

EMOTIONAL INTELLIGENCE VIEW360

Emotional Intelligence View 360 Report for:

Chris Sample
CONFIDENTIAL

Online Assessment: 14 Mar 2006



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

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EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report

Introduction

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

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

Self	1
Manager	1
Direct Report	3

What Does this Report Give Me?

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

EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report Continued

What is Emotional Intelligence?

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

What are the Components of Emotional Intelligence?

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

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

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

What is the Association between Emotional Intelligence and Effectiveness?

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

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

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Competency Definitions

SELF MANAGEMENT

Self-Development

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

Adaptability/Stress Tolerance

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

Self-Control

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

Trustworthiness

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

Strategic Problem Solving

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

Achievement Orientation

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

RELATIONSHIP MANAGEMENT

Building Strategic Relationships

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

Conflict Management

Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence

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

Interpersonal Sensitivity/Empathy

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

Team/Interpersonal Support

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

Collaboration

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

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Competency Definitions Continued

COMMUNICATION

Written Communication

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

Two-Way Feedback

Keeps others informed in a timely manner.

Oral Communication

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

Oral Presentation

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

Listening

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

EMOTIONAL INTELLIGENCE VIEW 360 FREQUENCY RATING SCALE

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

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View Introduction

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

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

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

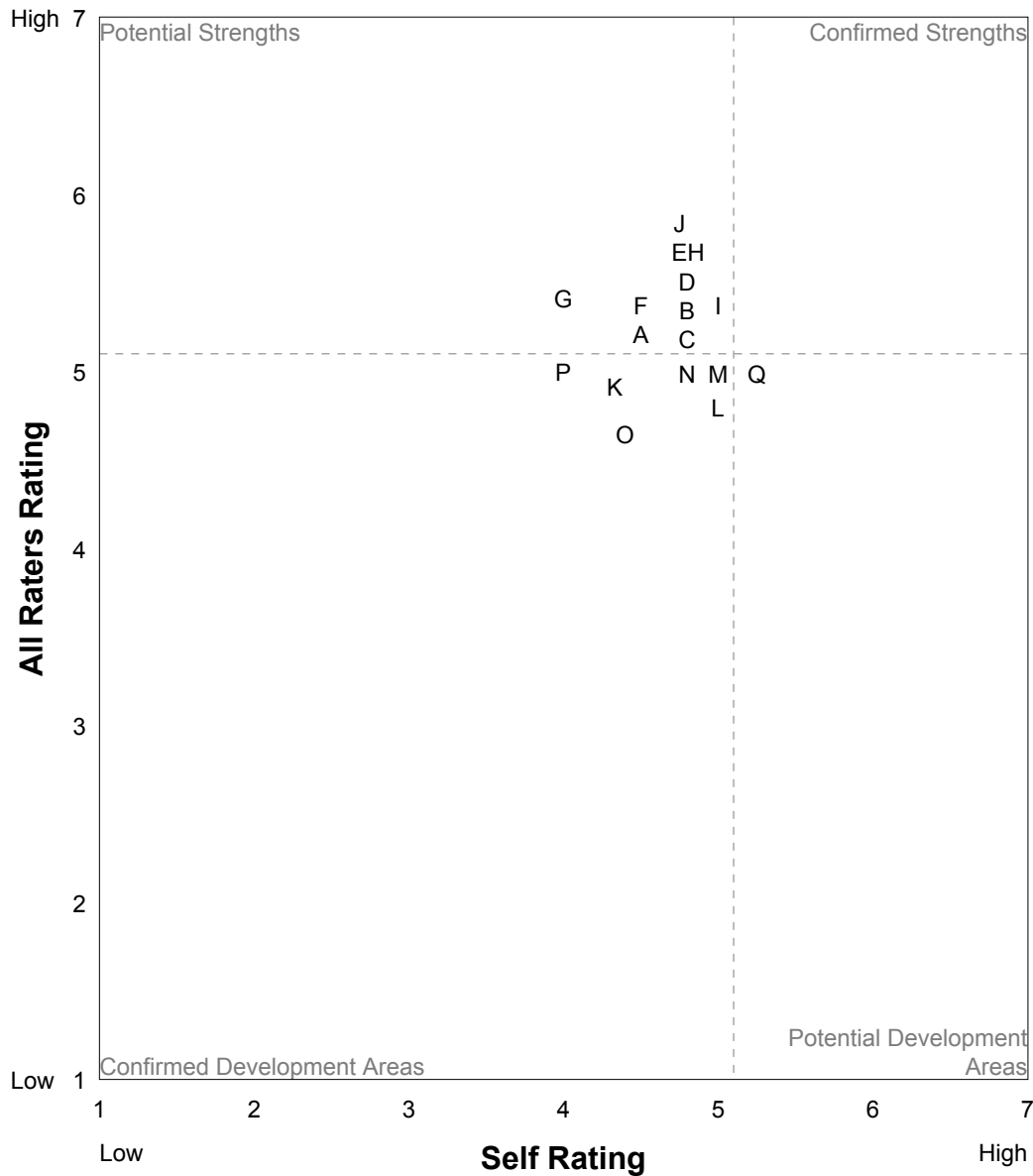
1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

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

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - ALL RATERS VIEW (N = 4)



Average Scores

Self	All Raters
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Potential Strengths

A. Self-Development	4.50	5.13
B. Adaptability/Stress Tolerance	4.80	5.35
C. Self-Control	4.80	5.20
D. Strategic Problem Solving	4.80	5.25
E. Achievement Orientation	4.75	5.31
F. Collaboration	4.50	5.17
G. Written Communication	4.00	5.42
H. Oral Communication	4.75	5.19
I. Oral Presentation	5.00	5.38
J. Listening	4.75	5.38

Confirmed Development Areas

K. Building Strategic Relationships	4.33	4.92
L. Conflict Management	5.00	4.80
M. Leadership/Influence	5.00	5.05
N. Interpersonal Sensitivity/Empathy	4.80	5.05
O. Team/Interpersonal Support	4.40	4.65
P. Two-Way Feedback	4.00	5.00

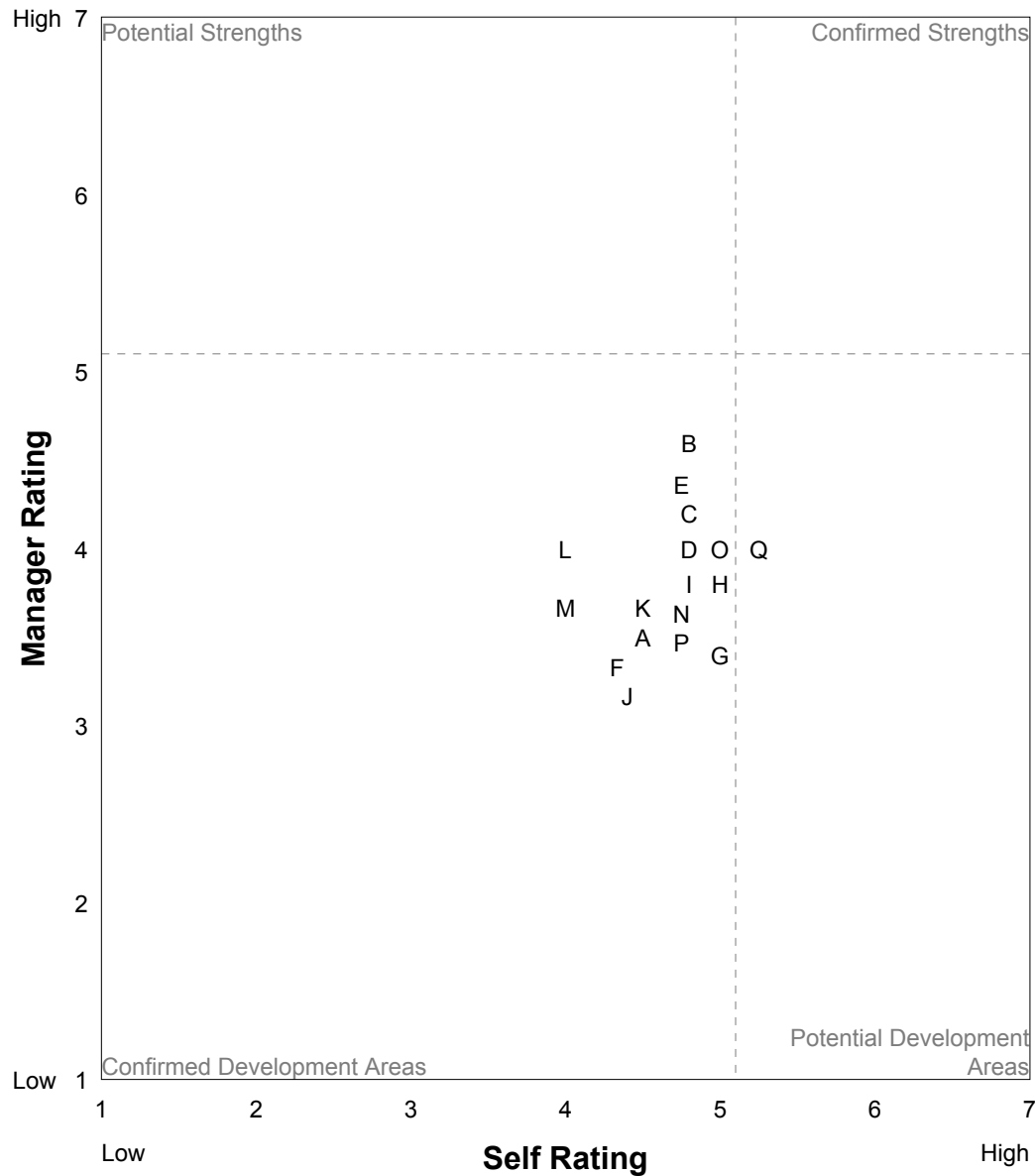
Potential Development Areas

Q. Trustworthiness	5.25	5.06
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EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View

SELF - MANAGER VIEW (N = 1)



Average Scores

Self Manager

Confirmed Development Areas

A. Self-Development	4.50	3.50
B. Adaptability/Stress Tolerance	4.80	4.60
C. Self-Control	4.80	4.20
D. Strategic Problem Solving	4.80	4.00
E. Achievement Orientation	4.75	4.25
F. Building Strategic Relationships	4.33	3.33
G. Conflict Management	5.00	3.40
H. Leadership/Influence	5.00	3.80
I. Interpersonal Sensitivity/Empathy	4.80	3.80
J. Team/Interpersonal Support	4.40	3.20
K. Collaboration	4.50	3.67
L. Written Communication	4.00	4.00
M. Two-Way Feedback	4.00	3.67
N. Oral Communication	4.75	3.75
O. Oral Presentation	5.00	4.00
P. Listening	4.75	3.50

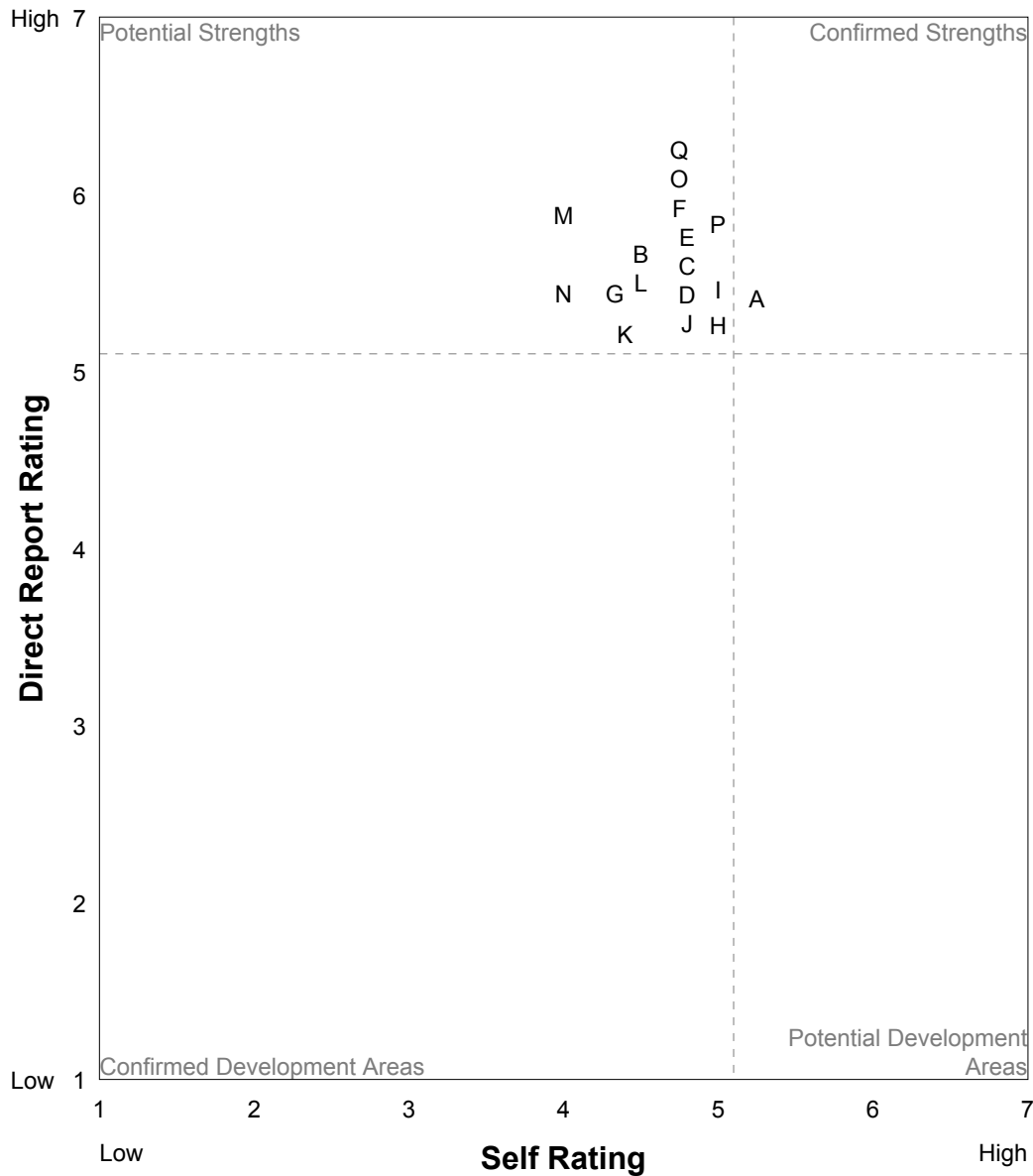
Potential Development Areas

Q. Trustworthiness	5.25	4.00
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Self-Awareness and Social Awareness View

SELF - DIRECT REPORT VIEW (N = 3)



Average Scores

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

A. Trustworthiness	5.25	5.42
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Potential Strengths

B. Self-Development	4.50	5.67
C. Adaptability/Stress Tolerance	4.80	5.60
D. Self-Control	4.80	5.53
E. Strategic Problem Solving	4.80	5.67
F. Achievement Orientation	4.75	5.67
G. Building Strategic Relationships	4.33	5.44
H. Conflict Management	5.00	5.27
I. Leadership/Influence	5.00	5.47
J. Interpersonal Sensitivity/Empathy	4.80	5.47
K. Team/Interpersonal Support	4.40	5.13
L. Collaboration	4.50	5.67
M. Written Communication	4.00	5.89
N. Two-Way Feedback	4.00	5.44
O. Oral Communication	4.75	5.67
P. Oral Presentation	5.00	5.83
Q. Listening	4.75	6.00

EMOTIONAL INTELLIGENCE VIEW360

Competency Group Introduction

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

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

Competency Group Bar Graphs

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

- Self Management
- Relationship Management
- Communication

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the three Emotional Intelligence View 360 performance factors. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

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

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

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Competency Group Introduction Continued

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

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

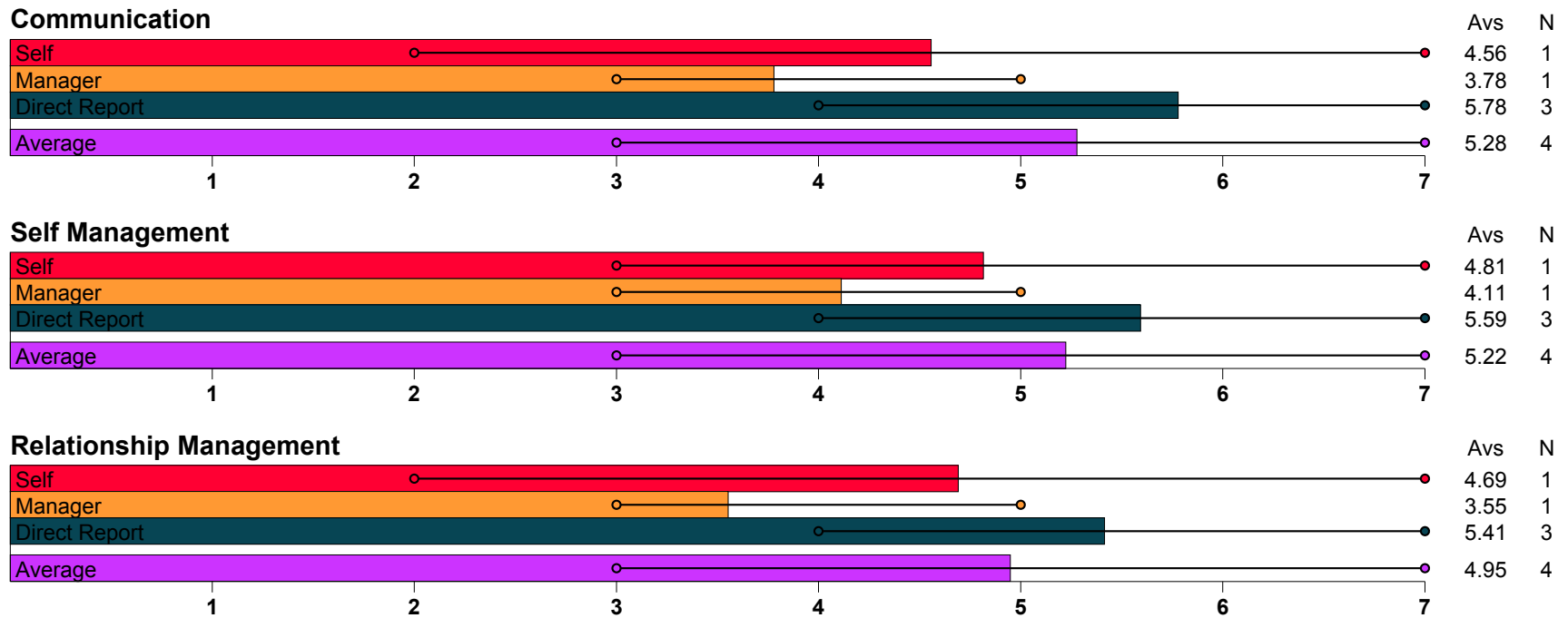
N "N" shows the number of respondents who answered the questions in this competency group.

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

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

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Competency Group Summary



EMOTIONAL INTELLIGENCE VIEW360

Competency Introduction

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

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

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 17 Emotional Intelligence View 360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. 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 Intelligence View 360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

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

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

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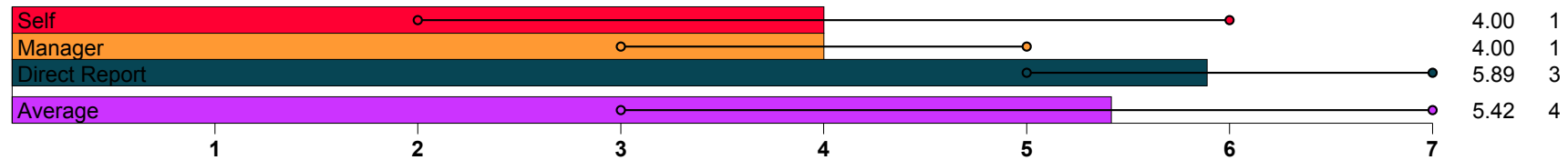
Competency Introduction Continued

- 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.

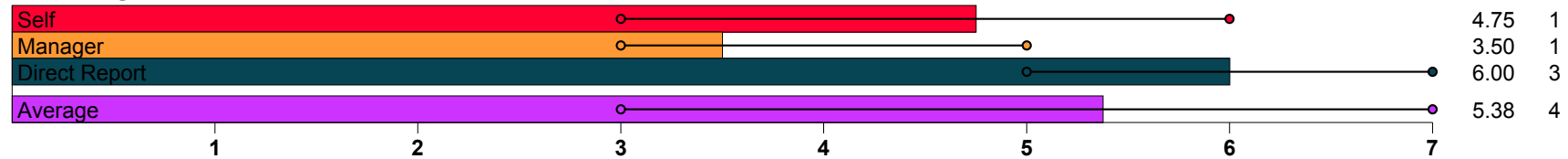
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary

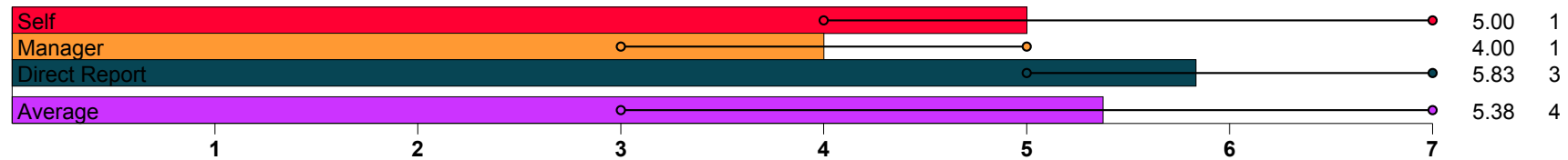
Written Communication



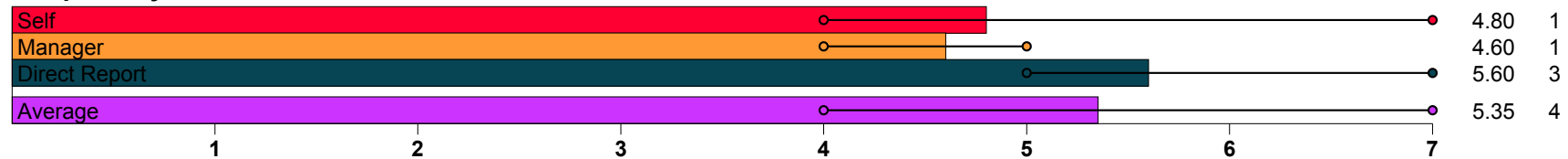
Listening



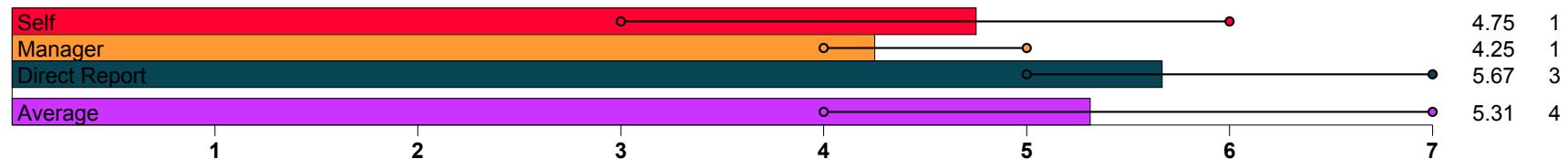
Oral Presentation



Adaptability/Stress Tolerance



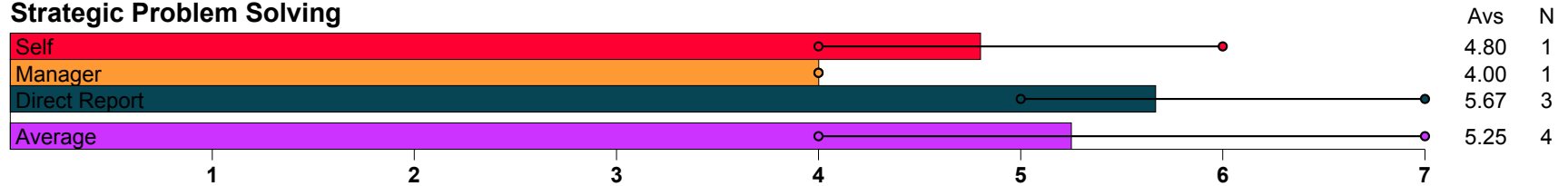
Achievement Orientation



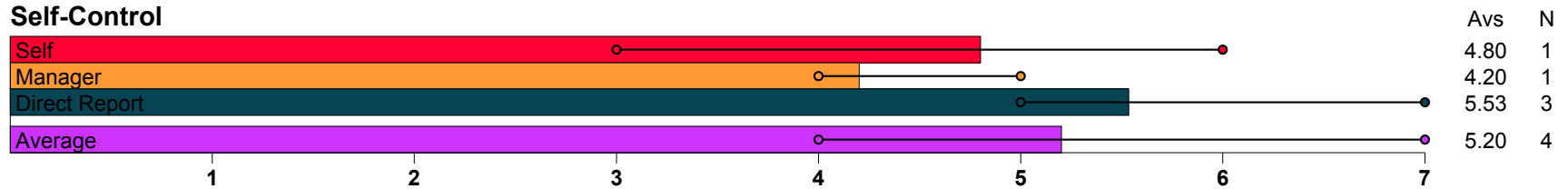
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Competency Summary Continued

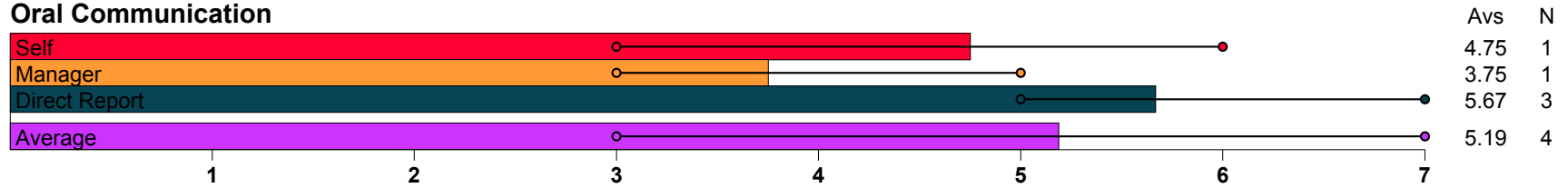
Strategic Problem Solving



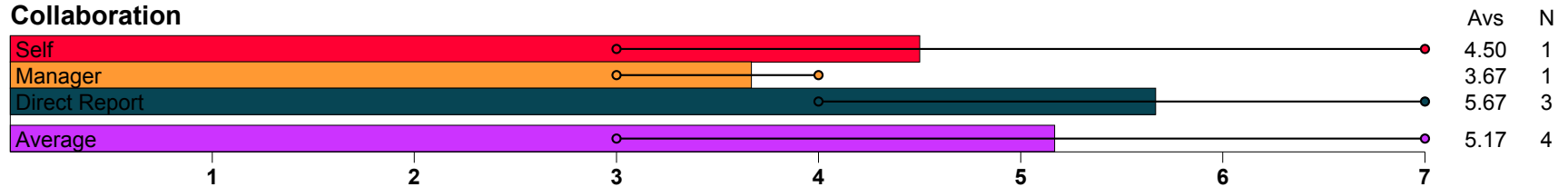
Self-Control



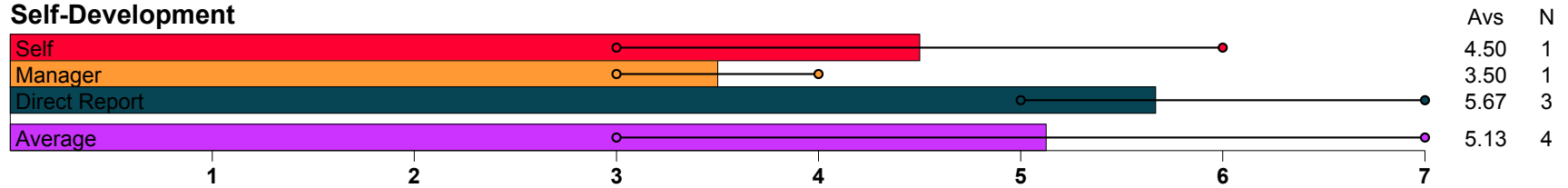
Oral Communication



Collaboration



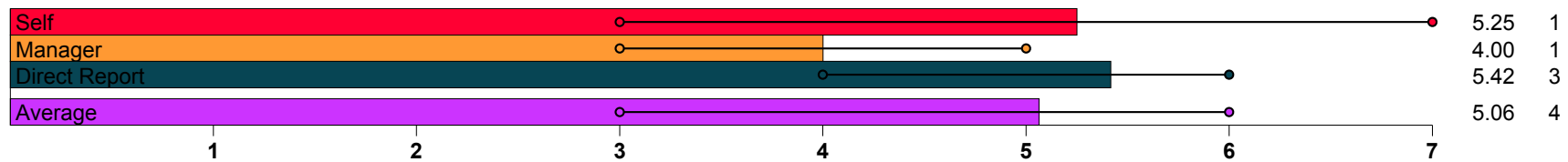
Self-Development



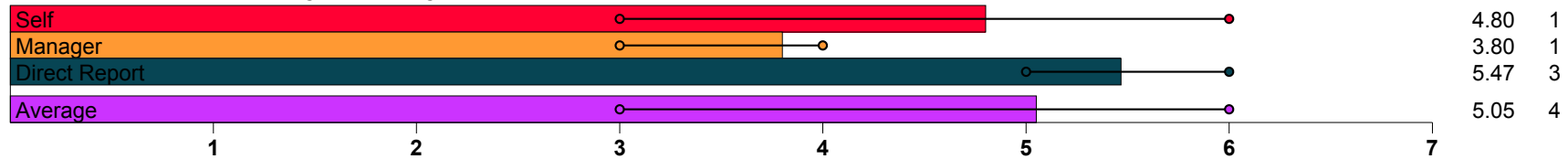
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Competency Summary Continued

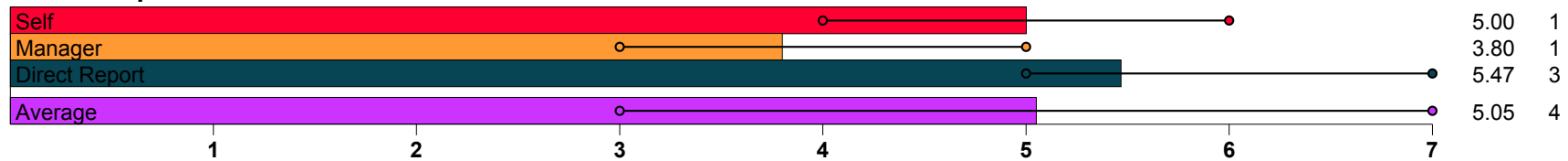
Trustworthiness



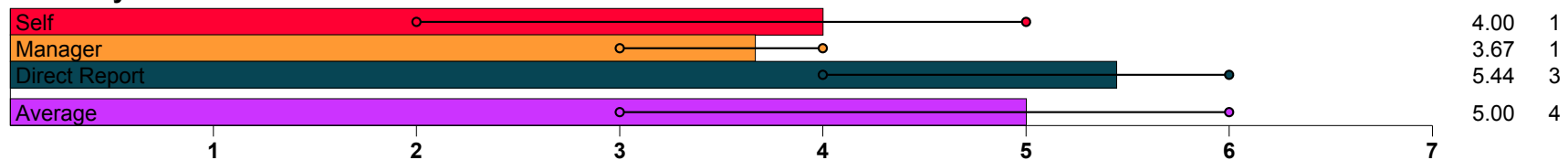
Interpersonal Sensitivity/Empathy



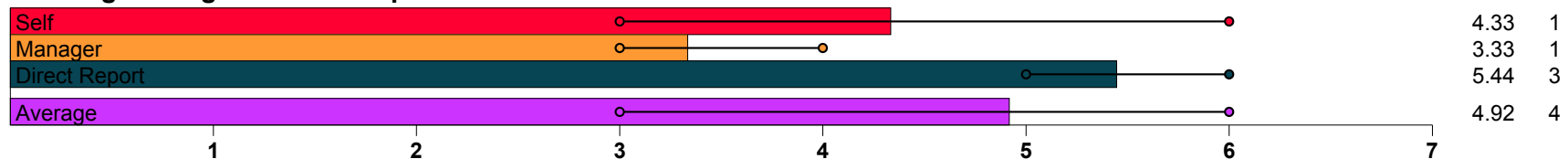
Leadership/Influence



Two-Way Feedback



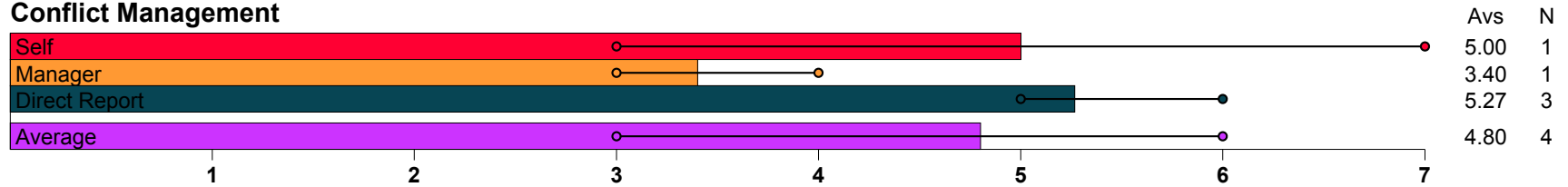
Building Strategic Relationships



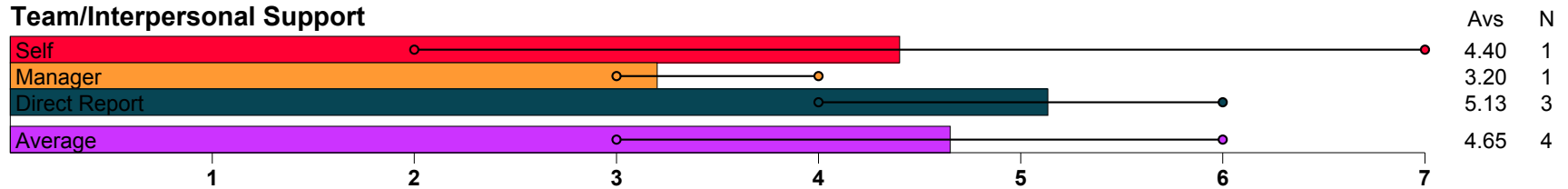
EMOTIONAL INTELLIGENCE VIEW360

Competency Summary Continued

Conflict Management



Team/Interpersonal Support



EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - All Raters

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

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

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	6.0	0	0	0	0	1	2	1
Restates and clarifies important points and questions from others during presentations	Oral Presentation	6.0	0	0	0	0	1	2	1
Waits out silences and listens patiently without interrupting others	Listening	6.0	0	0	0	0	1	2	1
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	5.8	0	0	0	1	1	0	2
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	5.8	0	0	0	1	0	2	1
Follows through on stated commitments and promises	Achievement Orientation	5.8	0	0	0	0	2	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)	Trustworthiness	5.8	0	0	0	0	1	3	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	5.8	0	0	1	0	0	1	2
Uses written communications effectively and appropriately (e.g., email)	Written Communication	5.8	0	0	0	0	1	3	0
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	5.5	0	0	0	1	0	3	0

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Generates and considers multiple options before making a decision	Strategic Problem Solving	5.5	0	0	0	1	0	3	0
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	5.5	0	0	0	1	1	1	1
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	5.5	0	0	0	1	1	1	1
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	5.5	0	0	0	0	3	0	1
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	5.5	0	0	0	0	2	2	0
Maintains eye contact when communicating with others	Oral Communication	5.5	0	0	1	0	0	2	1
Articulates and enunciates clearly when speaking and communicating	Oral Communication	5.5	0	0	0	0	2	2	0
Uses appropriate grammar, tense, and language in all written communications	Written Communication	5.5	0	0	0	1	1	1	1
Realistically appraises ones own strengths and development areas	Self-Development	5.5	0	0	0	1	0	3	0
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	5.5	0	0	0	1	0	3	0

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Manager

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

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

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Restates and clarifies important points and questions from others during presentations	Oral Presentation	5.0	0	0	0	0	1	0	0
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	5.0	0	0	0	0	1	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)	Trustworthiness	5.0	0	0	0	0	1	0	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	5.0	0	0	0	0	1	0	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	5.0	0	0	0	0	1	0	0
Convinces and persuades others to see his/her perspective and ideas	Leadership/Influence	5.0	0	0	0	0	1	0	0
Follows through on stated commitments and promises	Achievement Orientation	5.0	0	0	0	0	1	0	0
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	5.0	0	0	0	0	1	0	0
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance	5.0	0	0	0	0	1	0	0
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	5.0	0	0	0	0	1	0	0

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Most Frequent Behaviors - Manager

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Waits out silences and listens patiently without interrupting others	Listening	5.0	0	0	0	0	1	0	0

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Most Frequent Behaviors - Direct Report

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

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

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	6.7	0	0	0	0	0	1	2
Waits out silences and listens patiently without interrupting others	Listening	6.3	0	0	0	0	0	2	1
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	6.3	0	0	0	0	1	0	2
Maintains eye contact when communicating with others	Oral Communication	6.3	0	0	0	0	0	2	1
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control	6.3	0	0	0	0	0	2	1
Restates and clarifies important points and questions from others during presentations	Oral Presentation	6.3	0	0	0	0	0	2	1
Is prepared and organized for meetings, discussions and presentations	Oral Presentation	6.3	0	0	0	0	0	2	1
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	6.0	0	0	0	0	0	3	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)	Trustworthiness	6.0	0	0	0	0	0	3	0
Realistically appraises ones own strengths and development areas	Self-Development	6.0	0	0	0	0	0	3	0

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Direct Report

Most Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	6.0	0	0	0	0	1	1	1
Follows through on stated commitments and promises	Achievement Orientation	6.0	0	0	0	0	1	1	1
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	Achievement Orientation	6.0	0	0	0	0	0	3	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	6.0	0	0	0	0	0	3	0
Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving	6.0	0	0	0	0	1	1	1
Uses written communications effectively and appropriately (e.g., email)	Written Communication	6.0	0	0	0	0	0	3	0
Uses appropriate grammar, tense, and language in all written communications	Written Communication	6.0	0	0	0	0	1	1	1
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	6.0	0	0	0	0	0	3	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - All Raters

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

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

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	4.5	0	0	1	1	1	1	0
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	4.5	0	0	1	0	3	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	4.5	0	0	1	1	1	1	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness	4.5	0	0	1	0	3	0	0
Clearly expresses and requests information from others	Oral Communication	4.5	0	0	1	0	3	0	0
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	4.5	0	0	0	2	2	0	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	4.8	0	0	0	1	3	0	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	4.8	0	0	1	0	2	1	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	4.8	0	0	1	0	2	1	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	4.8	0	0	1	0	2	1	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness	4.8	0	0	0	2	1	1	0
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control	4.8	0	0	0	1	3	0	0
Develops cooperative, rather than competitive, working relationships with others	Collaboration	4.8	0	0	0	2	1	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	4.8	0	0	1	0	2	1	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	4.8	0	0	0	1	3	0	0
Takes the time to understand and listen to others	Listening	4.8	0	0	1	0	2	1	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	4.8	0	0	1	0	2	1	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence	4.8	0	0	1	0	2	1	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	4.8	0	0	1	0	2	1	0
Seeks and applies feedback and constructive criticism from others	Self-Development	4.8	0	0	1	0	2	1	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	4.8	0	0	1	0	2	1	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Manager

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

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

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Seeks and applies feedback and constructive criticism from others	Self-Development	3.0	0	0	1	0	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	3.0	0	0	1	0	0	0	0
Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration	3.0	0	0	1	0	0	0	0
Develops supportive, helpful, and friendly working relationships with others	Collaboration	3.0	0	0	1	0	0	0	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	3.0	0	0	1	0	0	0	0
Maintains eye contact when communicating with others	Oral Communication	3.0	0	0	1	0	0	0	0
Clearly expresses and requests information from others	Oral Communication	3.0	0	0	1	0	0	0	0
Summarizes and paraphrases what others have said in order to clarify understanding	Listening	3.0	0	0	1	0	0	0	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	3.0	0	0	1	0	0	0	0
Takes the time to understand and listen to others	Listening	3.0	0	0	1	0	0	0	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	3.0	0	0	1	0	0	0	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	3.0	0	0	1	0	0	0	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Manager

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	3.0	0	0	1	0	0	0	0
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	Building Strategic Relationships	3.0	0	0	1	0	0	0	0
Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships	3.0	0	0	1	0	0	0	0
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	3.0	0	0	1	0	0	0	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	3.0	0	0	1	0	0	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	3.0	0	0	1	0	0	0	0
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	3.0	0	0	1	0	0	0	0
Expresses confidence in the skills and abilities of others	Team/Interpersonal Support	3.0	0	0	1	0	0	0	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	3.0	0	0	1	0	0	0	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence	3.0	0	0	1	0	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence	3.0	0	0	1	0	0	0	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness	3.0	0	0	1	0	0	0	0
Writes in a logical, organized, and clear manner	Written Communication	3.0	0	0	1	0	0	0	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Direct Report

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

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

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	4.7	0	0	0	1	2	0	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	5.0	0	0	0	0	3	0	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	5.0	0	0	0	1	1	1	0
Acknowledges and recognizes the contributions and accomplishments of others	Team/Interpersonal Support	5.0	0	0	0	0	3	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	Team/Interpersonal Support	5.0	0	0	0	1	1	1	0
Develops cooperative, rather than competitive, working relationships with others	Collaboration	5.0	0	0	0	1	1	1	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness	5.0	0	0	0	0	3	0	0
Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness	5.0	0	0	0	1	1	1	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	5.0	0	0	0	0	3	0	0
Clearly expresses and requests information from others	Oral Communication	5.0	0	0	0	0	3	0	0

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Direct Report

Least Frequent Behaviors	Performance Factor	Average Score	Frequency of Responses						
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control	5.0	0	0	0	0	3	0	0

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary

The average score for each of the 17 Emotional Intelligence View 360 competencies and 74 questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). 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	Direct Report	Average
Written Communication	4.00 (0.46)	4.00 (0.73)	5.89 (0.75)	5.42 (0.63)
Uses written communications effectively and appropriately (e.g., email)	6.00 (1.00)	5.00 (1.00)	6.00 (1.00)	5.75 (0.86)
Uses appropriate grammar, tense, and language in all written communications	2.00 (1.00)	4.00 (1.00)	6.00 (0.73)	5.50 (0.63)
Writes in a logical, organized, and clear manner	4.00 (1.00)	3.00 (1.00)	5.67 (0.69)	5.00 (0.53)
Listening	4.75 (0.64)	3.50 (0.71)	6.00 (0.76)	5.38 (0.56)
Waits out silences and listens patiently without interrupting others	5.00 (1.00)	5.00 (1.00)	6.33 (0.84)	6.00 (0.76)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	5.00 (1.00)	3.00 (1.00)	6.67 (0.84)	5.75 (0.45)
Summarizes and paraphrases what others have said in order to clarify understanding	6.00 (1.00)	3.00 (1.00)	5.67 (0.84)	5.00 (0.59)
Takes the time to understand and listen to others	3.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Oral Presentation	5.00 (0.59)	4.00 (0.76)	5.83 (0.77)	5.38 (0.65)
Restates and clarifies important points and questions from others during presentations	5.00 (1.00)	5.00 (1.00)	6.33 (0.84)	6.00 (0.76)
Is prepared and organized for meetings, discussions and presentations	4.00 (1.00)	4.00 (1.00)	6.33 (0.84)	5.75 (0.64)
Handles questions in meetings and presentations in a responsive and diplomatic manner	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Confidently delivers oral presentations that are persuasive, clear, and logically organized	7.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Adaptability/Stress Tolerance	4.80 (0.61)	4.60 (0.84)	5.60 (0.76)	5.35 (0.74)
Demonstrates flexibility and resilience in response to adversity and challenge	4.00 (1.00)	5.00 (1.00)	5.67 (0.84)	5.50 (0.83)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Direct Report	Average
Adaptability/Stress Tolerance	4.80 (0.61)	4.60 (0.84)	5.60 (0.76)	5.35 (0.74)
Maintains an effective balance between work, family and personal life	5.00 (1.00)	5.00 (1.00)	5.67 (0.69)	5.50 (0.71)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	4.00 (1.00)	4.00 (1.00)	6.00 (0.73)	5.50 (0.63)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	7.00 (1.00)	5.00 (1.00)	5.33 (0.84)	5.25 (0.86)
Maintains optimism and makes the most out of situations whether good or bad	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Achievement Orientation	4.75 (0.64)	4.25 (0.86)	5.67 (0.79)	5.31 (0.72)
Follows through on stated commitments and promises	3.00 (1.00)	5.00 (1.00)	6.00 (0.73)	5.75 (0.72)
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	5.00 (1.00)	4.00 (1.00)	6.00 (1.00)	5.50 (0.71)
Performs work in a conscientious and dependable manner	6.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Works hard to achieve and accomplish tasks, projects, assignments and goals	5.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Strategic Problem Solving	4.80 (0.67)	4.00 (1.00)	5.67 (0.80)	5.25 (0.70)
Researches and utilizes available information in order to understand and solve issues and problems	4.00 (1.00)	4.00 (1.00)	6.00 (0.73)	5.50 (0.63)
Generates and considers multiple options before making a decision	4.00 (1.00)	4.00 (1.00)	6.00 (1.00)	5.50 (0.71)
Sticks with a decision or course of action unless it is obvious that it is incorrect	6.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Makes high quality and logical decisions based on adequate data and information	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Makes decisions confidently and quickly when necessary	6.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Self-Control	4.80 (0.61)	4.20 (0.87)	5.53 (0.79)	5.20 (0.73)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	6.00 (1.00)	5.00 (1.00)	6.33 (0.84)	6.00 (0.76)
Resists the desire to speak or act when it will not be helpful to the situation	4.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	6.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Handles tense situations without overreacting, becoming overly emotional or defensive	5.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	3.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.75 (0.86)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Direct Report	Average
Oral Communication	4.75 (0.57)	3.75 (0.72)	5.67 (0.79)	5.19 (0.64)
Articulates and enunciates clearly when speaking and communicating	3.00 (1.00)	5.00 (1.00)	5.67 (0.84)	5.50 (0.83)
Maintains eye contact when communicating with others	6.00 (1.00)	3.00 (1.00)	6.33 (0.84)	5.50 (0.50)
Provides clear, succinct and logical answers to questions from others	6.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Clearly expresses and requests information from others	4.00 (1.00)	3.00 (1.00)	5.00 (1.00)	4.50 (0.71)
Collaboration	4.50 (0.54)	3.67 (0.84)	5.67 (0.75)	5.17 (0.63)
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)	6.33 (0.69)	5.75 (0.57)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	7.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Works collaboratively and non-competitively with others	5.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Develops supportive, helpful, and friendly working relationships with others	4.00 (1.00)	3.00 (1.00)	5.67 (0.84)	5.00 (0.59)
Solicits and values the thoughts, opinions, feedback, and ideas of others	3.00 (1.00)	3.00 (1.00)	5.67 (0.84)	5.00 (0.59)
Develops cooperative, rather than competitive, working relationships with others	3.00 (1.00)	4.00 (1.00)	5.00 (0.73)	4.75 (0.72)
Self-Development	4.50 (0.63)	3.50 (0.83)	5.67 (0.79)	5.13 (0.63)
Realistically appraises ones own strengths and development areas	6.00 (1.00)	4.00 (1.00)	6.00 (1.00)	5.50 (0.71)
Manages time effectively and efficiently	4.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Pursues continuous learning and self-development of knowledge, experiences and skills	5.00 (1.00)	3.00 (1.00)	5.67 (0.69)	5.00 (0.53)
Seeks and applies feedback and constructive criticism from others	3.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Trustworthiness	5.25 (0.51)	4.00 (0.76)	5.42 (0.79)	5.06 (0.70)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	7.00 (1.00)	5.00 (1.00)	6.00 (1.00)	5.75 (0.86)
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Maintains openness, honesty and candor in interpersonal relationships	3.00 (1.00)	4.00 (1.00)	5.00 (0.73)	4.75 (0.72)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	5.00 (1.00)	3.00 (1.00)	5.00 (1.00)	4.50 (0.71)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Direct Report	Average
Interpersonal Sensitivity/Empathy	4.80 (0.61)	3.80 (0.87)	5.47 (0.83)	5.05 (0.71)
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	5.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Shows an interest in and is considerate of the feelings and needs of others	4.00 (1.00)	3.00 (1.00)	6.00 (1.00)	5.25 (0.57)
Makes an effort to understand and take an interest in how others are feeling	6.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	3.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Develops and maintains warm, friendly, and sensitive relationships with others	6.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.75 (0.86)
Leadership/Influence	5.00 (0.70)	3.80 (0.75)	5.47 (0.79)	5.05 (0.68)
Modifies his/her leadership style to persuade, motivate and influence others	6.00 (1.00)	4.00 (1.00)	5.67 (0.69)	5.25 (0.64)
Communicates and expresses ideas in a manner that persuades and influences others	4.00 (1.00)	4.00 (1.00)	5.67 (0.84)	5.25 (0.72)
Convinces and persuades others to see his/her perspective and ideas	5.00 (1.00)	5.00 (1.00)	5.33 (0.84)	5.25 (0.86)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	6.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	4.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Two-Way Feedback	4.00 (0.53)	3.67 (0.84)	5.44 (0.77)	5.00 (0.67)
Communicates information needed by others in a prompt and timely manner	5.00 (1.00)	4.00 (1.00)	6.00 (1.00)	5.50 (0.71)
Maintains close contact and communications with others (i.e., keeps others well informed)	5.00 (1.00)	3.00 (1.00)	5.67 (0.84)	5.00 (0.59)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	2.00 (1.00)	4.00 (1.00)	4.67 (0.84)	4.50 (0.83)
Building Strategic Relationships	4.33 (0.58)	3.33 (0.84)	5.44 (0.83)	4.92 (0.65)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Effectively builds relationships and partnerships with others outside the organization	6.00 (1.00)	3.00 (1.00)	5.67 (0.84)	5.00 (0.59)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	3.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)

EMOTIONAL INTELLIGENCE VIEW360

Behavior Summary Continued

Questions	Self	Manager	Direct Report	Average
Conflict Management	5.00 (0.53)	3.40 (0.84)	5.27 (0.85)	4.80 (0.69)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Resists reacting defensively and keeps an open mind when others disagree with him/her	6.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	5.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	7.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Encourages others to express contrary views, ideas and opinions	3.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.75 (0.86)
Team/Interpersonal Support	4.40 (0.46)	3.20 (0.87)	5.13 (0.79)	4.65 (0.66)
Provides timely and ongoing feedback to others regarding working relationships and job performance	4.00 (1.00)	4.00 (1.00)	5.33 (0.84)	5.00 (0.76)
Expresses confidence in the skills and abilities of others	4.00 (1.00)	3.00 (1.00)	5.33 (0.84)	4.75 (0.64)
Encourages cooperation and teamwork among people who depend on each other to get work done	5.00 (1.00)	3.00 (1.00)	5.00 (0.73)	4.50 (0.63)
Acknowledges and recognizes the contributions and accomplishments of others	7.00 (1.00)	3.00 (1.00)	5.00 (1.00)	4.50 (0.71)
Takes initiative and offers formal and informal assistance, training and coaching to others	2.00 (1.00)	3.00 (1.00)	5.00 (0.73)	4.50 (0.63)

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 behaviors to change to enhance your overall effectiveness.

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

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

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Open Ended Comments Summary

STRENGTHS

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary Continued **DEVELOPMENT AREAS**

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide

Examining your Emotional Intelligence View 360 Feedback Report

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

Emotional Reaction

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

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

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

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

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

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On

The first column below summarizes the Emotional Intelligence View 360 competencies. Place a check next to the ones you would rate as being most important to your current position. The second column reflects competencies in which other raters have 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 Intelligence View 360 results to continue to leverage for successful performance in your current job or position:

1. _____
2. _____
3. _____

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

1. _____
2. _____
3. _____

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

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

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

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

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

Deciding What Management Competencies to Work On Continued

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

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

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

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

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

EMOTIONAL INTELLIGENCE VIEW360

Development Planning Guide Continued

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