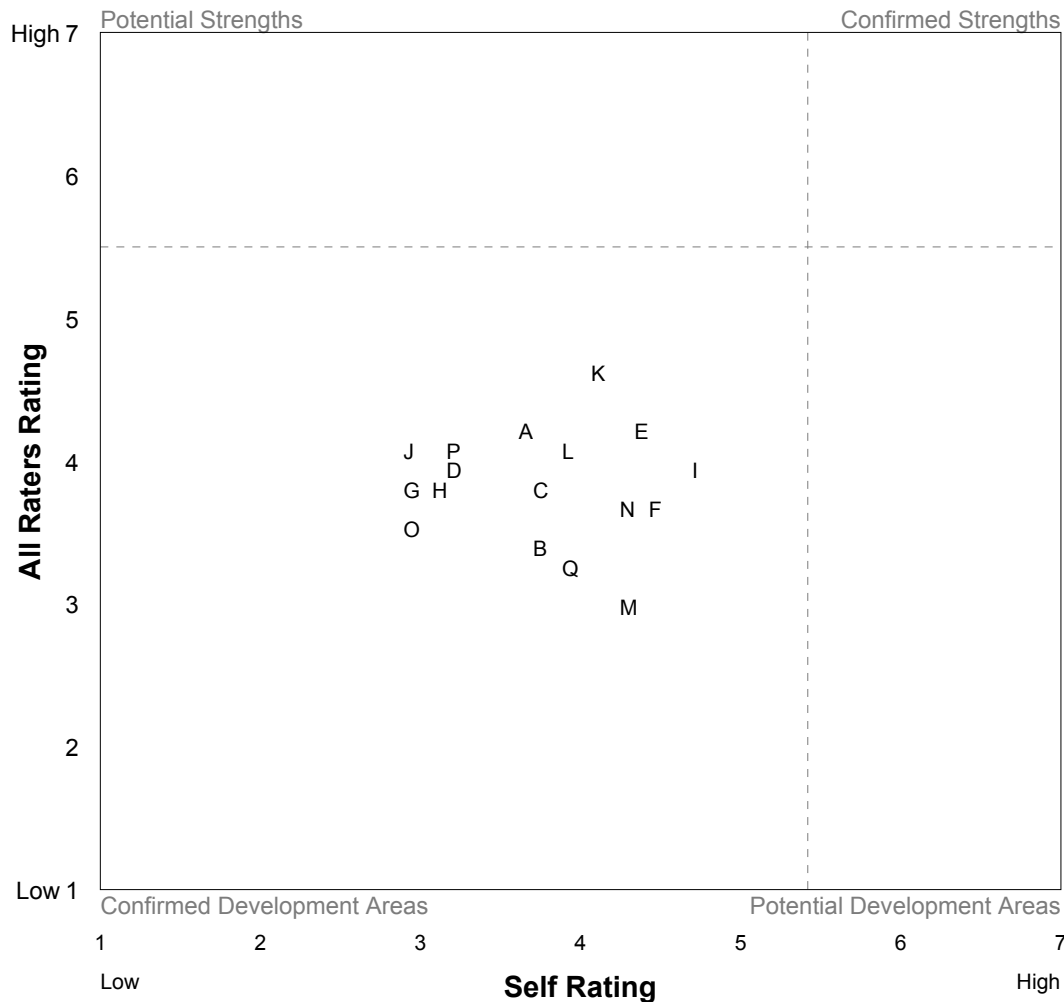
	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

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

1. Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
2. Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
3. Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
4. Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

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.

Self-Awareness Index Self - All Raters (N = 7)



Confirmed Development Areas

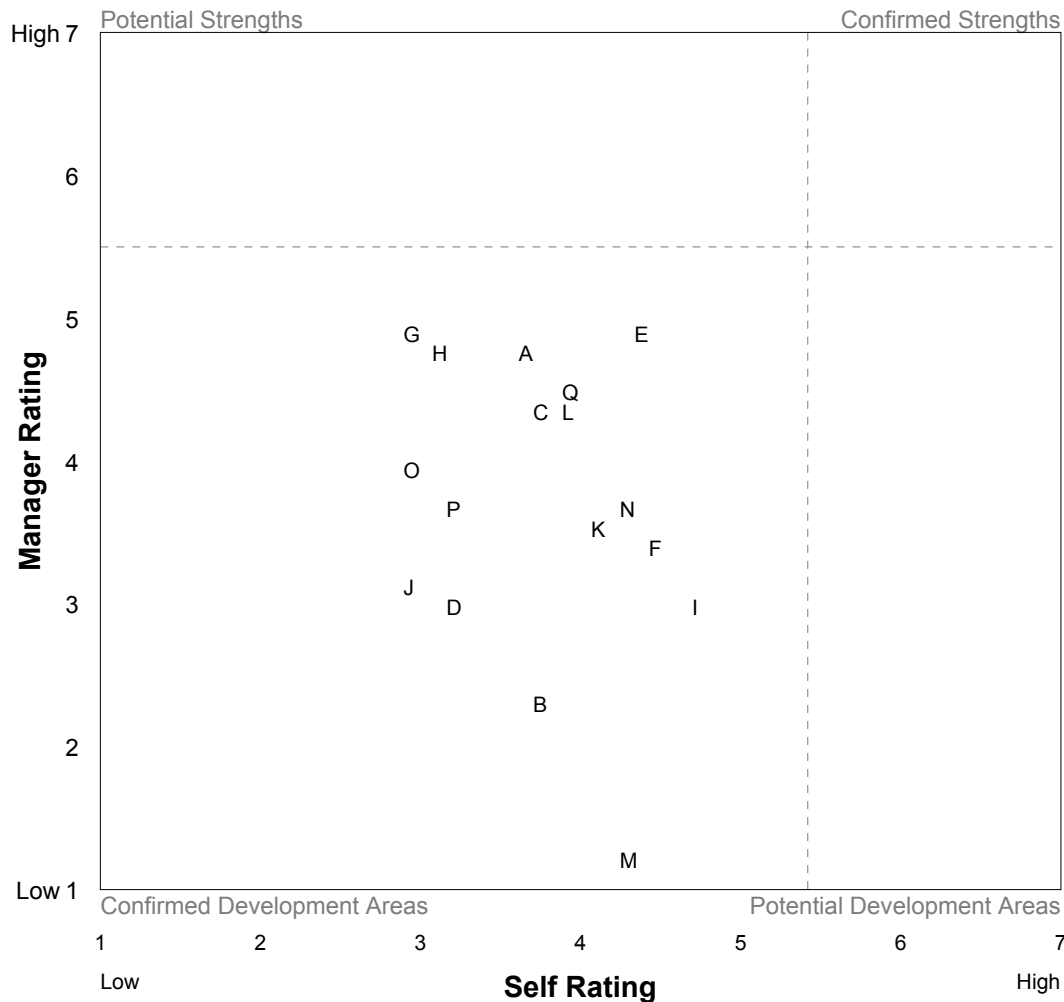
- A. Self-Development
- B. Adaptability/Stress Tolerance
- C. Self-Control
- D. Engenders Trust
- E. Strategic Problem Solving
- F. Achievement Orientation
- G. Building Strategic Relationships
- H. Conflict Management
- I. Leadership/Influence
- J. Interpersonal Sensitivity/Empathy
- K. Team/Interpersonal Support
- L. Collaboration
- M. Written Communication
- N. Two-Way Feedback
- O. Oral Communication
- P. Oral Presentation
- Q. Listening

Average Scores

Self All Raters

A. Self-Development	3.75	4.21
B. Adaptability/Stress Tolerance	3.80	3.40
C. Self-Control	3.80	3.83
D. Engenders Trust	3.25	4.04
E. Strategic Problem Solving	4.40	4.29
F. Achievement Orientation	4.50	3.68
G. Building Strategic Relationships	3.00	3.81
H. Conflict Management	3.20	3.86
I. Leadership/Influence	4.80	3.94
J. Interpersonal Sensitivity/Empathy	3.00	4.20
K. Team/Interpersonal Support	4.20	4.63
L. Collaboration	4.00	4.19
M. Written Communication	4.33	3.10
N. Two-Way Feedback	4.33	3.71
O. Oral Communication	3.00	3.57
P. Oral Presentation	3.25	4.11
Q. Listening	4.00	3.25

Self-Awareness Index Self - Manager (N = 1)



Average Scores

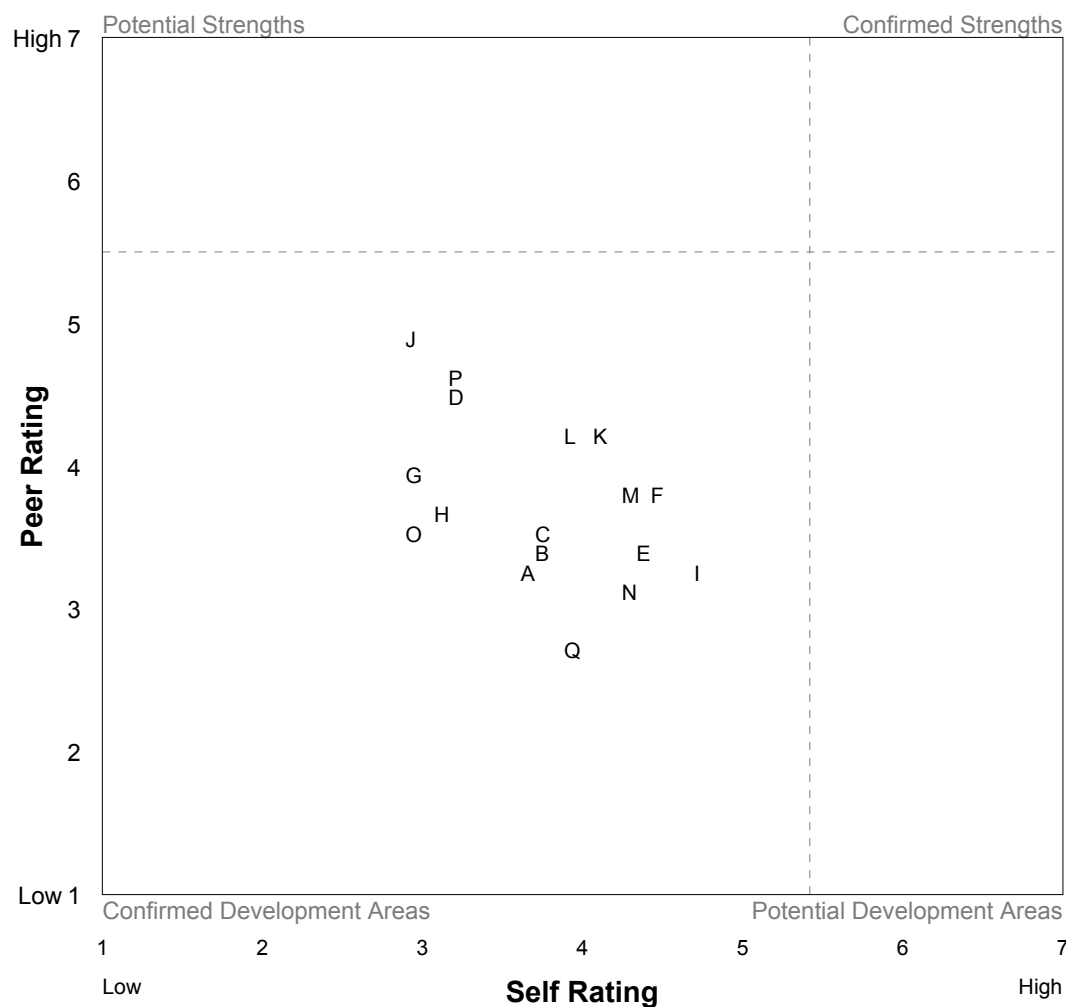
Self Manager

Confirmed Development Areas

A. Self-Development	3.75	4.75
B. Adaptability/Stress Tolerance	3.80	2.40
C. Self-Control	3.80	4.40
D. Engenders Trust	3.25	3.00
E. Strategic Problem Solving	4.40	5.00
F. Achievement Orientation	4.50	3.50
G. Building Strategic Relationships	3.00	5.00
H. Conflict Management	3.20	4.80
I. Leadership/Influence	4.80	3.00
J. Interpersonal Sensitivity/Empathy	3.00	3.20
K. Team/Interpersonal Support	4.20	3.60
L. Collaboration	4.00	4.50
M. Written Communication	4.33	1.33
N. Two-Way Feedback	4.33	3.67
O. Oral Communication	3.00	4.00
P. Oral Presentation	3.25	3.75
Q. Listening	4.00	4.50

Self-Awareness Index

Self - Peer (N = 2)

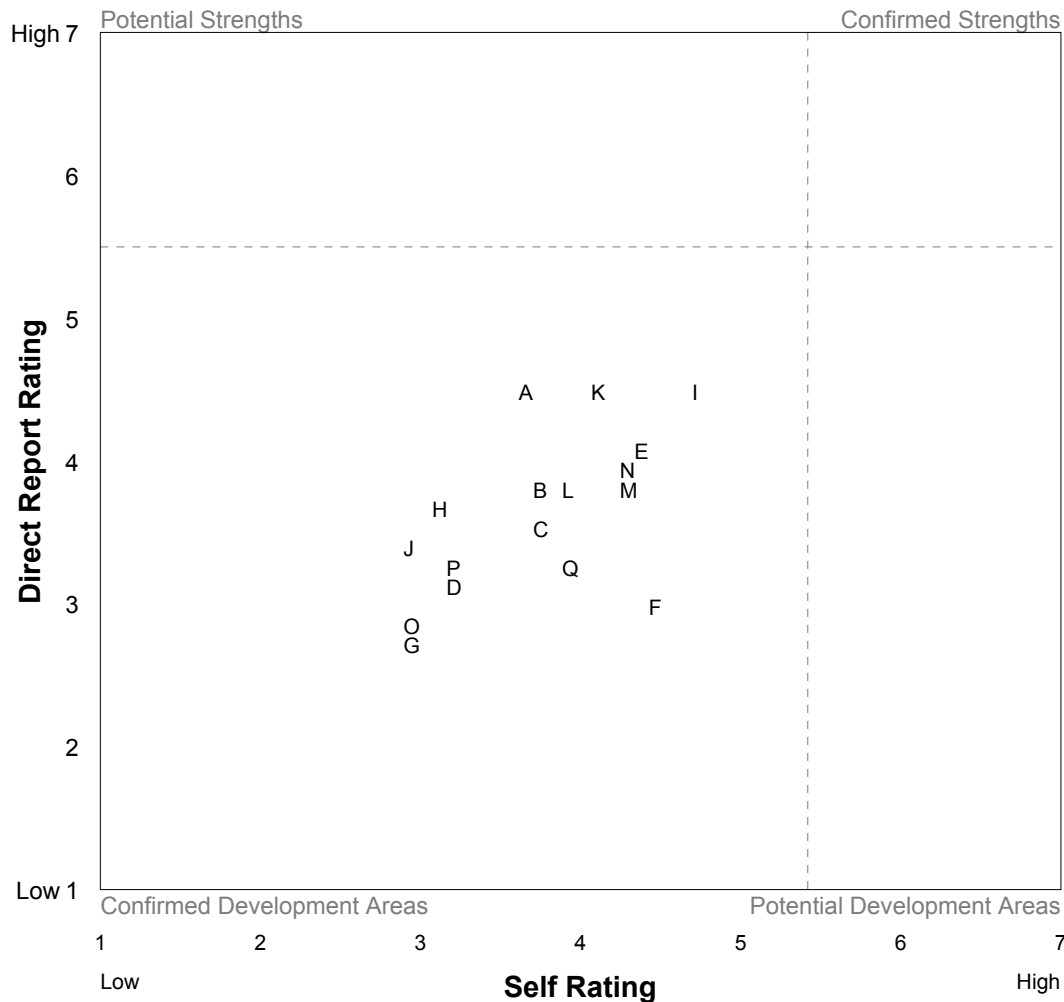


Confirmed Development Areas

	Self	Peer
A. Self-Development	3.75	3.38
B. Adaptability/Stress Tolerance	3.80	3.60
C. Self-Control	3.80	3.60
D. Engenders Trust	3.25	4.63
E. Strategic Problem Solving	4.40	3.50
F. Achievement Orientation	4.50	3.88
G. Building Strategic Relationships	3.00	4.00
H. Conflict Management	3.20	3.70
I. Leadership/Influence	4.80	3.30
J. Interpersonal Sensitivity/Empathy	3.00	5.00
K. Team/Interpersonal Support	4.20	4.30
L. Collaboration	4.00	4.25
M. Written Communication	4.33	3.83
N. Two-Way Feedback	4.33	3.17
O. Oral Communication	3.00	3.63
P. Oral Presentation	3.25	4.63
Q. Listening	4.00	2.75

Self-Awareness Index

Self - Direct Report (N = 2)



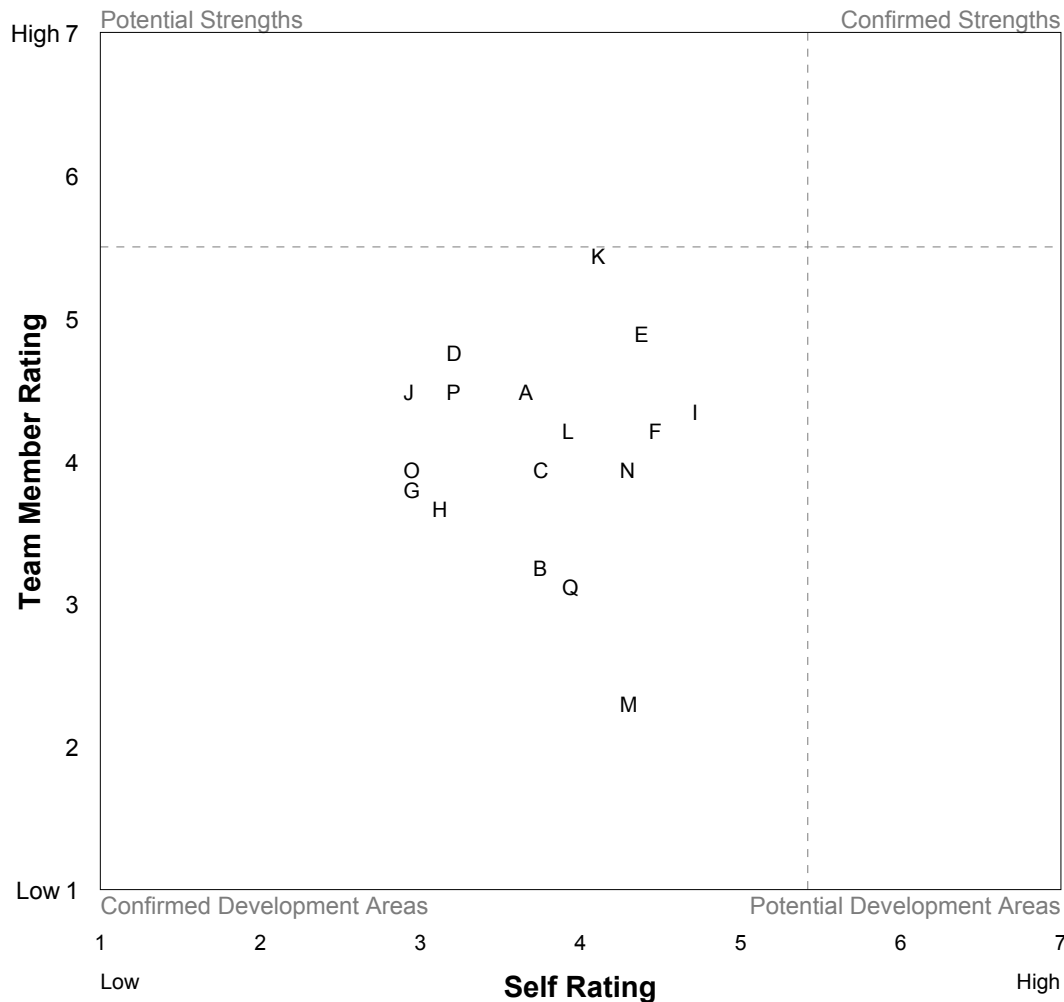
Average Scores

Self	Direct Report
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Confirmed Development Areas

A. Self-Development	3.75	4.50
B. Adaptability/Stress Tolerance	3.80	3.80
C. Self-Control	3.80	3.60
D. Engenders Trust	3.25	3.25
E. Strategic Problem Solving	4.40	4.10
F. Achievement Orientation	4.50	3.00
G. Building Strategic Relationships	3.00	2.83
H. Conflict Management	3.20	3.70
I. Leadership/Influence	4.80	4.60
J. Interpersonal Sensitivity/Empathy	3.00	3.50
K. Team/Interpersonal Support	4.20	4.60
L. Collaboration	4.00	3.92
M. Written Communication	4.33	4.00
N. Two-Way Feedback	4.33	4.00
O. Oral Communication	3.00	2.88
P. Oral Presentation	3.25	3.38
Q. Listening	4.00	3.25

Self-Awareness Index Self - Team Member (N = 2)



Average Scores

Self	Team Member
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Confirmed Development Areas

- A. Self-Development
- B. Adaptability/Stress Tolerance
- C. Self-Control
- D. Engenders Trust
- E. Strategic Problem Solving
- F. Achievement Orientation
- G. Building Strategic Relationships
- H. Conflict Management
- I. Leadership/Influence
- J. Interpersonal Sensitivity/Empathy
- K. Team/Interpersonal Support
- L. Collaboration
- M. Written Communication
- N. Two-Way Feedback
- O. Oral Communication
- P. Oral Presentation
- Q. Listening

3.75	4.50
3.80	3.30
3.80	4.00
3.25	4.75
4.40	4.90
4.50	4.25
3.00	4.00
3.20	3.70
4.80	4.40
3.00	4.60
4.20	5.50
4.00	4.25
4.33	2.33
4.33	4.00
3.00	4.00
3.25	4.50
4.00	3.13

Competency Group Introduction

Competency Group Bar Graphs

Each Emotional Intelligence View360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- 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 3 Emotional Intelligence View360 competency groups. 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 View360 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 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 |

Competency Group Introduction Continued

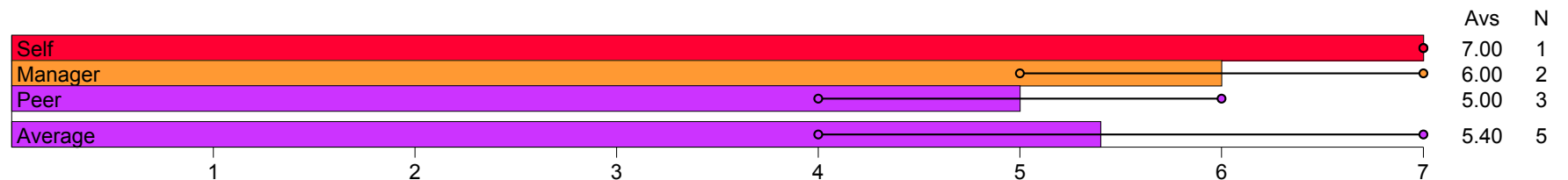
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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

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

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

Example



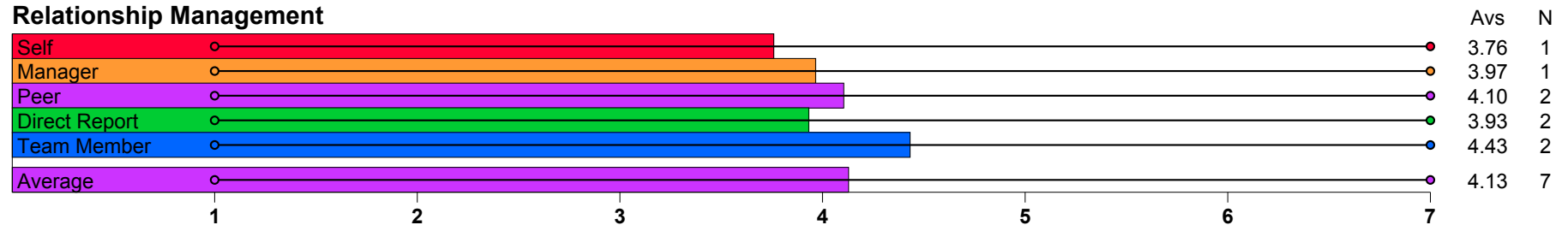
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

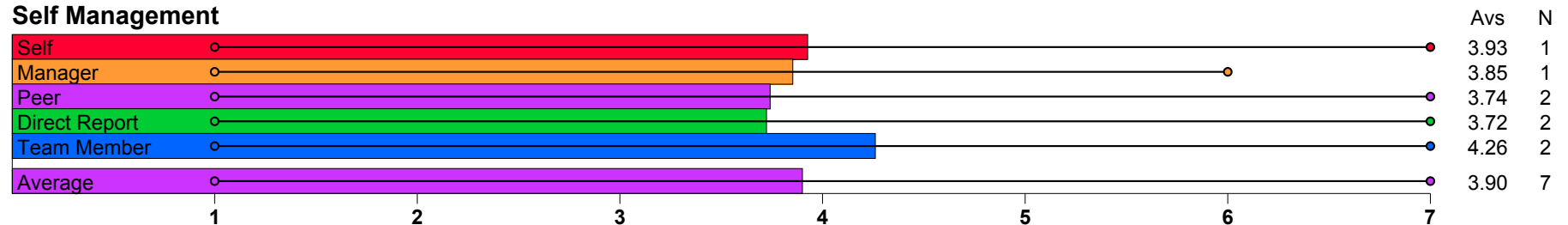
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

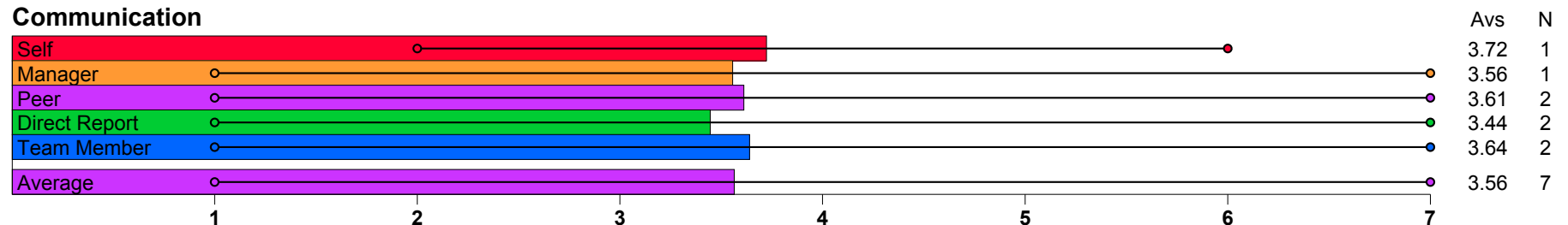
Relationship Management



Self Management

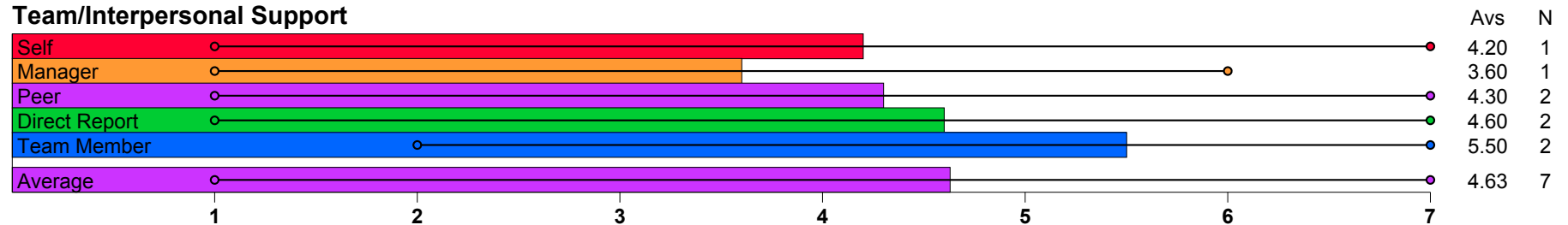


Communication

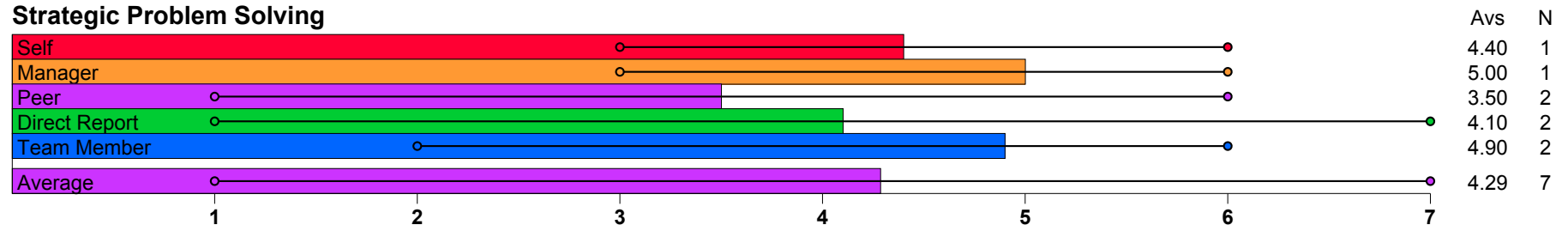


Competency Summary

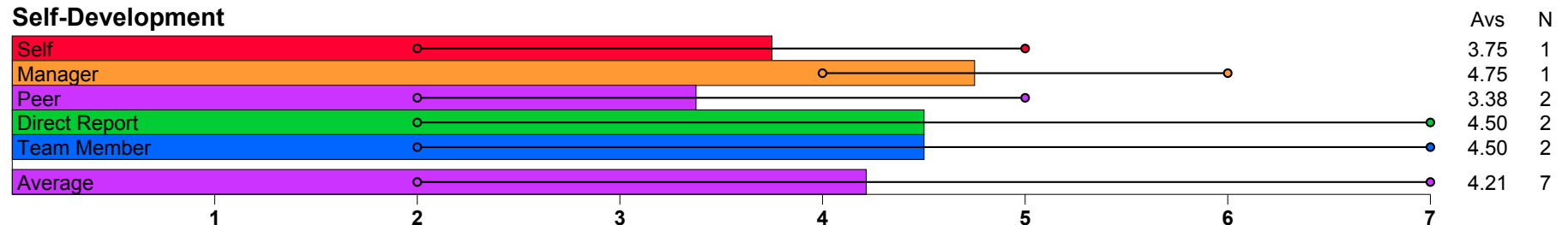
Team/Interpersonal Support



Strategic Problem Solving

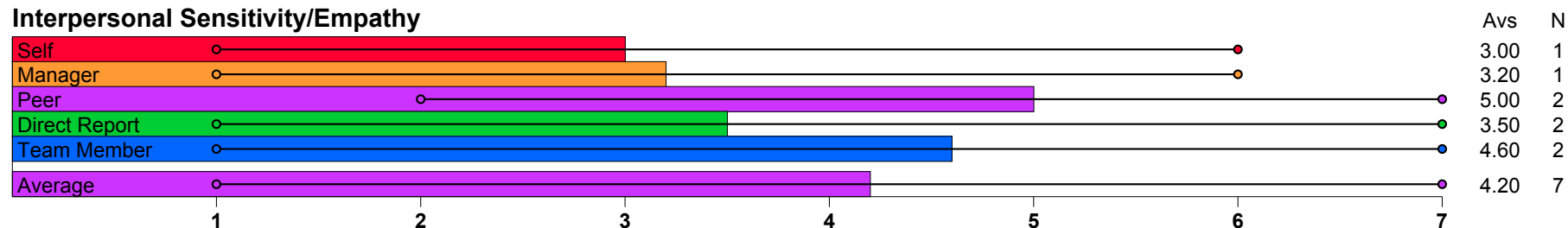


Self-Development

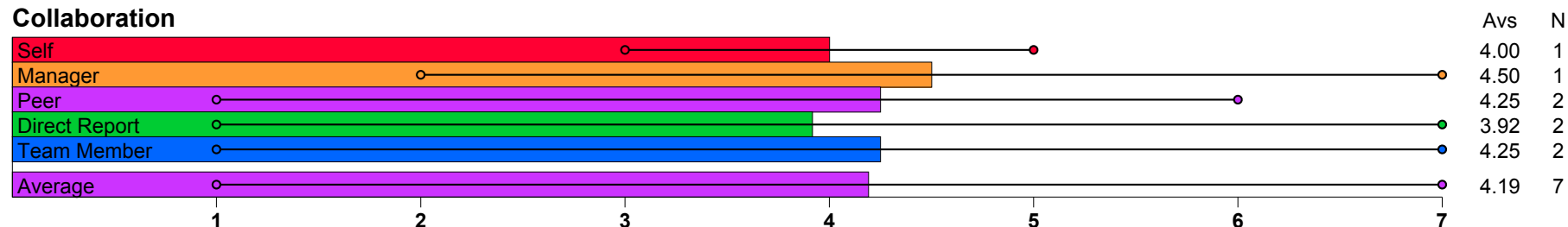


Competency Summary Continued

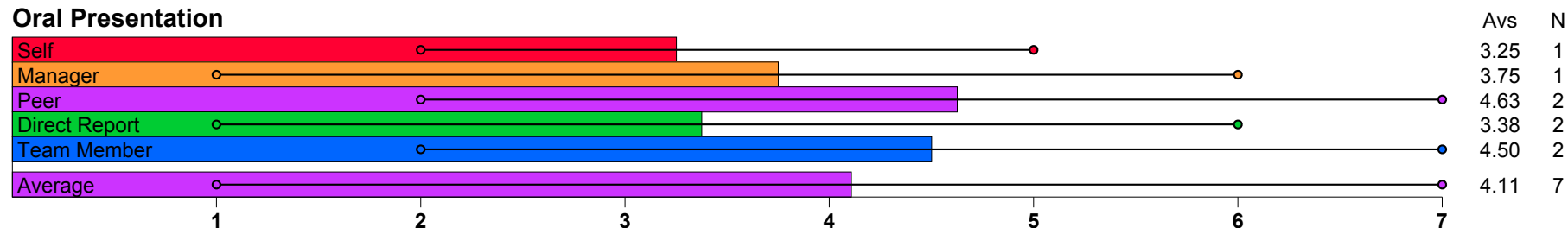
Interpersonal Sensitivity/Empathy



Collaboration

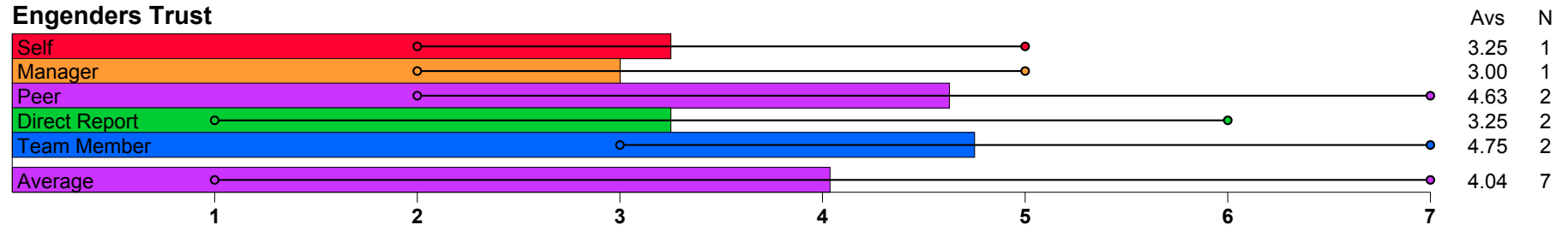


Oral Presentation

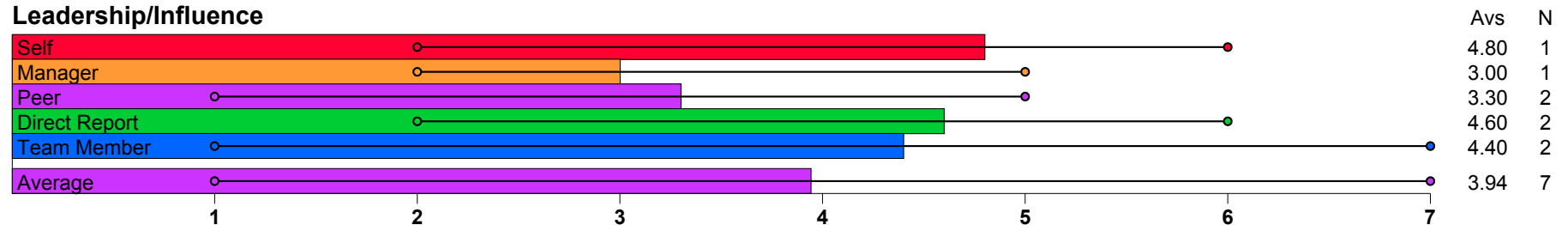


Competency Summary Continued

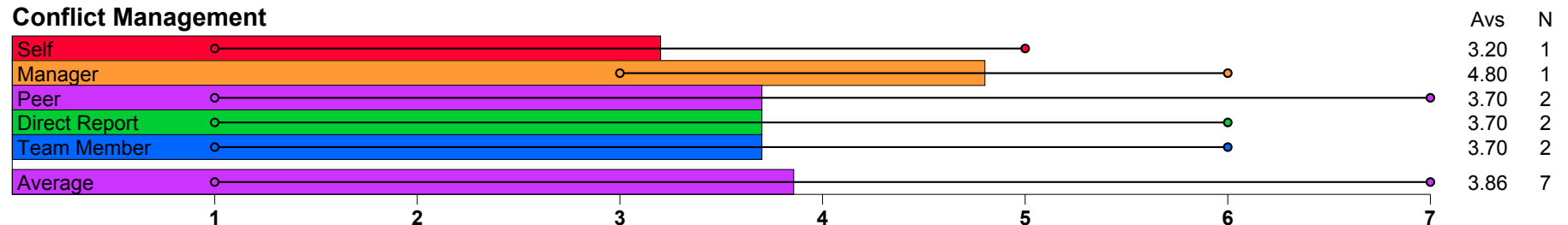
Engenders Trust



Leadership/Influence

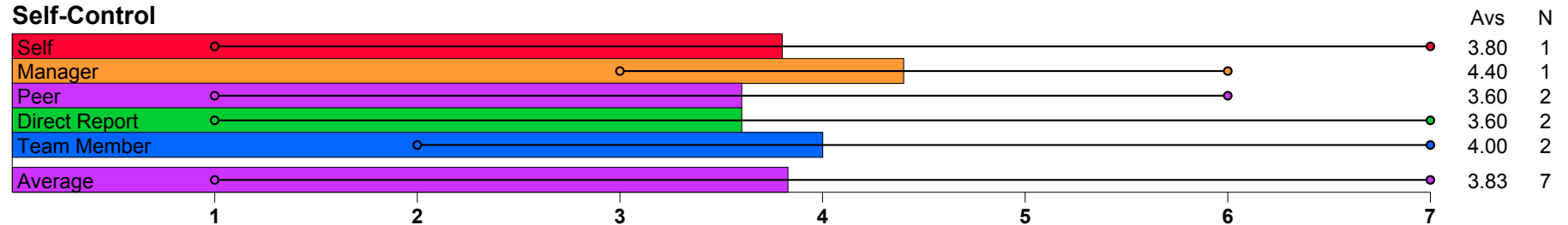


Conflict Management

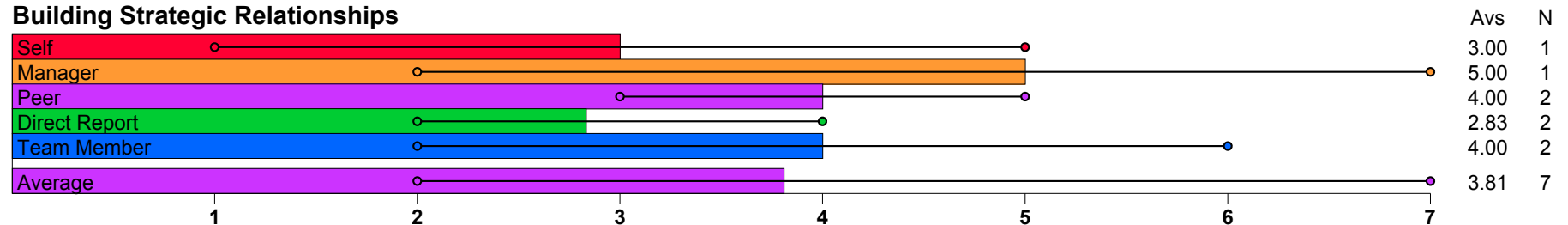


Competency Summary Continued

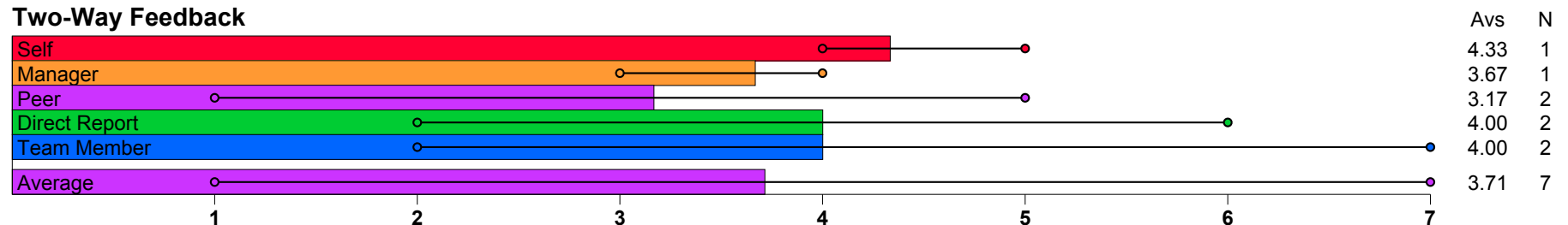
Self-Control



Building Strategic Relationships

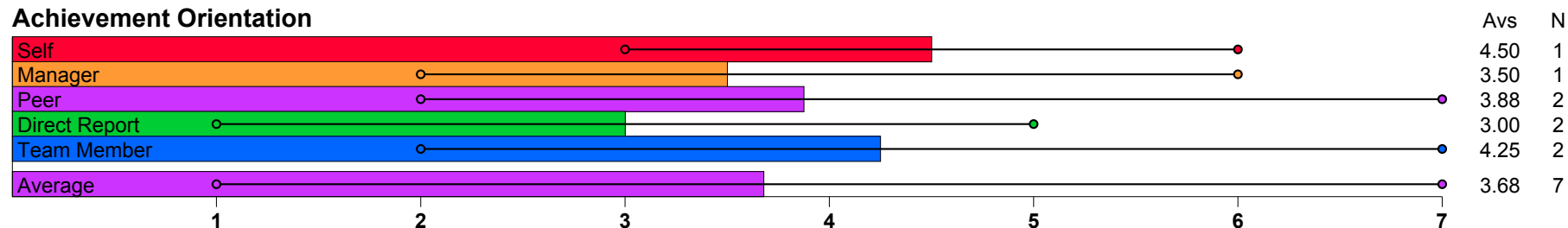


Two-Way Feedback

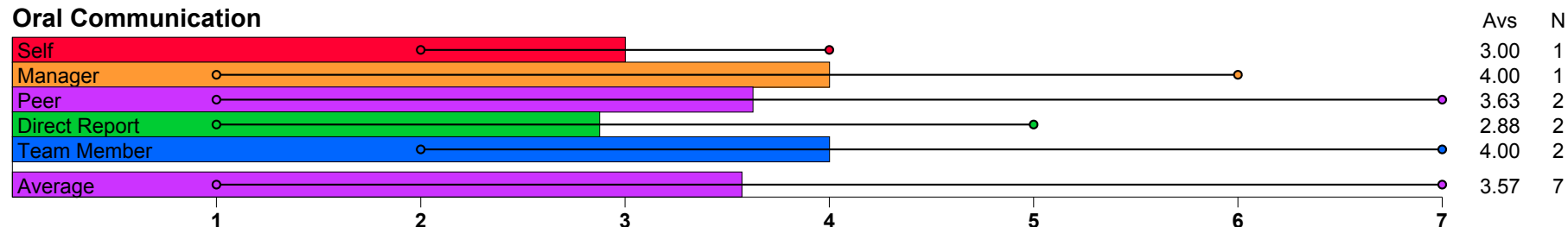


Competency Summary Continued

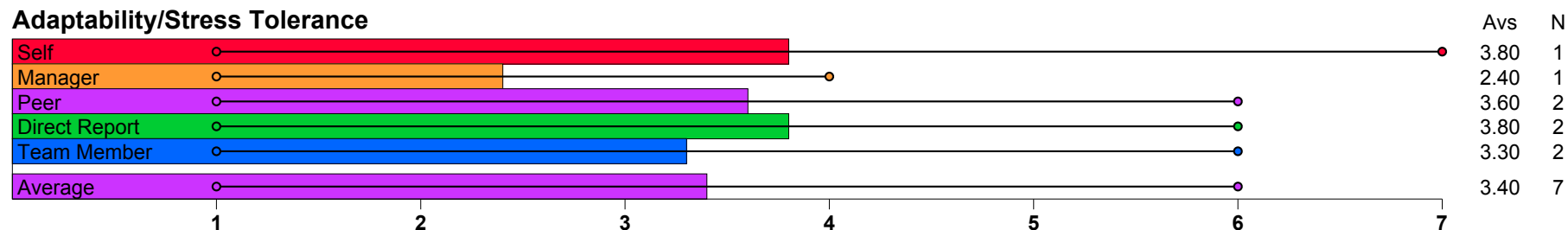
Achievement Orientation



Oral Communication

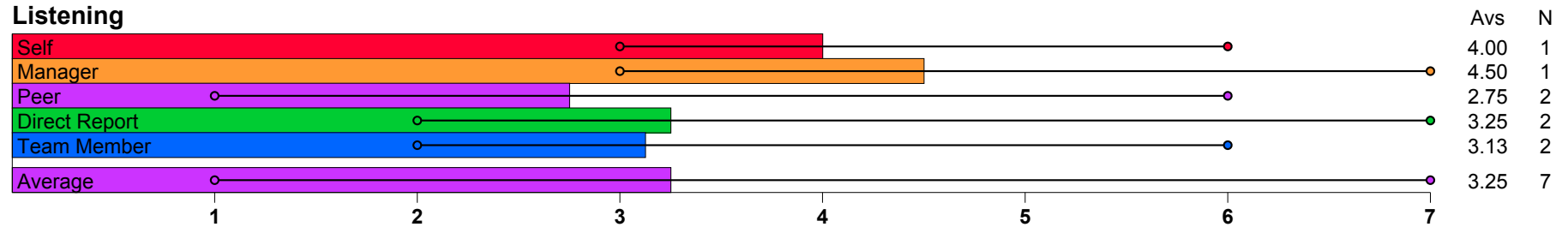


Adaptability/Stress Tolerance

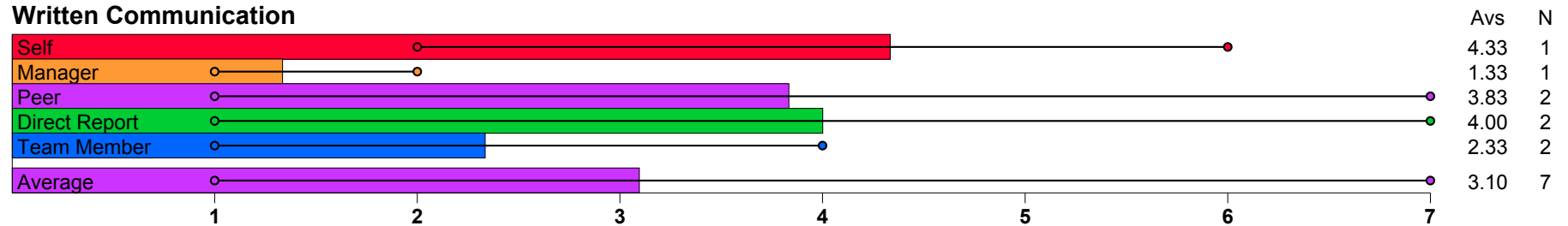


Competency Summary Continued

Listening



Written Communication



Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.14	0	0	0	0	1	4	2
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	5.71	0	0	1	0	2	1	3
Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving	5.57	0	0	1	0	1	4	1
Develops cooperative, rather than competitive, working relationships with others	Collaboration	5.14	0	0	0	4	0	1	2
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	5.14	0	1	0	1	2	1	2

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	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
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration	4.86	1	0	0	1	2	2	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	4.86	0	0	2	0	2	3	0
Provides clear, succinct and logical answers to questions from others	Oral Communication	4.71	0	2	0	0	2	2	1
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	4.71	0	0	2	1	2	1	1
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	4.71	0	1	0	2	2	1	1

Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	7.00	0	0	0	0	0	0	1
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	7.00	0	0	0	0	0	0	1
Develops cooperative, rather than competitive, working relationships with others	Collaboration	7.00	0	0	0	0	0	0	1
Works collaboratively and non-competitively with others	Collaboration	7.00	0	0	0	0	0	0	1
Provides clear, succinct and logical answers to questions from others	Oral Communication	6.00	0	0	0	0	0	1	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	6.00	0	0	0	0	0	1	0

Most Frequent Behaviors - Manager

Most Frequent Behaviors	Competency	Average Score	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
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	6.00	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	6.00	0	0	0	0	0	1	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.00	0	0	0	0	0	1	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	6.00	0	0	0	0	0	1	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	6.00	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	6.00	0	0	0	0	0	1	0
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	6.00	0	0	0	0	0	1	0
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.00	0	0	0	0	0	1	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	0	1	0

Most Frequent Behaviors - Manager

Most Frequent Behaviors	Competency	Average Score	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 questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	6.00	0	0	0	0	0	1	0

Most Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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 questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	7.00	0	0	0	0	0	0	2
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.00	0	0	0	0	1	0	1
Maintains openness, honesty and candor in interpersonal relationships	Engenders Trust	6.00	0	0	0	0	1	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	6.00	0	0	0	0	0	2	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	1	0	1

Most Frequent Behaviors - Peer

Most Frequent Behaviors	Competency	Average Score	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	5.50	0	0	0	0	1	1	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	5.50	0	0	0	1	0	0	1
Provides clear, succinct and logical answers to questions from others	Oral Communication	5.00	0	0	0	0	2	0	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	5.00	0	0	0	0	2	0	0
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration	5.00	0	0	0	0	2	0	0
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	5.00	0	0	0	0	2	0	0
Waits out silences and listens patiently without interrupting others	Listening	5.00	0	0	0	1	0	1	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	5.00	0	0	0	0	2	0	0
Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control	5.00	0	0	0	0	2	0	0
Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance	5.00	0	0	0	1	0	1	0

Most Frequent Behaviors - Peer

Most Frequent Behaviors	Competency	Average Score	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	5.00	0	0	0	1	0	1	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	5.00	0	0	0	1	0	1	0
Writes in a logical, organized, and clear manner	Written Communication	5.00	0	0	1	0	0	0	1

Most Frequent Behaviors - Direct Report

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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
Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving	6.50	0	0	0	0	0	1	1
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	6.50	0	0	0	0	0	1	1
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.00	0	0	0	0	0	2	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	6.00	0	0	0	0	1	0	1
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	6.00	0	0	0	0	0	2	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	6.00	0	0	0	0	0	2	0

Most Frequent Behaviors - Direct Report

Most Frequent Behaviors	Competency	Average Score	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	6.00	0	0	0	0	1	0	1
Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance	5.50	0	0	0	0	1	1	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	5.50	0	0	0	0	1	1	0
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	5.50	0	0	0	0	1	1	0

Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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	7.00	0	0	0	0	0	0	2
Provides clear, succinct and logical answers to questions from others	Oral Communication	6.50	0	0	0	0	0	1	1
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	6.50	0	0	0	0	0	1	1
Develops cooperative, rather than competitive, working relationships with others	Collaboration	6.50	0	0	0	0	0	1	1
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	6.50	0	0	0	0	0	1	1

Most Frequent Behaviors - Team Member

Most Frequent Behaviors	Competency	Average Score	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
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	6.50	0	0	0	0	0	1	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	6.50	0	0	0	0	0	1	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	6.50	0	0	0	0	0	1	1
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	6.00	0	0	0	0	1	0	1
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration	6.00	0	0	0	0	0	2	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	6.00	0	0	0	0	0	2	0
Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving	6.00	0	0	0	0	0	2	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	6.00	0	0	0	0	1	0	1

Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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 pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance	2.43	3	1	1	1	1	0	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	2.57	2	2	0	3	0	0	0
Develops supportive, helpful, and friendly working relationships with others	Collaboration	2.57	3	0	2	1	1	0	0
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	2.86	1	4	0	0	1	1	0
Takes the time to understand and listen to others	Listening	2.86	1	3	1	1	0	1	0
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	2.86	1	3	1	0	2	0	0

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	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
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	3.00	0	2	4	0	1	0	0
Maintains eye contact when communicating with others	Oral Communication	3.00	1	2	1	2	1	0	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	3.00	3	0	1	1	1	1	0
Uses appropriate grammar, tense, and language in all written communications	Written Communication	3.00	3	1	0	1	1	0	1
Follows through on stated commitments and promises	Achievement Orientation	3.00	0	2	4	0	1	0	0
Performs work in a conscientious and dependable manner	Achievement Orientation	3.00	1	3	0	1	2	0	0
Restates and clarifies important points and questions from others during presentations	Oral Presentation	3.00	0	2	3	2	0	0	0

Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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	1.00	1	0	0	0	<input type="text" value="0"/>	0	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	1.00	1	0	0	0	0	0	<input type="text" value="0"/>
Maintains eye contact when communicating with others	Oral Communication	1.00	1	0	0	<input type="text" value="0"/>	0	0	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	1.00	1	<input type="text" value="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	1.00	1	0	0	0	0	<input type="text" value="0"/>	0

Least Frequent Behaviors - Manager

Least Frequent Behaviors	Competency	Average Score	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	1.00	1	0	0	0	0	0	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	1.00	1	0	0	0	0	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	1.00	1	0	0	0	0	0	0
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	2.00	0	1	0	0	0	0	0
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	2.00	0	1	0	0	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	2.00	0	1	0	0	0	0	0
Maintains openness, honesty and candor in interpersonal relationships	Engenders Trust	2.00	0	1	0	0	0	0	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	2.00	0	1	0	0	0	0	0
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	2.00	0	1	0	0	0	0	0
Writes in a logical, organized, and clear manner	Written Communication	2.00	0	1	0	0	0	0	0

Least Frequent Behaviors - Manager

Least Frequent Behaviors	Competency	Average Score	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
Performs work in a conscientious and dependable manner	Achievement Orientation	2.00	0	1	0	0	0	0	0
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	2.00	0	1	0	0	0	0	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	2.00	0	1	0	0	0	0	0

Least Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	1.50	1	1	0	0	0	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	1.50	1	1	0	0	0	0	0
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	1.50	1	1	0	0	0	0	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	1.50	1	1	0	0	0	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	1.50	1	1	0	0	0	0	0

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	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 appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	2.00	1	0	1	0	0	0	0
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control	2.00	1	0	1	0	0	0	0
Maintains eye contact when communicating with others	Oral Communication	2.50	0	1	1	0	0	0	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	2.50	1	0	0	1	0	0	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	2.50	1	0	0	1	0	0	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	2.50	1	0	0	1	0	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	2.50	1	0	0	1	0	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	2.50	1	0	0	1	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	2.50	0	1	1	0	0	0	0
Takes the time to understand and listen to others	Listening	2.50	1	0	0	1	0	0	0

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	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	2.50	1	0	0	1	0	0	0

Least Frequent Behaviors - Direct Report

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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	1.00	2	0	0	0	0	0	0
Writes in a logical, organized, and clear manner	Written Communication	1.50	1	1	0	0	0	0	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	1.50	1	1	0	0	0	0	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	1.50	1	1	0	0	0	0	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	1.50	1	1	0	0	0	0	0

Least Frequent Behaviors - Direct Report

Least Frequent Behaviors	Competency	Average Score	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	2.00	0	2	0	0	0	0	0
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	2.00	0	2	0	0	0	0	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	2.00	1	0	1	0	0	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	2.00	1	0	1	0	0	0	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	2.00	1	0	1	0	0	0	0
Seeks and applies feedback and constructive criticism from others	Self-Development	2.00	0	2	0	0	0	0	0
Develops supportive, helpful, and friendly working relationships with others	Collaboration	2.00	1	0	1	0	0	0	0
Provides clear, succinct and logical answers to questions from others	Oral Communication	2.00	0	2	0	0	0	0	0

Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. 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	Competency	Average Score	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	1.50	1	1	0	0	0	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	1.50	1	1	0	0	0	0	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	2.00	1	0	1	0	0	0	0
Takes the time to understand and listen to others	Listening	2.00	0	2	0	0	0	0	0
Works collaboratively and non-competitively with others	Collaboration	2.00	0	2	0	0	0	0	0
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	Self-Control	2.00	0	2	0	0	0	0	0

Least Frequent Behaviors - Team Member

Least Frequent Behaviors	Competency	Average Score	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
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships	2.50	0	1	1	0	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	2.50	0	1	1	0	0	0	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	2.50	1	0	0	1	0	0	0
Follows through on stated commitments and promises	Achievement Orientation	2.50	0	1	1	0	0	0	0
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	2.50	0	1	1	0	0	0	0
Restates and clarifies important points and questions from others during presentations	Oral Presentation	2.50	0	1	1	0	0	0	0
Develops supportive, helpful, and friendly working relationships with others	Collaboration	2.50	1	0	0	1	0	0	0

Behavior Summary

The average score for each Emotional Intelligence View360 competency and specific questions are summarized below for each rater category (1 to 7 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. 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	Team Member	Average
Team/Interpersonal Support	4.20 (0.23)	3.60 (0.38)	4.30 (0.38)	4.60 (0.38)	5.50 (0.46)	4.63 (0.37)
Takes initiative and offers formal and informal assistance, training and coaching to others	1.00 (1.00)	6.00 (1.00)	6.00 (0.67)	6.00 (1.00)	6.50 (0.83)	6.14 (0.79)
Acknowledges and recognizes the contributions and accomplishments of others	5.00 (1.00)	4.00 (1.00)	5.50 (0.83)	3.50 (0.50)	7.00 (1.00)	5.14 (0.45)
Expresses confidence in the skills and abilities of others	7.00 (1.00)	2.00 (1.00)	5.00 (1.00)	6.00 (0.67)	3.00 (0.67)	4.29 (0.44)
Provides timely and ongoing feedback to others regarding working relationships and job performance	6.00 (1.00)	5.00 (1.00)	2.50 (0.50)	2.00 (0.67)	6.50 (0.83)	3.86 (0.28)
Encourages cooperation and teamwork among people who depend on each other to get work done	2.00 (1.00)	1.00 (1.00)	2.50 (0.50)	5.50 (0.83)	4.50 (0.83)	3.71 (0.39)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Strategic Problem Solving	4.40 (0.60)	5.00 (0.63)	3.50 (0.40)	4.10 (0.22)	4.90 (0.47)	4.29 (0.35)
Sticks with a decision or course of action unless it is obvious that it is incorrect	6.00 (1.00)	5.00 (1.00)	4.50 (0.50)	6.50 (0.83)	6.00 (1.00)	5.57 (0.61)
Generates and considers multiple options before making a decision	5.00 (1.00)	6.00 (1.00)	4.50 (0.50)	2.00 (0.67)	6.00 (1.00)	4.43 (0.36)
Makes decisions confidently and quickly when necessary	3.00 (1.00)	3.00 (1.00)	4.00 (0.67)	3.00 (0.67)	5.50 (0.83)	4.00 (0.56)
Makes high quality and logical decisions based on adequate data and information	5.00 (1.00)	6.00 (1.00)	1.50 (0.83)	5.00 (0.33)	4.00 (0.33)	3.86 (0.26)
Researches and utilizes available information in order to understand and solve issues and problems	3.00 (1.00)	5.00 (1.00)	3.00 (0.33)	4.00 (0.00)	3.00 (0.67)	3.57 (0.29)
Self-Development	3.75 (0.57)	4.75 (0.72)	3.38 (0.63)	4.50 (0.24)	4.50 (0.50)	4.21 (0.43)
Realistically appraises one's own strengths and development areas (i.e., accurately perceives skills and abilities)	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	5.00 (0.33)	5.50 (0.83)	4.57 (0.47)
Manages time effectively and efficiently	5.00 (1.00)	5.00 (1.00)	3.00 (1.00)	4.50 (0.17)	4.50 (0.83)	4.14 (0.48)
Pursues continuous learning and self-development of knowledge, experiences and skills	3.00 (1.00)	6.00 (1.00)	2.50 (0.83)	6.50 (0.83)	2.50 (0.83)	4.14 (0.35)
Seeks and applies feedback and constructive criticism from others	2.00 (1.00)	4.00 (1.00)	4.50 (0.83)	2.00 (1.00)	5.50 (0.50)	4.00 (0.47)
Interpersonal Sensitivity/Empathy	3.00 (0.30)	3.20 (0.47)	5.00 (0.44)	3.50 (0.42)	4.60 (0.42)	4.20 (0.38)
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	1.00 (1.00)	3.00 (1.00)	6.00 (1.00)	5.00 (1.00)	4.50 (0.50)	4.86 (0.58)
Shows an interest in and is considerate of the feelings and needs of others	2.00 (1.00)	6.00 (1.00)	4.00 (0.67)	3.50 (0.83)	6.00 (0.67)	4.71 (0.54)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Interpersonal Sensitivity/Empathy	3.00 (0.30)	3.20 (0.47)	5.00 (0.44)	3.50 (0.42)	4.60 (0.42)	4.20 (0.38)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	6.00 (1.00)	1.00 (1.00)	4.50 (0.50)	5.00 (0.33)	4.50 (0.50)	4.14 (0.32)
Makes an effort to understand and take an interest in how others are feeling	1.00 (1.00)	3.00 (1.00)	6.00 (0.67)	1.00 (1.00)	4.50 (0.83)	3.71 (0.32)
Develops and maintains warm, friendly, and sensitive relationships with others	5.00 (1.00)	3.00 (1.00)	4.50 (0.17)	3.00 (1.00)	3.50 (0.17)	3.57 (0.34)
Collaboration	4.00 (0.73)	4.50 (0.37)	4.25 (0.57)	3.92 (0.38)	4.25 (0.40)	4.19 (0.43)
Develops cooperative, rather than competitive, working relationships with others	3.00 (1.00)	7.00 (1.00)	4.00 (1.00)	4.00 (1.00)	6.50 (0.83)	5.14 (0.55)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	4.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.00 (0.00)	6.00 (1.00)	4.86 (0.40)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	5.00 (1.00)	4.00 (1.00)	4.00 (0.67)	4.50 (0.83)	4.50 (0.83)	4.29 (0.77)
Solicits and values the thoughts, opinions, feedback, and ideas of others	4.00 (1.00)	2.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.00 (1.00)	4.29 (0.61)
Works collaboratively and non-competitively with others	3.00 (1.00)	7.00 (1.00)	4.50 (0.50)	4.00 (0.33)	2.00 (1.00)	4.00 (0.31)
Develops supportive, helpful, and friendly working relationships with others	5.00 (1.00)	3.00 (1.00)	3.00 (0.33)	2.00 (0.67)	2.50 (0.50)	2.57 (0.50)
Oral Presentation	3.25 (0.57)	3.75 (0.36)	4.63 (0.33)	3.38 (0.45)	4.50 (0.45)	4.11 (0.37)
Handles questions in meetings and presentations in a responsive and diplomatic manner	4.00 (1.00)	6.00 (1.00)	7.00 (1.00)	5.00 (1.00)	5.00 (0.33)	5.71 (0.54)
Is prepared and organized for meetings, discussions and presentations	2.00 (1.00)	5.00 (1.00)	3.00 (0.67)	4.50 (0.50)	5.50 (0.83)	4.43 (0.53)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Oral Presentation	3.25 (0.57)	3.75 (0.36)	4.63 (0.33)	3.38 (0.45)	4.50 (0.45)	4.11 (0.37)
Confidently delivers oral presentations that are persuasive, clear, and logically organized	2.00 (1.00)	1.00 (1.00)	4.50 (0.17)	1.50 (0.83)	5.00 (0.67)	3.29 (0.25)
Restates and clarifies important points and questions from others during presentations	5.00 (1.00)	3.00 (1.00)	4.00 (1.00)	2.50 (0.83)	2.50 (0.83)	3.00 (0.75)
Engenders Trust	3.25 (0.57)	3.00 (0.59)	4.63 (0.40)	3.25 (0.45)	4.75 (0.48)	4.04 (0.41)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	2.00 (1.00)	3.00 (1.00)	4.50 (0.17)	4.00 (0.33)	5.00 (0.67)	4.29 (0.36)
Maintains openness, honesty and candor in interpersonal relationships	5.00 (1.00)	2.00 (1.00)	6.00 (0.67)	3.00 (0.67)	4.50 (0.50)	4.14 (0.40)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	4.00 (1.00)	2.00 (1.00)	4.50 (0.50)	1.50 (0.83)	6.50 (0.83)	3.86 (0.26)
Demonstrates and practices high standards of personal and professional integrity	2.00 (1.00)	5.00 (1.00)	3.50 (0.83)	4.50 (0.83)	3.00 (1.00)	3.86 (0.72)
Leadership/Influence	4.80 (0.47)	3.00 (0.58)	3.30 (0.55)	4.60 (0.55)	4.40 (0.44)	3.94 (0.47)
Convinces and persuades others to see his/her perspective and ideas	2.00 (1.00)	4.00 (1.00)	3.00 (0.33)	3.50 (0.83)	6.00 (0.67)	4.14 (0.42)
Modifies his/her leadership style to persuade, motivate and influence others	6.00 (1.00)	2.00 (1.00)	3.00 (1.00)	6.00 (1.00)	4.00 (1.00)	4.00 (0.53)
Communicates and expresses ideas in a manner that persuades and influences others	6.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.50 (0.50)	5.50 (0.83)	4.00 (0.50)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	6.00 (1.00)	2.00 (1.00)	3.00 (0.67)	6.00 (1.00)	3.50 (0.50)	3.86 (0.42)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Leadership/Influence	4.80 (0.47)	3.00 (0.58)	3.30 (0.55)	4.60 (0.55)	4.40 (0.44)	3.94 (0.47)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	4.00 (1.00)	5.00 (1.00)	3.50 (0.50)	4.00 (1.00)	3.00 (0.33)	3.71 (0.51)
Conflict Management	3.20 (0.56)	4.80 (0.61)	3.70 (0.37)	3.70 (0.40)	3.70 (0.55)	3.86 (0.44)
Encourages others to express contrary views, ideas and opinions	1.00 (1.00)	3.00 (1.00)	5.00 (0.67)	5.00 (0.67)	4.50 (0.83)	4.57 (0.65)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	3.00 (1.00)	5.00 (1.00)	5.50 (0.50)	3.50 (0.17)	4.50 (0.50)	4.57 (0.36)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	4.00 (1.00)	4.00 (0.67)	3.50 (0.50)	3.00 (0.67)	3.57 (0.61)
Resists reacting defensively and keeps an open mind when others disagree with him/her	3.00 (1.00)	6.00 (1.00)	1.50 (0.83)	3.50 (0.83)	4.00 (1.00)	3.43 (0.50)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	5.00 (1.00)	6.00 (1.00)	2.50 (0.50)	3.00 (0.33)	2.50 (0.50)	3.14 (0.35)
Self-Control	3.80 (0.23)	4.40 (0.66)	3.60 (0.42)	3.60 (0.40)	4.00 (0.44)	3.83 (0.44)
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or display impatience with others)	1.00 (1.00)	5.00 (1.00)	1.50 (0.83)	4.00 (0.00)	6.50 (0.83)	4.14 (0.16)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	6.00 (1.00)	3.00 (1.00)	5.00 (1.00)	3.00 (1.00)	5.00 (0.67)	4.14 (0.63)
Handles tense situations without overreacting, becoming overly emotional or defensive	3.00 (1.00)	6.00 (1.00)	5.00 (1.00)	2.00 (1.00)	3.50 (0.83)	3.86 (0.51)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	7.00 (1.00)	4.00 (1.00)	2.00 (0.67)	5.50 (0.83)	3.00 (1.00)	3.57 (0.50)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Self-Control	3.80 (0.23)	4.40 (0.66)	3.60 (0.42)	3.60 (0.40)	4.00 (0.44)	3.83 (0.44)
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	2.00 (1.00)	4.00 (1.00)	4.50 (0.50)	3.50 (0.83)	2.00 (1.00)	3.43 (0.57)
Building Strategic Relationships	3.00 (0.46)	5.00 (0.28)	4.00 (0.73)	2.83 (0.77)	4.00 (0.57)	3.81 (0.53)
Effectively builds relationships and partnerships with others outside the organization	3.00 (1.00)	7.00 (1.00)	4.50 (0.83)	3.00 (0.67)	5.50 (0.83)	4.71 (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)	6.00 (1.00)	3.50 (0.83)	2.50 (0.83)	4.00 (1.00)	3.71 (0.61)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	1.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.00 (1.00)	2.50 (0.83)	3.00 (0.69)
Two-Way Feedback	4.33 (0.84)	3.67 (0.84)	3.17 (0.55)	4.00 (0.49)	4.00 (0.46)	3.71 (0.52)
Maintains close contact and communications with others (i.e., keeps others well informed)	4.00 (1.00)	4.00 (1.00)	3.50 (0.83)	4.00 (0.33)	5.00 (0.33)	4.14 (0.45)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	5.00 (1.00)	4.00 (1.00)	2.50 (0.50)	3.50 (0.83)	4.50 (0.83)	3.57 (0.61)
Communicates information needed by others in a prompt and timely manner	4.00 (1.00)	3.00 (1.00)	3.50 (0.50)	4.50 (0.50)	2.50 (0.83)	3.43 (0.53)
Achievement Orientation	4.50 (0.63)	3.50 (0.50)	3.88 (0.41)	3.00 (0.56)	4.25 (0.43)	3.68 (0.44)
Works hard to achieve and accomplish tasks, projects, assignments and goals	3.00 (1.00)	6.00 (1.00)	4.00 (0.67)	2.50 (0.50)	6.50 (0.83)	4.57 (0.36)
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	6.00 (1.00)	3.00 (1.00)	4.50 (0.17)	3.50 (0.83)	5.00 (1.00)	4.14 (0.48)
Performs work in a conscientious and dependable manner	5.00 (1.00)	2.00 (1.00)	3.50 (0.50)	3.00 (0.33)	3.00 (0.67)	3.00 (0.50)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Achievement Orientation	4.50 (0.63)	3.50 (0.50)	3.88 (0.41)	3.00 (0.56)	4.25 (0.43)	3.68 (0.44)
Follows through on stated commitments and promises	4.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.00 (1.00)	2.50 (0.83)	3.00 (0.69)
Oral Communication	3.00 (0.67)	4.00 (0.38)	3.63 (0.38)	2.88 (0.58)	4.00 (0.40)	3.57 (0.41)
Provides clear, succinct and logical answers to questions from others	2.00 (1.00)	6.00 (1.00)	5.00 (1.00)	2.00 (1.00)	6.50 (0.83)	4.71 (0.39)
Speaks clearly and expresses ideas so that others understand what is meant	2.00 (1.00)	5.00 (1.00)	4.50 (0.17)	3.50 (0.83)	3.50 (0.50)	4.00 (0.44)
Maintains eye contact when communicating with others	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.50 (0.83)	3.00 (0.67)	3.00 (0.56)
Articulates and enunciates clearly when speaking and communicating	4.00 (1.00)	4.00 (1.00)	2.50 (0.50)	1.50 (0.83)	3.00 (0.67)	2.57 (0.57)
Adaptability/Stress Tolerance	3.80 (0.32)	2.40 (0.60)	3.60 (0.42)	3.80 (0.35)	3.30 (0.37)	3.40 (0.39)
Maintains an effective balance between work, family and personal life	1.00 (1.00)	3.00 (1.00)	5.00 (0.67)	4.50 (0.50)	4.50 (0.50)	4.43 (0.53)
Maintains optimism and makes the most out of situations whether good or bad	5.00 (1.00)	1.00 (1.00)	5.00 (0.67)	5.50 (0.83)	4.00 (0.33)	4.29 (0.36)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	7.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.50 (0.17)	3.00 (0.33)	3.00 (0.36)
Demonstrates flexibility and resilience in response to adversity and challenge	3.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.50)	3.50 (0.50)	2.86 (0.51)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	3.00 (1.00)	4.00 (1.00)	3.00 (0.33)	2.00 (0.67)	1.50 (0.83)	2.43 (0.50)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Listening	4.00 (0.59)	4.50 (0.45)	2.75 (0.43)	3.25 (0.36)	3.13 (0.55)	3.25 (0.41)
Waits out silences and listens patiently without interrupting others	6.00 (1.00)	3.00 (1.00)	5.00 (0.67)	4.50 (0.17)	3.50 (0.83)	4.14 (0.45)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	3.00 (1.00)	7.00 (1.00)	2.00 (0.67)	2.50 (0.83)	3.00 (0.67)	3.14 (0.40)
Takes the time to understand and listen to others	4.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.00 (0.33)	2.00 (1.00)	2.86 (0.48)
Summarizes and paraphrases what others have said in order to clarify understanding	3.00 (1.00)	5.00 (1.00)	1.50 (0.83)	2.00 (1.00)	4.00 (0.33)	2.86 (0.42)
Written Communication	4.33 (0.43)	1.33 (0.84)	3.83 (0.30)	4.00 (0.33)	2.33 (0.63)	3.10 (0.35)
Uses written communications effectively and appropriately (e.g., email)	6.00 (1.00)	1.00 (1.00)	4.00 (0.33)	4.50 (0.83)	2.00 (0.67)	3.14 (0.40)
Writes in a logical, organized, and clear manner	2.00 (1.00)	2.00 (1.00)	5.00 (0.33)	1.50 (0.83)	3.50 (0.83)	3.14 (0.40)
Uses appropriate grammar, tense, and language in all written communications	5.00 (1.00)	1.00 (1.00)	2.50 (0.50)	6.00 (0.67)	1.50 (0.83)	3.00 (0.27)

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.

The questions were:

✓ **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)

These comments are provided on the next pages and are included verbatim without identifying the rater 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 executive development plan?

Open Ended Comments Summary
FEEDFORWARD SIGNATURE STRENGTHS

Open Ended Comments Summary Continued
FEEDFORWARD DEVELOPMENT OPPORTUNITIES

Development Planning Guide

Examining Your Emotional Intelligence View360 Feedback Report

Your reactions to your Emotional Intelligence View360 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.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

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

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarizes the 17 Emotional Intelligence View360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
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		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your Emotional Intelligence View360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your Emotional Intelligence View360 results below:

1. _____
2. _____
3. _____

Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your Emotional Intelligence View360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

Development Planning Guide Continued

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