

EMOTIONAL INTELLIGENCE VIEW360

Emotional IntelligenceView360 Report for:

Sample Report
XYZ Company

Online Assessment: 13 Dec 2005



The Emotional IntelligenceView360 report is designed to provide a focus about specific emotional intelligence competency strengths and potential development areas. It should not be used as a source of information concerning personnel actions including promotion, salary, review or termination.

EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report

Introduction

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

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

Self	1
Manager	1
Peer	2
Subordinate	2
Team Member	2

What Does this Report Give Me?

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Top and Bottom Behaviours
- ✓ Behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report Continued

What is Emotional Intelligence?

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

What are the Components of Emotional Intelligence?

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

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

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

What is the Association between Emotional Intelligence and Effectiveness?

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

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

EMOTIONAL INTELLIGENCE VIEW360

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 behaviour in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Trustworthiness

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

Strategic Problem Solving

Analyses a situation, identifies alternative solutions, and develops specific actions; Gathers and utilises available information in order to understand and solve organisational 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 organisational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Conflict Management

Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence

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

Interpersonal Sensitivity/Empathy

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

Team/Interpersonal Support

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

Collaboration

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

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Competency Definitions Continued

COMMUNICATION

Written Communication

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

Two-Way Feedback

Keeps others informed in a timely manner.

Oral Communication

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

Oral Presentation

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

Listening

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

Emotional IntelligenceView360 Frequency Rating Scale

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

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View Introduction

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

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

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

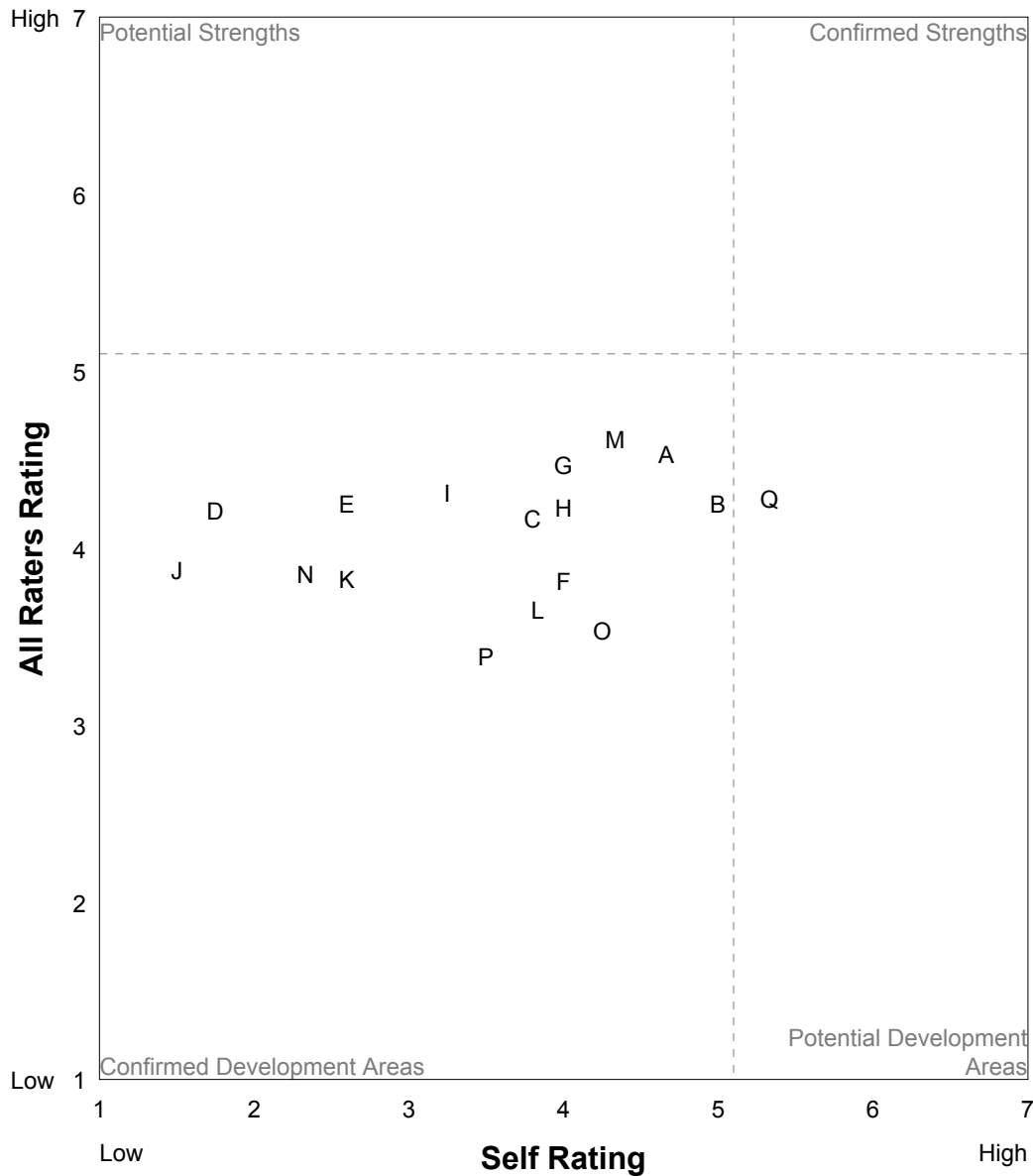
1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

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

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - ALL RATERS VIEW (N = 7)



Average Scores

	<u>Self</u>	<u>All Raters</u>
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Confirmed Development Areas

A. Self-Development	4.67	4.54
B. Adaptability/Stress Tolerance	5.00	4.26
C. Self-Control	3.80	4.17
D. Trustworthiness	1.75	4.21
E. Strategic Problem Solving	2.60	4.26
F. Achievement Orientation	4.00	3.82
G. Building Strategic Relationships	4.00	4.48
H. Conflict Management	4.00	4.24
I. Leadership/Influence	3.25	4.31
J. Interpersonal Sensitivity/Empathy	1.50	3.88
K. Team/Interpersonal Support	2.60	3.83
L. Collaboration	3.83	3.66
M. Two-Way Feedback	4.33	4.62
N. Oral Communication	2.33	3.86
O. Oral Presentation	4.25	3.54
P. Listening	3.50	3.39

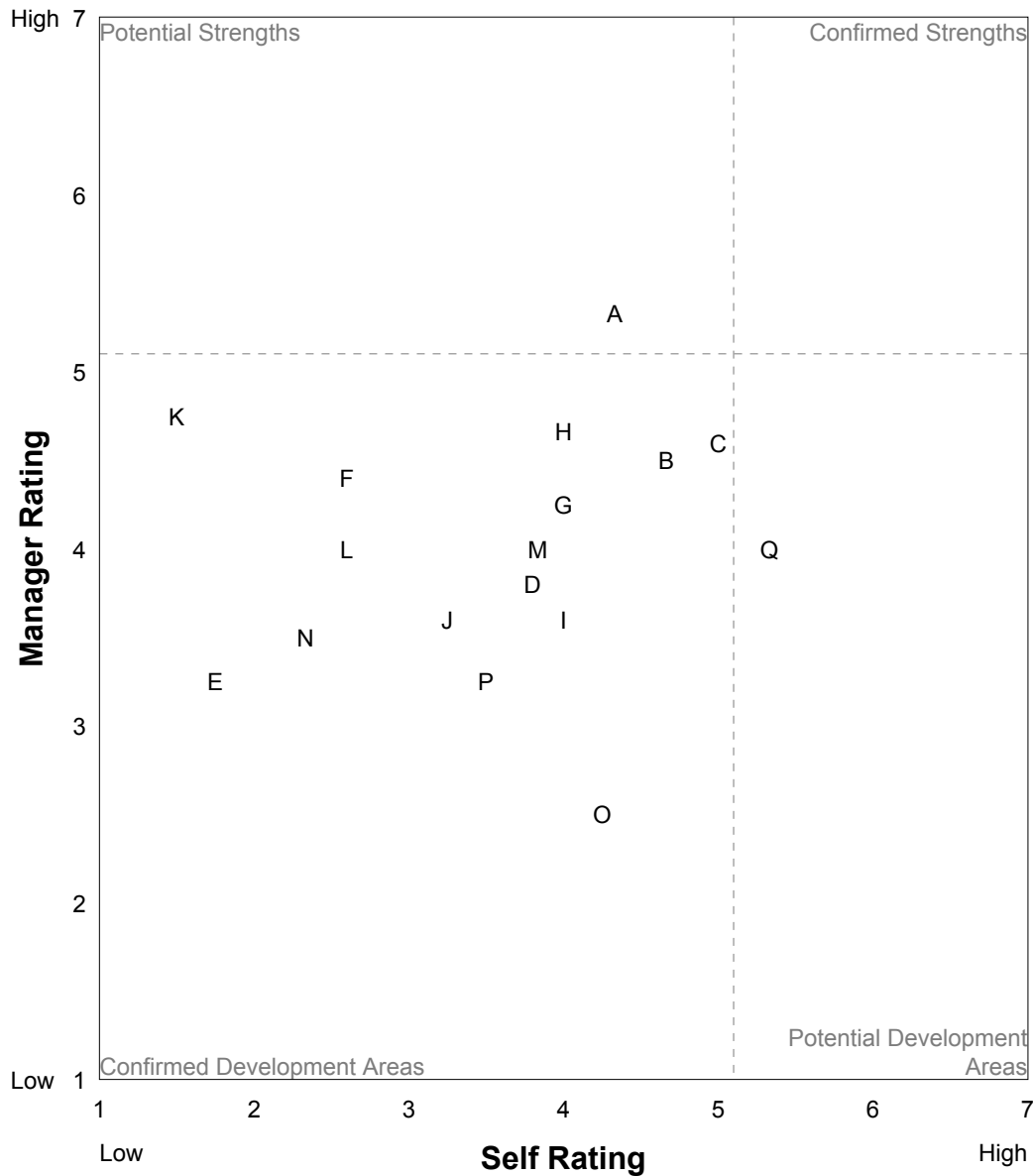
Potential Development Areas

Q. Written Communication	5.33	4.29
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EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - MANAGER VIEW (N = 1)



Average Scores

Self Manager

Potential Strengths

A. Two-Way Feedback 4.33 5.33

Confirmed Development Areas

B. Self-Development 4.67 4.50
 C. Adaptability/Stress Tolerance 5.00 4.60
 D. Self-Control 3.80 3.80
 E. Trustworthiness 1.75 3.25
 F. Strategic Problem Solving 2.60 4.40
 G. Achievement Orientation 4.00 4.25
 H. Building Strategic Relationships 4.00 4.67
 I. Conflict Management 4.00 3.60
 J. Leadership/Influence 3.25 3.60
 K. Interpersonal Sensitivity/Empathy 1.50 4.75
 L. Team/Interpersonal Support 2.60 4.00
 M. Collaboration 3.83 4.00
 N. Oral Communication 2.33 3.50
 O. Oral Presentation 4.25 2.50
 P. Listening 3.50 3.25

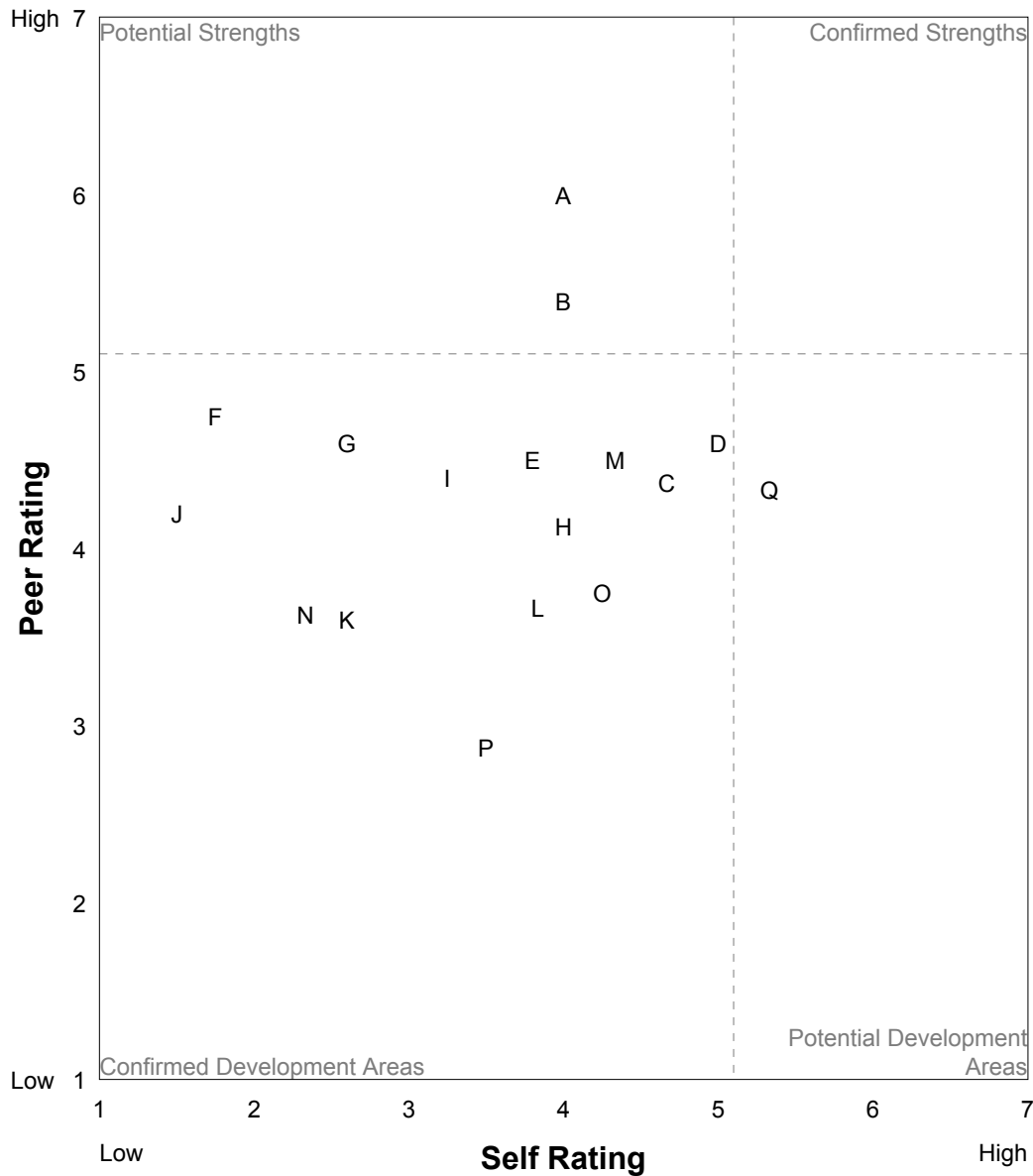
Potential Development Areas

Q. Written Communication 5.33 4.00

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - PEER VIEW (N = 2)



Average Scores

Self Peer

Potential Strengths

A. Building Strategic Relationships	4.00	6.00
B. Conflict Management	4.00	5.40

Confirmed Development Areas

C. Self-Development	4.67	4.38
D. Adaptability/Stress Tolerance	5.00	4.60
E. Self-Control	3.80	4.50
F. Trustworthiness	1.75	4.75
G. Strategic Problem Solving	2.60	4.60
H. Achievement Orientation	4.00	4.13
I. Leadership/Influence	3.25	4.40
J. Interpersonal Sensitivity/Empathy	1.50	4.20
K. Team/Interpersonal Support	2.60	3.60
L. Collaboration	3.83	3.67
M. Two-Way Feedback	4.33	4.50
N. Oral Communication	2.33	3.63
O. Oral Presentation	4.25	3.75
P. Listening	3.50	2.88

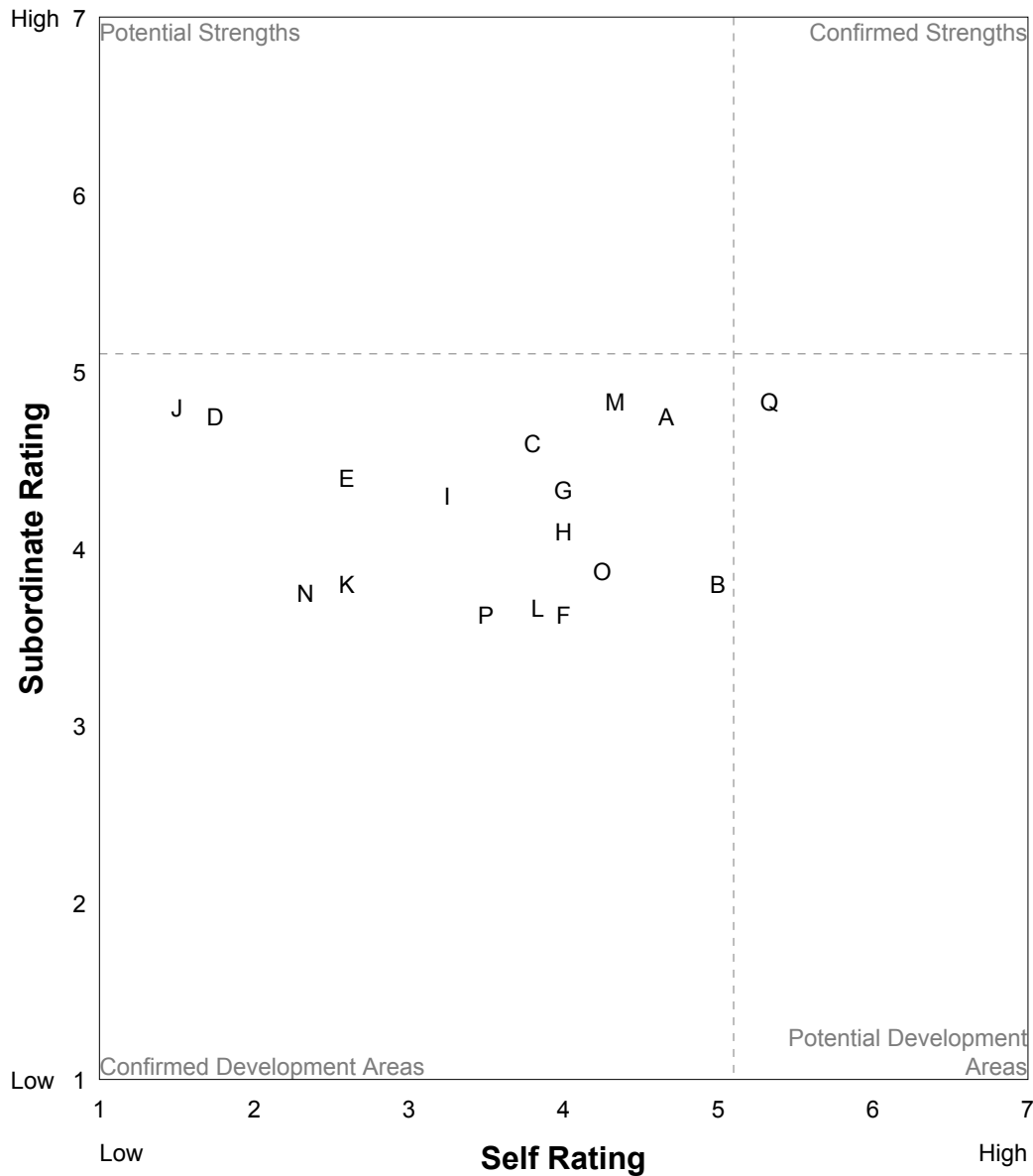
Potential Development Areas

Q. Written Communication	5.33	4.33
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EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - SUBORDINATE VIEW (N = 2)



Average Scores

Self Subordinate

Confirmed Development Areas

A. Self-Development	4.67	4.75
B. Adaptability/Stress Tolerance	5.00	3.80
C. Self-Control	3.80	4.60
D. Trustworthiness	1.75	4.75
E. Strategic Problem Solving	2.60	4.40
F. Achievement Orientation	4.00	3.63
G. Building Strategic Relationships	4.00	4.33
H. Conflict Management	4.00	4.10
I. Leadership/Influence	3.25	4.30
J. Interpersonal Sensitivity/Empathy	1.50	4.80
K. Team/Interpersonal Support	2.60	3.80
L. Collaboration	3.83	3.67
M. Two-Way Feedback	4.33	4.83
N. Oral Communication	2.33	3.75
O. Oral Presentation	4.25	3.88
P. Listening	3.50	3.63

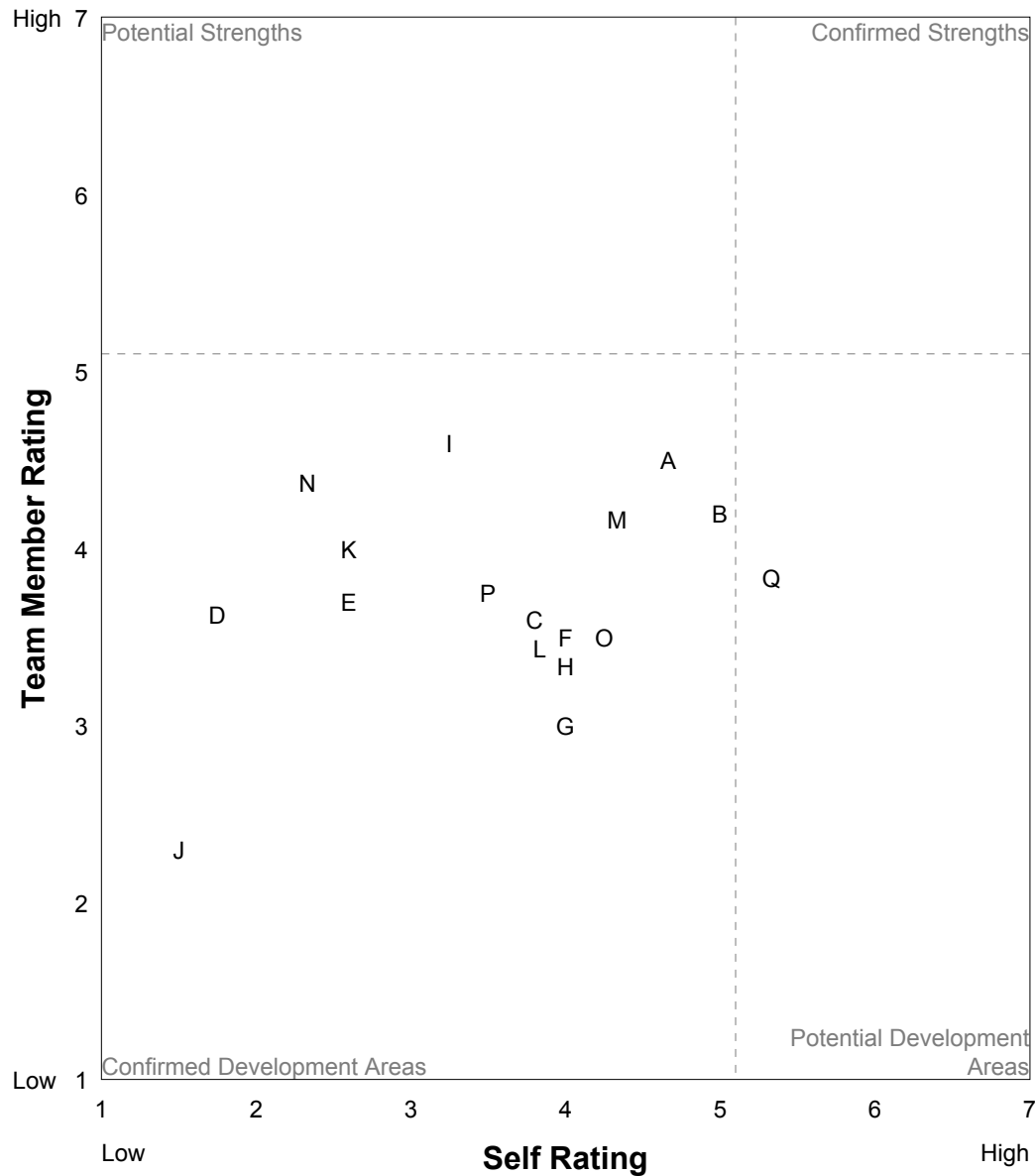
Potential Development Areas

Q. Written Communication	5.33	4.83
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EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - TEAM MEMBER VIEW (N = 2)



Average Scores

Self	Team Member
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Confirmed Development Areas

A. Self-Development	4.67	4.50
B. Adaptability/Stress Tolerance	5.00	4.20
C. Self-Control	3.80	3.60
D. Trustworthiness	1.75	3.63
E. Strategic Problem Solving	2.60	3.70
F. Achievement Orientation	4.00	3.50
G. Building Strategic Relationships	4.00	3.00
H. Conflict Management	4.00	3.44
I. Leadership/Influence	3.25	4.60
J. Interpersonal Sensitivity/Empathy	1.50	2.30
K. Team/Interpersonal Support	2.60	4.00
L. Collaboration	3.83	3.50
M. Two-Way Feedback	4.33	4.17
N. Oral Communication	2.33	4.38
O. Oral Presentation	4.25	3.50
P. Listening	3.50	3.75

Potential Development Areas

Q. Written Communication	5.33	3.83
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EMOTIONAL INTELLIGENCE VIEW360

Competency Group Introduction

This section provides feedback about your level of self-management and relationship management behaviours by comparing your own ratings to those of others across the 3 Emotional Intelligence competency groups.

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

Competency Group Bar Graphs

Each Emotional IntelligenceView360 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 IntelligenceView360 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 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

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

EMOTIONAL INTELLIGENCE VIEW360

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.

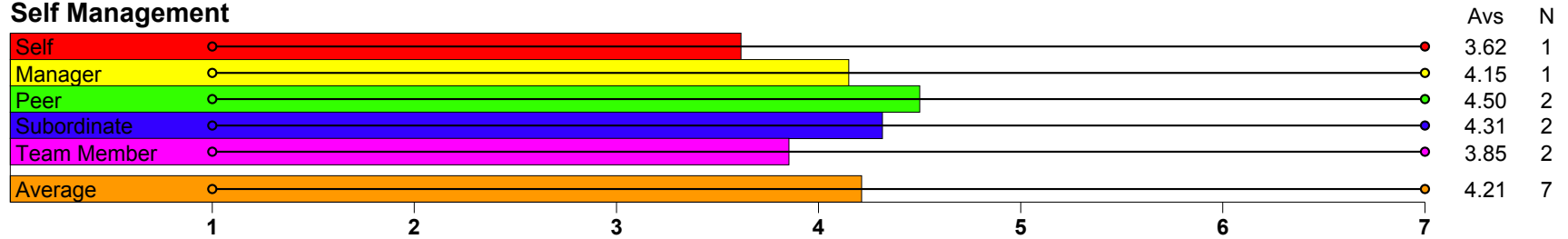
NR "NR" means no people from a particular rater group have responded.

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.

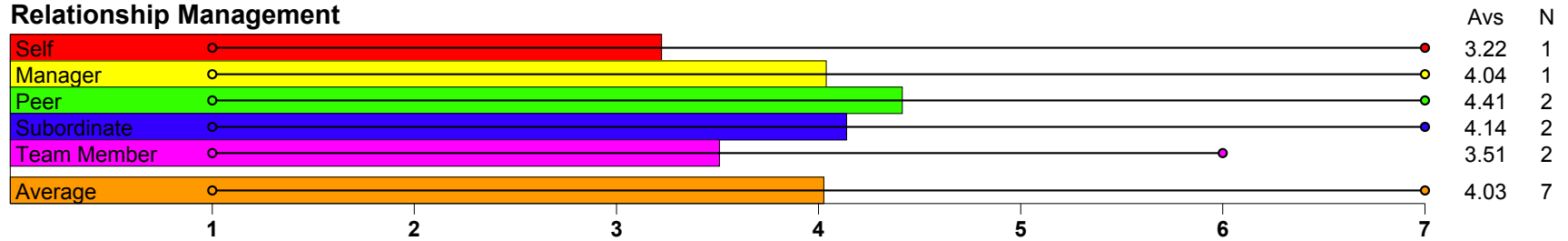
EMOTIONAL INTELLIGENCE VIEW360

Competency Group Summary

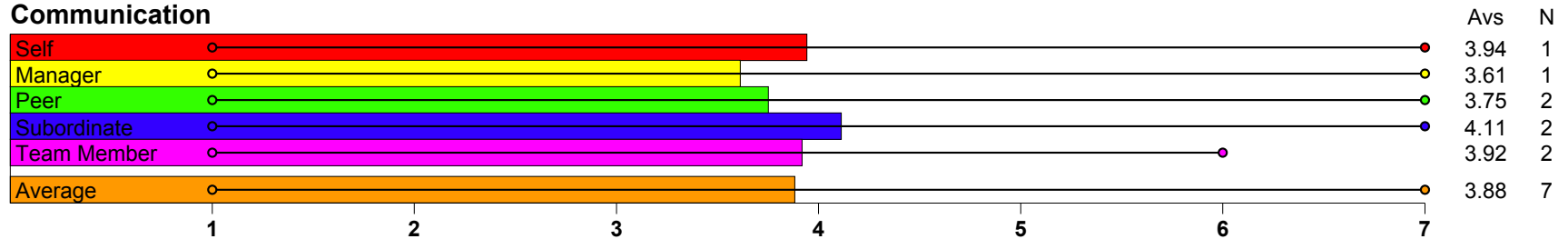
Self Management



Relationship Management



Communication



EMOTIONAL INTELLIGENCE VIEW360

Competency Introduction

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

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

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 17 Emotional IntelligenceView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies 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 IntelligenceView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

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

EMOTIONAL INTELLIGENCE VIEW360

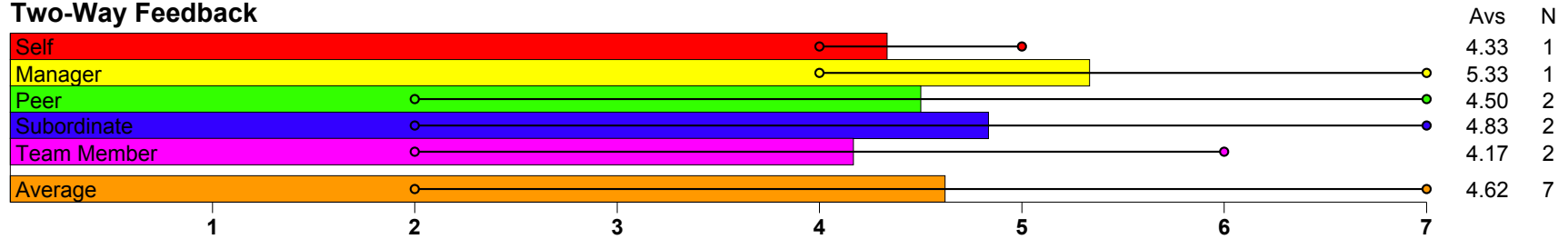
Competency Introduction Continued

- 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.
- 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.

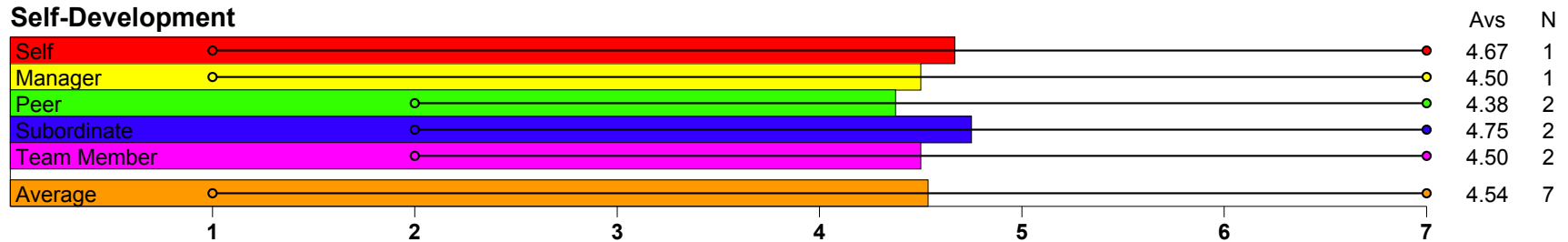
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary

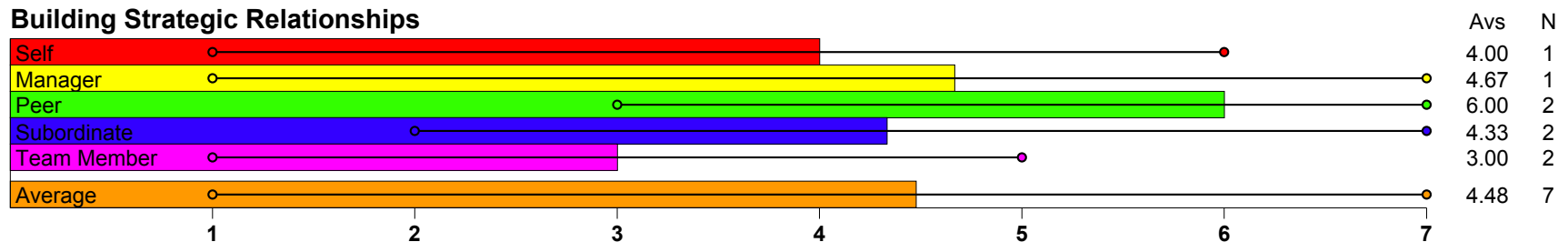
Two-Way Feedback



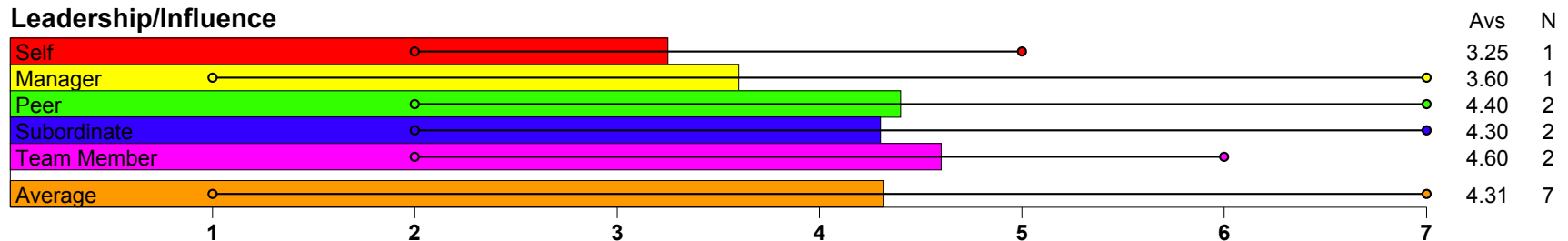
Self-Development



Building Strategic Relationships



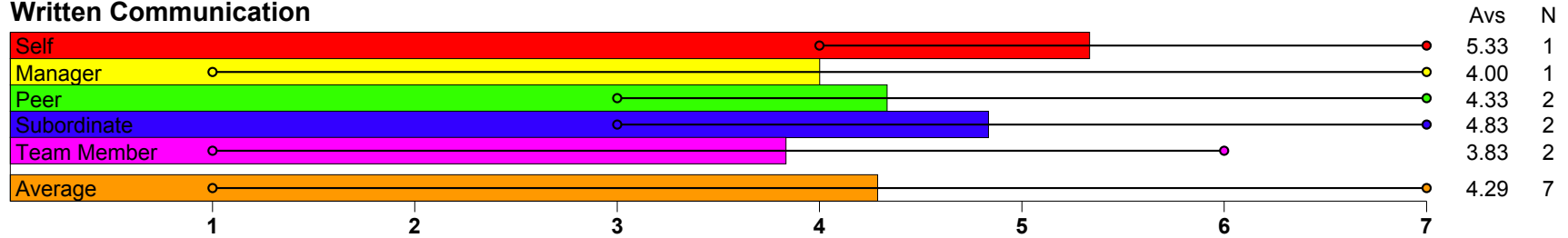
Leadership/Influence



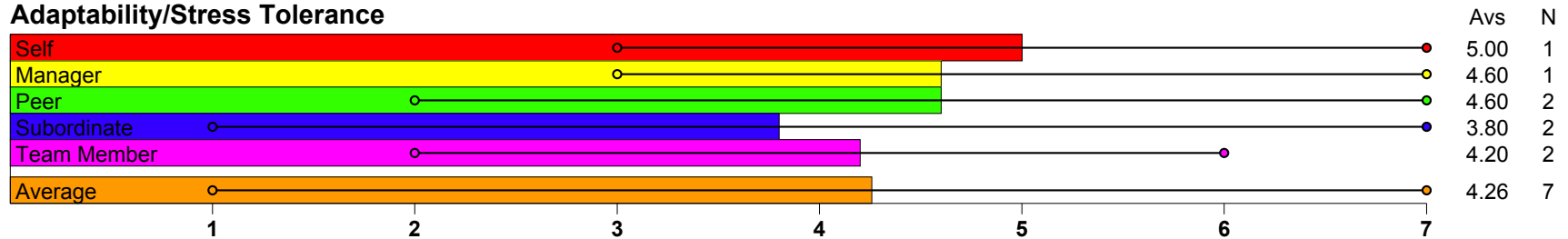
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

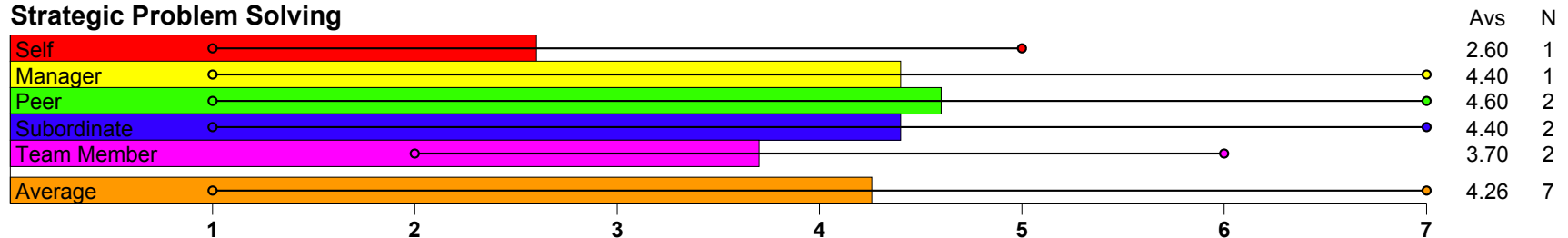
Written Communication



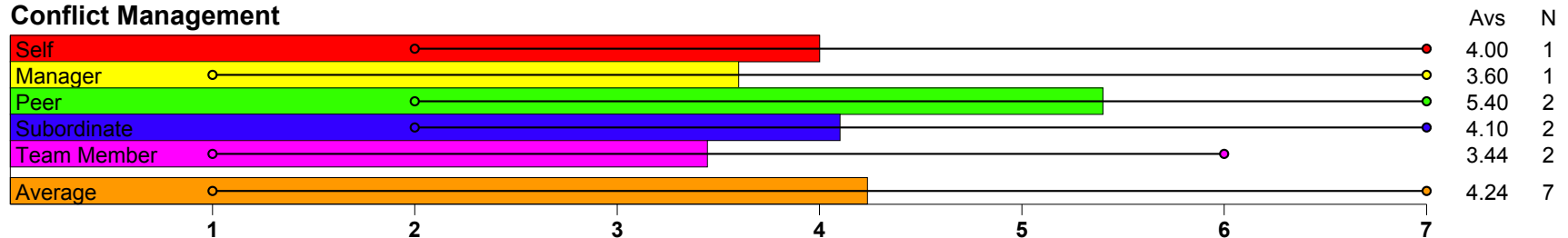
Adaptability/Stress Tolerance



Strategic Problem Solving



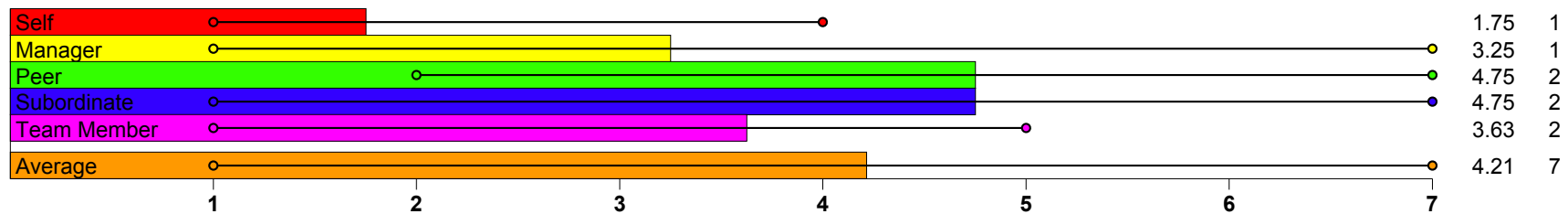
Conflict Management



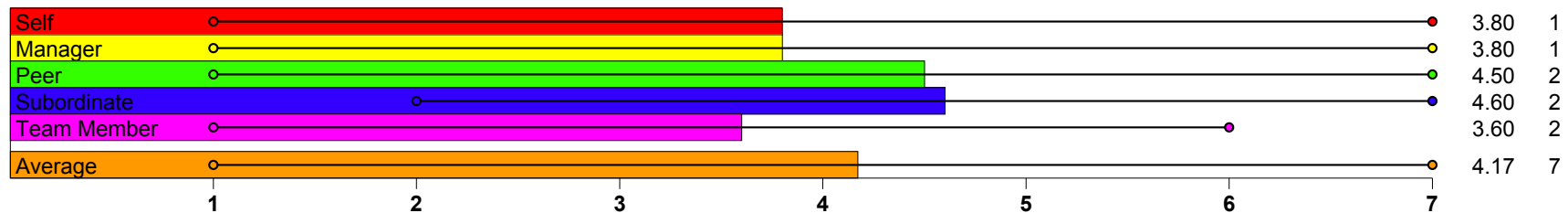
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

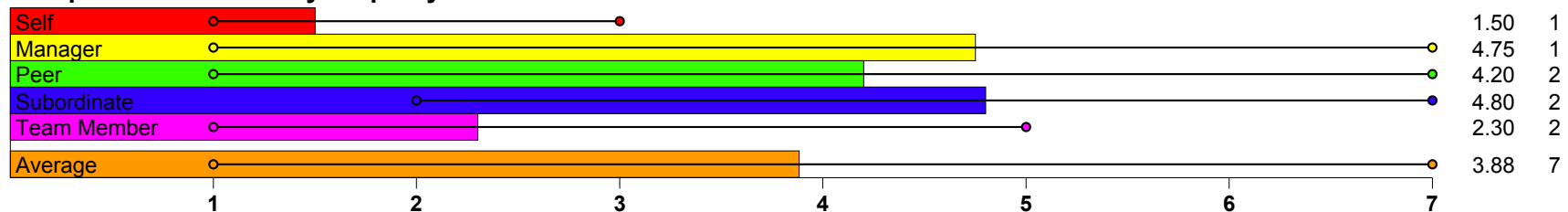
Trustworthiness



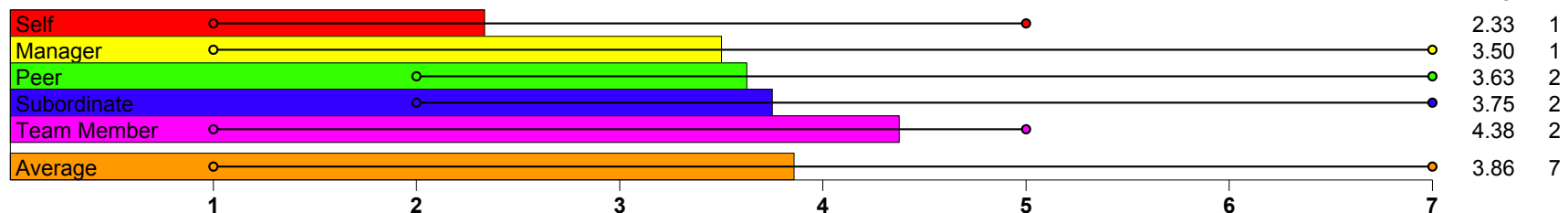
Self-Control



Interpersonal Sensitivity/Empathy



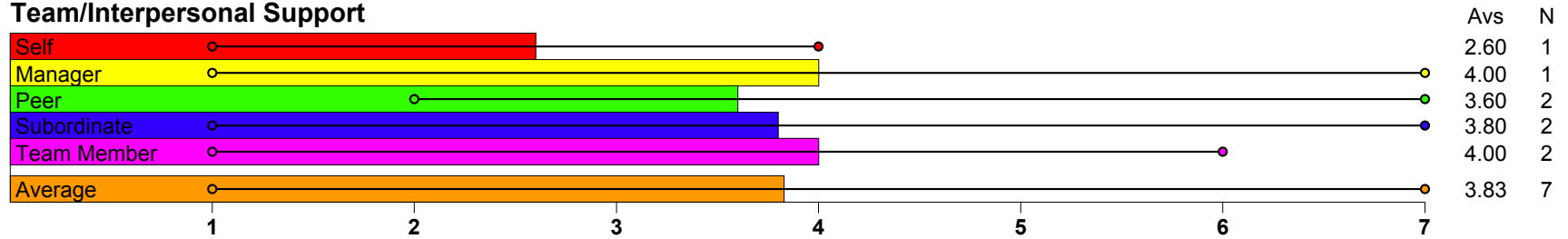
Oral Communication



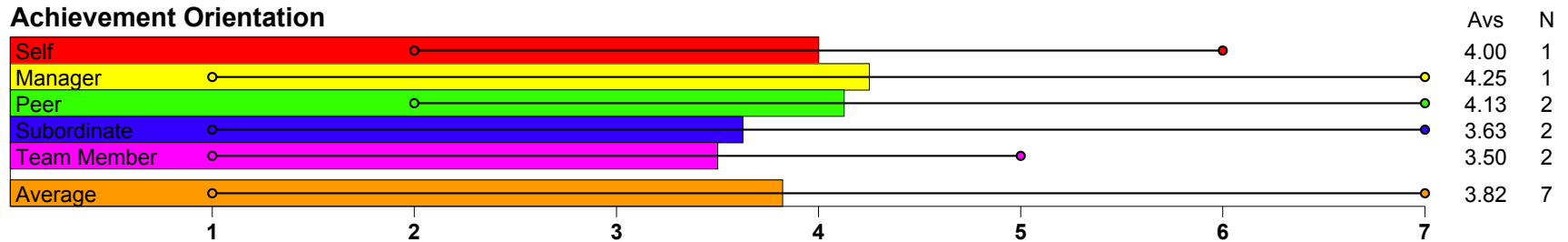
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

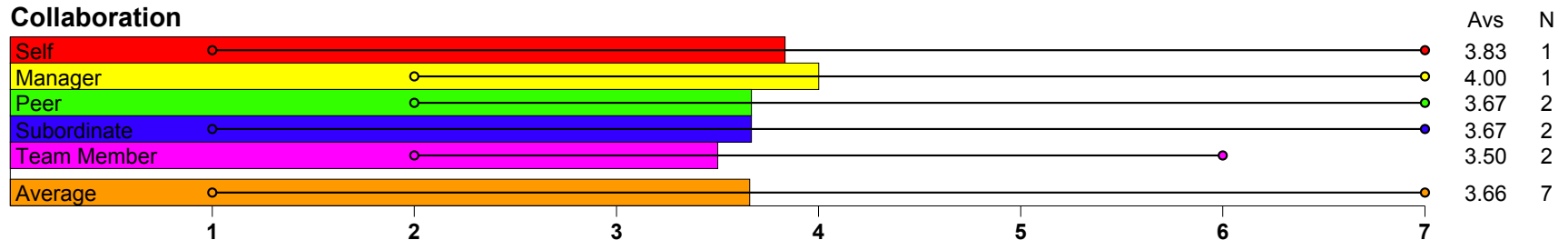
Team/Interpersonal Support



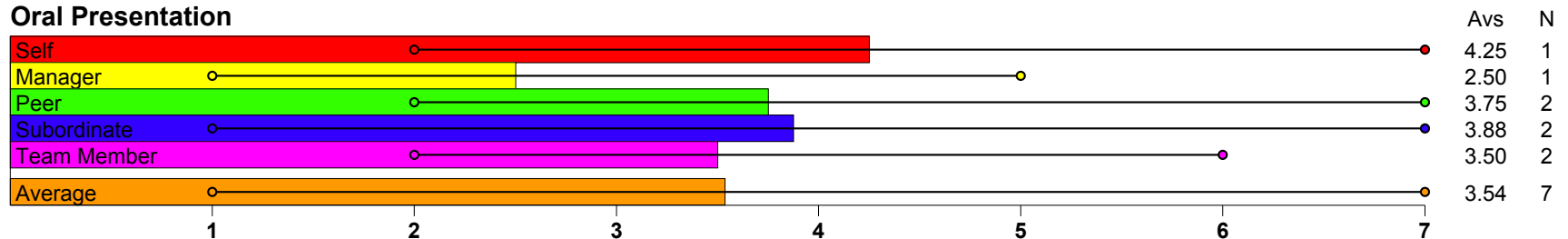
Achievement Orientation



Collaboration

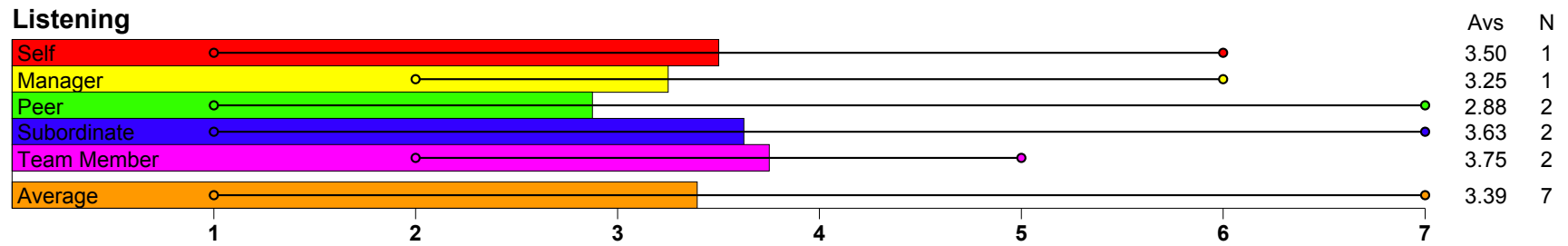


Oral Presentation



EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued



EMOTIONAL INTELLIGENCE VIEW360

Top & Bottom Five Behaviours - All Raters

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behaviour based on average scores. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Competency
6.14	Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support
6.14	Writes in a logical, organised, clear and persuasive manner	Written Communication
6.14	Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control
6.14	Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance
6.14	Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behaviour that received the lowest average score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behaviour	Competency
2.00	Expresses confidence in the skills and abilities of others	Team/Interpersonal Support
2.57	Maintains eye contact and attentive non-verbal behaviour when being spoken to	Listening
2.57	Works collaboratively and non-competitively with others	Collaboration
2.71	Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness
2.83	Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy

EMOTIONAL INTELLIGENCE VIEW360

Top & Bottom Five Behaviours - Self

These behaviours were identified by you as your greatest strengths. They are rank ordered so the first item is the behaviour you rated your most effective based on average scores. These are the areas in which you believe you contribute most to the success of the organisation. You should compare these self-ratings with the ratings given by the others. If these behaviours are self-rated considerably higher than the ratings rendered by the others, these may be your blind spots and you may want to focus your developmental activities on them.

Score	Behaviour	Competency
7.00	Restates and clarifies important points and questions from others during presentations	Oral Presentation
7.00	Seeks and applies feedback and constructive criticism from others	Self-Development
7.00	Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration
7.00	Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management
7.00	Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control

You identified the following five behaviours as those in which your performance is least effective. They are rank ordered so the first item is the behaviour you rated lowest based on average scores. We suggest you pay particular attention to these five behaviours and compare them with those behaviours rated lowest by your other raters.

Score	Behaviour	Competency
1.00	Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy
1.00	Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy
1.00	Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy
1.00	Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness
1.00	Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Trustworthiness

EMOTIONAL INTELLIGENCE VIEW360

Top & Bottom Five Behaviours - Manager

The following five behaviours were identified by the Manager rater group as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behaviour based on average scores. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Competency
7.00	Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation
7.00	Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence
7.00	Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance
7.00	Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development
7.00	Seeks and applies feedback and constructive criticism from others	Self-Development

The following five behaviours were identified by the Manager rater group as those in which your performance is least effective. They are rank ordered so the first item is the behaviour that received the lowest average score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.00	Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness
1.00	Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management
1.00	Uses appropriate grammar, tense, and language in all written communications	Written Communication
1.00	Is prepared and organised for meetings, discussions and presentations	Oral Presentation
1.00	Restates and clarifies important points and questions from others during presentations	Oral Presentation

EMOTIONAL INTELLIGENCE VIEW360

Top & Bottom Five Behaviours - Peer

The following five behaviours were identified by the Peer rater group as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behaviour based on average scores. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Competency
7.00	Allows for disagreements to emerge and to be discussed openly	Conflict Management
7.00	Encourages others to express contrary views, ideas and opinions	Conflict Management
7.00	Makes decisions confidently and quickly when necessary	Strategic Problem Solving
7.00	Demonstrates and practices high standards of personal and professional integrity	Trustworthiness
7.00	Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control

The following five behaviours were identified by the Peer rater group as those in which your performance is least effective. They are rank ordered so the first item is the behaviour that received the lowest average score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.00	Waits out silences and listens patiently without interrupting others	Listening
2.00	Maintains eye contact and attentive non-verbal behaviour when being spoken to	Listening
2.00	Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	Collaboration
2.00	Expresses confidence in the skills and abilities of others	Team/Interpersonal Support
2.50	Researches and utilises available information in order to understand and solve issues and problems	Strategic Problem Solving

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Top & Bottom Five Behaviours - Subordinate

The following five behaviours were identified by the Subordinate rater group as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behaviour based on average scores. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Competency
7.00	Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organisation	Building Strategic Relationships
7.00	Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy
7.00	Makes decisions confidently and quickly when necessary	Strategic Problem Solving
7.00	Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control
7.00	Encourages others to express contrary views, ideas and opinions	Conflict Management

The following five behaviours were identified by the Subordinate rater group as those in which your performance is least effective. They are rank ordered so the first item is the behaviour that received the lowest average score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.50	Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance
1.50	Works collaboratively and non-competitively with others	Collaboration
1.50	Expresses confidence in the skills and abilities of others	Team/Interpersonal Support
2.00	Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management
2.00	Maintains poise, composure and control of behaviours in the face of interpersonal challenge or threat	Self-Control

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Top & Bottom Five Behaviours - Team Member

The following five behaviours were identified by the Team Member rater group as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behaviour based on average scores. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Competency
6.00	Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support
6.00	Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence
6.00	Manages time effectively and efficiently	Self-Development
5.50	Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance
5.50	Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance

The following five behaviours were identified by the Team Member rater group as those in which your performance is least effective. They are rank ordered so the first item is the behaviour that received the lowest average score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them.

Score	Behaviour	Competency
1.50	Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation
1.50	Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy
2.00	Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organisation	Building Strategic Relationships
2.00	Encourages others to express contrary views, ideas and opinions	Conflict Management
2.00	Allows for disagreements to emerge and to be discussed openly	Conflict Management

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary

The average score for each of the 17 Emotional IntelligenceView360 competencies and 74 questions are summarised below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behaviour). 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 behaviours. 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	Subordinate	Team Member	Average
Two-Way Feedback	4.33 (0.84)	5.33 (0.58)	4.50 (0.31)	4.83 (0.27)	4.17 (0.60)	4.62 (0.39)
Maintains close contact and communications with others (i.e., keeps others well informed)	4.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.00 (0.67)	5.86 (0.37)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	5.00 (1.00)	4.00 (1.00)	3.00 (0.67)	5.00 (0.33)	5.00 (0.67)	4.29 (0.47)
Communicates information needed by others in a prompt and timely manner	4.00 (1.00)	5.00 (1.00)	3.50 (0.50)	2.50 (0.83)	4.50 (0.83)	3.71 (0.57)
Self-Development	4.67 (0.13)	4.50 (0.13)	4.38 (0.40)	4.75 (0.32)	4.50 (0.38)	4.54 (0.32)
Seeks and applies feedback and constructive criticism from others	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.00 (0.67)	5.86 (0.37)
Manages time effectively and efficiently	1.00 (1.00)	1.00 (1.00)	3.50 (0.50)	6.00 (0.67)	6.00 (1.00)	4.57 (0.31)
Pursues continuous learning and self-development of knowledge, experiences and skills	NR	7.00 (1.00)	4.00 (1.00)	2.50 (0.83)	5.00 (0.33)	4.29 (0.39)
Realistically appraises ones own strengths and development areas	6.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.50 (0.50)	4.00 (0.33)	3.43 (0.50)
Building Strategic Relationships	4.00 (0.28)	4.67 (0.13)	6.00 (0.49)	4.33 (0.34)	3.00 (0.57)	4.48 (0.29)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organisation	5.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	2.00 (0.67)	5.57 (0.23)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Building Strategic Relationships	4.00 (0.28)	4.67 (0.13)	6.00 (0.49)	4.33 (0.34)	3.00 (0.57)	4.48 (0.29)
Effectively builds relationships and partnerships with others outside the organisation	6.00 (1.00)	6.00 (1.00)	5.00 (0.33)	3.00 (1.00)	4.50 (0.83)	4.43 (0.50)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	1.00 (1.00)	1.00 (1.00)	6.00 (0.67)	3.00 (0.67)	2.50 (0.83)	3.43 (0.36)
Leadership/Influence	3.25 (0.64)	3.60 (0.22)	4.40 (0.44)	4.30 (0.48)	4.60 (0.57)	4.31 (0.44)
Communicates and expresses ideas in a manner that persuades and influences others	3.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.50 (0.83)	6.00 (0.47)
Modifies his/her leadership style to persuade, motivate and influence others	5.00 (1.00)	4.00 (1.00)	4.50 (0.83)	4.00 (1.00)	5.00 (0.67)	4.43 (0.76)
Convinces and persuades others to see his/her perspective and ideas	2.00 (1.00)	5.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.50 (0.50)	4.29 (0.66)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	3.00 (1.00)	1.00 (1.00)	3.00 (0.67)	3.50 (0.50)	5.00 (1.00)	3.43 (0.47)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	NR	1.00 (1.00)	2.50 (0.83)	3.00 (1.00)	6.00 (1.00)	3.43 (0.41)
Written Communication	5.33 (0.58)	4.00 (0.18)	4.33 (0.37)	4.83 (0.48)	3.83 (0.44)	4.29 (0.37)
Writes in a logical, organised, clear and persuasive manner	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (0.67)	6.14 (0.51)
Uses written communications effectively and appropriately (e.g., email)	5.00 (1.00)	4.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.50 (0.50)	3.86 (0.67)
Uses appropriate grammar, tense, and language in all written communications	4.00 (1.00)	1.00 (1.00)	3.00 (1.00)	3.50 (0.83)	3.00 (0.33)	2.86 (0.55)
Adaptability/Stress Tolerance	5.00 (0.44)	4.60 (0.55)	4.60 (0.38)	3.80 (0.20)	4.20 (0.53)	4.26 (0.37)
Maintains optimism and makes the most out of situations whether good or bad	4.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (0.67)	6.14 (0.51)
Maintains an effective balance between work, family and personal life	3.00 (1.00)	4.00 (1.00)	4.00 (1.00)	4.00 (1.00)	5.50 (0.83)	4.43 (0.76)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Adaptability/Stress Tolerance	5.00 (0.44)	4.60 (0.55)	4.60 (0.38)	3.80 (0.20)	4.20 (0.53)	4.26 (0.37)
Demonstrates flexibility and resilience in response to adversity and challenge	7.00 (1.00)	3.00 (1.00)	3.50 (0.50)	4.00 (0.00)	5.50 (0.83)	4.14 (0.32)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behaviour)	7.00 (1.00)	4.00 (1.00)	4.00 (0.67)	2.50 (0.50)	4.00 (1.00)	3.57 (0.61)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	4.00 (1.00)	5.00 (1.00)	4.50 (0.17)	1.50 (0.83)	2.00 (1.00)	3.00 (0.33)
Strategic Problem Solving	2.60 (0.46)	4.40 (0.22)	4.60 (0.33)	4.40 (0.33)	3.70 (0.50)	4.26 (0.35)
Makes decisions confidently and quickly when necessary	2.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.50 (0.83)	6.00 (0.47)
Makes high quality and logical decisions based on adequate data and information	1.00 (1.00)	7.00 (1.00)	5.00 (0.33)	4.50 (0.83)	4.00 (0.33)	4.86 (0.40)
Generates and considers multiple options before making a decision	5.00 (1.00)	1.00 (1.00)	3.50 (0.50)	5.00 (0.33)	4.00 (0.33)	3.71 (0.29)
Sticks with a decision or course of action unless it is obvious that it is incorrect	1.00 (1.00)	3.00 (1.00)	5.00 (1.00)	2.50 (0.50)	3.00 (0.67)	3.43 (0.53)
Researches and utilises available information in order to understand and solve issues and problems	4.00 (1.00)	4.00 (1.00)	2.50 (0.50)	3.00 (0.67)	4.00 (0.67)	3.29 (0.57)
Conflict Management	4.00 (0.44)	3.60 (0.28)	5.40 (0.40)	4.10 (0.29)	3.44 (0.43)	4.24 (0.30)
Encourages others to express contrary views, ideas and opinions	4.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	2.00 (1.00)	5.57 (0.25)
Resists reacting defensively and keeps an open mind when others disagree with him/her	2.00 (1.00)	5.00 (1.00)	3.50 (0.50)	4.50 (0.17)	5.50 (0.83)	4.57 (0.41)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	3.00 (1.00)	7.00 (1.00)	4.00 (0.67)	2.00 (0.67)	4.14 (0.30)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	7.00 (1.00)	1.00 (1.00)	5.50 (0.50)	2.00 (1.00)	5.00 (1.00)	3.71 (0.34)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	3.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.00 (0.67)	2.00 (1.00)	3.00 (0.62)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Trustworthiness	1.75 (0.57)	3.25 (0.24)	4.75 (0.36)	4.75 (0.32)	3.63 (0.59)	4.21 (0.35)
Demonstrates and practices high standards of personal and professional integrity	1.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.50 (0.83)	6.00 (0.47)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	1.00 (1.00)	2.00 (1.00)	5.00 (0.33)	5.50 (0.50)	4.00 (0.67)	4.43 (0.39)
Maintains openness, honesty and candor in interpersonal relationships	1.00 (1.00)	1.00 (1.00)	3.50 (0.50)	4.50 (0.83)	4.50 (0.83)	3.71 (0.51)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	4.00 (1.00)	3.00 (1.00)	3.50 (0.83)	2.00 (0.67)	2.50 (0.50)	2.71 (0.61)
Self-Control	3.80 (0.20)	3.80 (0.10)	4.50 (0.33)	4.60 (0.36)	3.60 (0.42)	4.17 (0.31)
Handles tense situations without overreacting, becoming overly emotional or defensive	5.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (0.33)	6.14 (0.42)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	7.00 (1.00)	1.00 (1.00)	3.50 (0.50)	5.00 (1.00)	5.50 (0.83)	4.14 (0.42)
Resists the desire to speak or act when it will not be helpful to the situation	1.00 (1.00)	1.00 (1.00)	4.00 (0.00)	6.00 (0.67)	2.00 (1.00)	3.57 (0.17)
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	5.00 (1.00)	7.00 (1.00)	3.50 (0.83)	3.00 (1.00)	2.50 (0.50)	3.57 (0.44)
Maintains poise, composure and control of behaviours in the face of interpersonal challenge or threat	1.00 (1.00)	3.00 (1.00)	4.50 (0.83)	2.00 (1.00)	4.00 (0.67)	3.43 (0.61)
Interpersonal Sensitivity/Empathy	1.50 (0.71)	4.75 (0.24)	4.20 (0.37)	4.80 (0.45)	2.30 (0.63)	3.88 (0.34)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	1.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	2.00 (0.67)	5.57 (0.23)
Shows an interest in and is considerate of the feelings and needs of others	1.00 (1.00)	5.00 (1.00)	3.50 (0.83)	5.50 (0.50)	3.50 (0.50)	4.29 (0.51)
Develops and maintains warm, friendly, and sensitive relationships with others	3.00 (1.00)	1.00 (1.00)	3.50 (0.50)	5.00 (1.00)	2.50 (0.83)	3.29 (0.47)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Interpersonal Sensitivity/Empathy	1.50 (0.71)	4.75 (0.24)	4.20 (0.37)	4.80 (0.45)	2.30 (0.63)	3.88 (0.34)
Demonstrates 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)	6.00 (1.00)	3.00 (0.33)	3.50 (0.83)	2.00 (1.00)	3.29 (0.44)
Makes an effort to understand and take an interest in how others are feeling	NR	NR	4.00 (0.67)	3.00 (0.67)	1.50 (0.83)	2.83 (0.55)
Oral Communication	2.33 (0.37)	3.50 (0.24)	3.63 (0.47)	3.75 (0.48)	4.38 (0.56)	3.86 (0.45)
Maintains eye contact when communicating with others	1.00 (1.00)	4.00 (1.00)	4.50 (0.17)	6.00 (0.67)	3.00 (0.33)	4.43 (0.29)
Clearly expresses and requests information from others	1.00 (1.00)	7.00 (1.00)	4.00 (0.67)	2.00 (1.00)	5.00 (1.00)	4.14 (0.42)
Provides clear, succinct and logical answers to questions from others	5.00 (1.00)	1.00 (1.00)	3.50 (0.83)	3.00 (1.00)	5.00 (1.00)	3.43 (0.57)
Articulates and enunciates clearly when speaking and communicating	NR	2.00 (1.00)	2.50 (0.83)	4.00 (1.00)	4.50 (0.83)	3.43 (0.65)
Team/Interpersonal Support	2.60 (0.60)	4.00 (0.33)	3.60 (0.40)	3.80 (0.19)	4.00 (0.44)	3.83 (0.33)
Takes initiative and offers formal and informal assistance, training and coaching to others	2.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (0.67)	6.14 (0.51)
Acknowledges and recognises the contributions and accomplishments of others	1.00 (1.00)	3.00 (1.00)	3.00 (1.00)	5.50 (0.50)	5.00 (0.67)	4.29 (0.51)
Encourages cooperation and teamwork among people who depend on each other to get work done	2.00 (1.00)	4.00 (1.00)	2.50 (0.83)	2.00 (0.67)	6.00 (1.00)	3.57 (0.41)
Provides timely and ongoing feedback to others regarding working relationships and job performance	4.00 (1.00)	5.00 (1.00)	3.50 (0.83)	3.00 (0.33)	2.00 (0.67)	3.14 (0.48)
Expresses confidence in the skills and abilities of others	4.00 (1.00)	1.00 (1.00)	2.00 (1.00)	1.50 (0.83)	3.00 (0.67)	2.00 (0.69)
Achievement Orientation	4.00 (0.47)	4.25 (0.28)	4.13 (0.39)	3.63 (0.29)	3.50 (0.42)	3.82 (0.35)
Works hard to achieve and accomplish tasks, projects, assignments and goals	3.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	3.00 (0.33)	5.86 (0.30)
Follows through on stated commitments and promises	6.00 (1.00)	4.00 (1.00)	3.50 (0.83)	2.00 (0.67)	4.50 (0.83)	3.43 (0.61)
Performs work in a conscientious and dependable manner	2.00 (1.00)	1.00 (1.00)	3.00 (0.67)	2.50 (0.83)	5.00 (1.00)	3.14 (0.51)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Achievement Orientation	4.00 (0.47)	4.25 (0.28)	4.13 (0.39)	3.63 (0.29)	3.50 (0.42)	3.82 (0.35)
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	5.00 (1.00)	5.00 (1.00)	3.00 (0.67)	3.00 (0.67)	1.50 (0.83)	2.86 (0.55)
Collaboration	3.83 (0.22)	4.00 (0.37)	3.67 (0.39)	3.67 (0.33)	3.50 (0.52)	3.66 (0.40)
Solicits and values the thoughts, opinions, feedback, and ideas of others	3.00 (1.00)	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	4.00 (1.00)	6.14 (0.55)
Develops supportive, helpful, and friendly working relationships with others	6.00 (1.00)	NR	3.00 (1.00)	4.00 (1.00)	4.00 (0.33)	3.67 (0.58)
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)	3.50 (0.50)	3.00 (0.33)	3.50 (0.50)	3.43 (0.47)
Develops cooperative, rather than competitive, working relationships with others	1.00 (1.00)	5.00 (1.00)	3.50 (0.50)	3.00 (0.67)	2.50 (0.83)	3.29 (0.57)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	7.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.50)	3.50 (0.50)	2.86 (0.55)
Works collaboratively and non-competitively with others	1.00 (1.00)	2.00 (1.00)	3.00 (0.67)	1.50 (0.83)	3.50 (0.50)	2.57 (0.57)
Oral Presentation	4.25 (0.40)	2.50 (0.45)	3.75 (0.48)	3.88 (0.30)	3.50 (0.59)	3.54 (0.43)
Confidently delivers oral presentations that are persuasive, clear, and logically organised	2.00 (1.00)	5.00 (1.00)	5.00 (0.33)	5.50 (0.50)	3.00 (0.67)	4.57 (0.41)
Restates and clarifies important points and questions from others during presentations	7.00 (1.00)	1.00 (1.00)	4.50 (0.83)	2.50 (0.50)	4.50 (0.50)	3.43 (0.41)
Handles questions in meetings and presentations in a responsive and diplomatic manner	4.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.00 (0.67)	4.00 (1.00)	3.29 (0.71)
Is prepared and organised for meetings, discussions and presentations	4.00 (1.00)	1.00 (1.00)	2.50 (0.83)	4.50 (0.17)	2.50 (0.83)	2.86 (0.40)
Listening	3.50 (0.31)	3.25 (0.45)	2.88 (0.39)	3.63 (0.42)	3.75 (0.54)	3.39 (0.43)
Summarises and paraphrases what others have said in order to clarify understanding	1.00 (1.00)	6.00 (1.00)	5.50 (0.50)	4.50 (0.17)	3.50 (0.50)	4.71 (0.34)
Takes the time to understand and listen to others	2.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.00 (1.00)	5.00 (1.00)	3.43 (0.65)

EMOTIONAL INTELLIGENCE VIEW360

Behaviour Summary Continued

Questions	Self	Manager	Peer	Subordinate	Team Member	Average
Listening	3.50 (0.31)	3.25 (0.45)	2.88 (0.39)	3.63 (0.42)	3.75 (0.54)	3.39 (0.43)
Waits out silences and listens patiently without interrupting others	6.00 (1.00)	2.00 (1.00)	1.00 (1.00)	4.50 (0.83)	3.50 (0.50)	2.86 (0.45)
Maintains eye contact and attentive non-verbal behaviour when being spoken to	5.00 (1.00)	3.00 (1.00)	2.00 (1.00)	2.50 (0.50)	3.00 (0.67)	2.57 (0.65)

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary Introduction

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

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

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

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 behaviours to change to enhance your overall effectiveness.

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

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

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary

STRENGTHS

Self:
Sample Text

Manager:
Sample Text

Peer:
Test 1

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary Continued

DEVELOPMENT AREAS

Self:
Sample Text

Manager:
Sample Text

Peer:
Test 1

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide

Examining your Emotional IntelligenceView360 Feedback Report

Your reactions to your Emotional IntelligenceView360 feedback report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

Emotional Reaction

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

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

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

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

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

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On

The first column below summarises the Emotional IntelligenceView360 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		
	Trustworthiness		
	Strategic Problem Solving		
	Achievement Orientation		
Relationship Management	Building Strategic Relationships		
	Conflict Management		
	Leadership/Influence		
	Interpersonal Sensitivity/Empathy		
	Team/Interpersonal Support		
	Collaboration		
Communication	Written Communication		
	Two-Way Feedback		
	Oral Communication		
	Oral Presentation		
	Listening		

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On Continued

List three strengths based upon your Emotional IntelligenceView360 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 IntelligenceView360 results (i.e., behaviours you will do more, less or differently for successful performance in your current job or position):

1. _____
2. _____
3. _____

The purpose of your Emotional IntelligenceView360 feedback is to assist you to develop your managerial competencies. Developing skills can be challenging because it almost always means replacing current behaviour with a new pattern of behaviour. 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 behaviour
- ✓ An action plan is shared with others
- ✓ An analysis is made of reasons for potential lack of success
- ✓ Other people support your behaviour change
- ✓ The behavioural 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 IntelligenceView360. 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 behavioural plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how to monitor and evaluate results

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On Continued

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

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

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

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

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

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

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