



Emotional Intelligence (EI)

An Evaluation of Emotional Intelligence Styles

Report For: **Sample Report**

Date: **10/3/2025**



Table of Contents

What is Emotional Intelligence?	3
The Talents for Each Component of Emotional Intelligence	4
The Impact of Emotional Intelligence	6
The Power of Emotions and Feelings	7
Sample's Emotional Intelligence Overview	8
Sample's Emotional Intelligence Talents Summary	9
Sample's Self-Awareness Scores	10
Details of Your Self-Awareness Scores.....	11
Suggestions to Improve Self-Awareness	12
Self-Awareness in Action.....	13
Self-Awareness Worksheet.....	14
Sample's Relationship Awareness Scores.....	15
Details of Your Relationship Awareness Scores.....	16
Suggestions to Improve Relationship Awareness.....	17
Relationship Awareness in Action	18
Relationship Awareness Worksheet.....	19
Sample's Self-Management Scores.....	20
Details of Your Self-Management Scores.....	21
Suggestions to Improve Self-Management.....	22
Self-Management in Action	24
Self-Management Worksheet.....	25
Sample's Relationship Management Scores	26
Details of Your Relationship Management Scores.....	27
Suggestions to Improve Relationship Management.....	28
Relationship Management in Action.....	30
Relationship Management Worksheet.....	31
General Tips for Self-Improvement.....	32
General Tips for Self-Improvement (Continued)	33
Onward and Upward.....	34



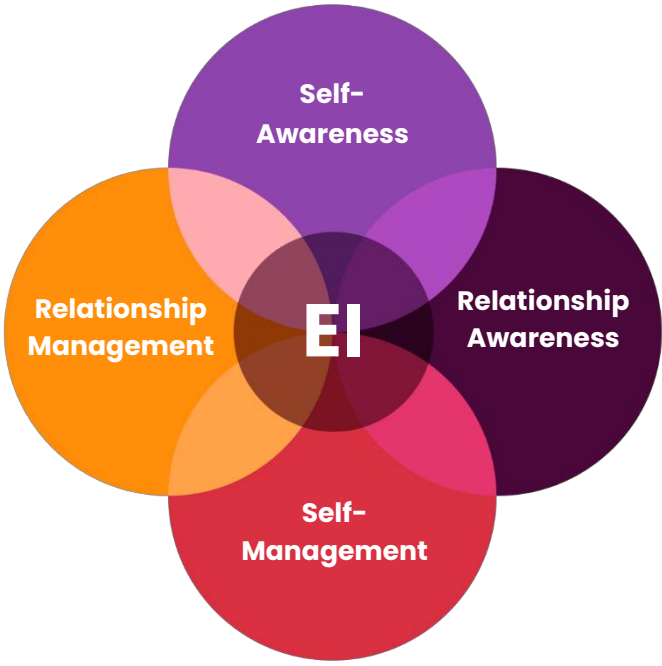
What is Emotional Intelligence?

Emotional intelligence, often referred to as EI, refers to the ability to perceive, recognize, evaluate, understand, and control our emotions. EI allows us to choose how we think, feel, and act. Emotional intelligence gives us the ability to manage our own emotions and positively influence the emotions of others.

The Four Components of EI

There are four components of emotional intelligence. The first two are based on the ability to recognize and understand our emotions and then manage how those emotions are displayed. These components are represented by **Self-Awareness** and **Self-Management**.

The third and fourth components of emotional intelligence are based on the ability to read and interpret the emotions and behaviors of others, then flexibly adapt to honor their emotional state and needs. These components are represented by **Relationship Awareness** and **Relationship Management**.



	Awareness	Management
Self	<p>Self-Awareness</p> <p>Accurately recognizing one's emotions and behaviors</p>	<p>Self-Management</p> <p>Productively managing one's emotions and behaviors</p>
Others	<p>Relationship Awareness</p> <p>Accurately perceiving and understanding the emotions and behaviors of others</p>	<p>Relationship Management</p> <p>Understanding how one's emotions and behaviors impact others</p>

Self-Awareness is the ability to perceive and understand your own emotions and their effect on your performance and others.

Self-Management is the ability to manage emotions and impulses, suspend judgment, and think before speaking or acting.

Relationship Awareness is the ability to understand the needs and concerns others, as well as pick up on group and organizational dynamics.

Relationship Management is the ability to develop and maintain positive relationships by responding to the emotional needs of others in a healthy way.



The Talents for Each Component of Emotional Intelligence

Self-Awareness is being mindful of character, temperament, feelings, motives, values, and desires leading to the ability to be more authentic, self-appreciative, and self-actualizing. Self-Awareness is an inner understanding of unique, personal factors leading to self-acceptance, recognition of feelings and their effects, and the ability to manage these factors for well-being, happiness, and success.

Emotional Clarity

Emotional Clarity: Clearly identifying and naming a range of feelings and needs

Self-Reflection

Self-Reflection: Engaging in introspection by thinking about feelings, desires, and behaviors and the reasons behind them

Cause & Effect

Cause & Effect: Understanding the relationship between feelings, behaviors, performance, and their triggers

Confidence

Confidence: A feeling of certainty, trust, and positive regard of oneself and one's ability

Relationship Awareness is driven by the accurate observation and interpretation of interactions with others. By leveraging empathy and paying attention to the needs of individuals and dynamics of groups, socially aware people gain the foundation to connect and collaborate with others and build meaningful relationships.

Empathy

Empathy: Understanding the needs and emotions of others by picking up on verbal and non-verbal cues

Service Mindset

Service Mindset: Supporting others by anticipating their stated and unstated needs

Team Dynamics

Team Dynamics: Understanding a group's needs and expectations while effectively reading their energy and morale

Perception

Perception: Interpreting and comprehending shifting emotional data or information



Self-Management is the ability to assume control of thoughts, feelings, communication, and behaviors to produce desired results. Self-management is grounded in taking personal responsibility and leverages self-discipline, goal setting, resilience, problem solving, and stress management to achieve personal mastery and command one's destiny.

Discipline: Controlling one's actions to stay on track and avoid temptations

Drive: Creating and continuing a course of action towards a goal, despite difficulty or setbacks

Accountability: Taking ownership of words, actions, and outcomes when solving problems

Adaptability: Quickly adjusting to new conditions or what is needed in the moment

Optimism: Maintaining a positive mindset and hopefulness by seeing opportunities and successful outcomes

Discipline

Drive

Accountability

Adaptability

Optimism

Relationship Management is building lasting relationships by using your emotions and awareness of the emotions of others to communicate and interact with people in a way that honors their emotional needs. Relationship Management utilizes the skills of influence and personal leadership to act collaboratively, engage in healthy conflict, and build strong connections.

Collaboration: Working together in a positive way to achieve a common purpose

Influence: Inspiring and persuading others to take action to achieve their goals

Change Catalyst: Promoting and encouraging change by championing, enabling, and supporting the process and emotions of those involved or impacted

Connection: Understanding how to grow and nurture healthy relationships with others

Conflict Management: Fairly examining and handling disputes to reduce friction and create positive outcomes

Collaboration

Influence

Change Catalyst

Connection

Conflict Management



The Impact of Emotional Intelligence

Unlike cognitive intelligence, emotional intelligence is not fixed. You can increase your EI by heightening your awareness of yourself and others and adjusting your thoughts and actions. Emotionally intelligent people build healthy relationships and achieve success. The following studies demonstrate the impact of EI:

90% Emotional intelligence accounts for nearly 90% of what moves people up the ladder when IQ and technical skills are roughly similar.
Harvard Business Review

71% 71% of employers say they value emotional intelligence over IQ.
Careerbuilder

In one year, the US Air Force invested less than \$10,000 for emotional competence testing and saved \$2,760,000 in recruitment.
Fastcompany

Top performing salespeople are **12 times** more productive than those at the bottom and **85% more productive** than the average performer. About 2/3 of this difference is due to EI.
Daniel Goleman

81% 81% of the competencies that distinguished outstanding managers were related to emotional intelligence.
Boyatzis, 7CM, Hay and McBer

67% 67% of the abilities deemed essential for effective performance in the workplace were emotional competencies.
Rosier, Hay and McBer

70% The reasons for losing customers and clients are 70% EI related.
Forum Corporation on Manufacturing and Service Companies

- Supervisors in a manufacturing plant were trained in EI
- Formal grievances reduced from 15x/year to 3x/year
- Productivity goals exceeded by \$250,000
- Accidents reduced by 50%

Pesuric & Byham

The Power of Emotions and Feelings

People often use the words, “feelings” and “emotions” interchangeably. However, they are not the same. Emotions are associated with bodily reactions that are activated through neurotransmitters and hormones released by the brain. Feelings are the conscious experience of emotional reactions. Essentially, emotions come first, then feelings arise as emotion chemicals go to work in our bodies. Moods then develop from a combination of feelings.

There are eight basic emotions as identified by Psychologist Robert Plutchik:

Anger, Anticipation, Fear, Joy, Trust, Surprise, Sadness, and Disgust.

Each primary emotion has a polar opposite based on the physiological reaction each emotion creates.

- **Fear and anger** – Physiological reaction: Get small and hide vs. get big and loud
- **Joy and sadness** – Physiological reaction: Connect with others vs. withdraw or give up
- **Anticipation and surprise** – Physiological reaction: Examine closely vs. jump back/pay attention
- **Disgust and trust** – Physiological reaction: Reject vs. embrace

Emotions can be complex, and being able to recognize when an emotion is actually a combination of two or more emotions is beneficial in your understanding. Enhancing your Emotional Intelligence begins with recognizing your emotions, understanding the nuances between them, and exploring how your emotions may change over time.

Why is this important?

Emotions provide information or data about yourself and others, and help drive our behaviors, our communication, and our decisions. They help focus our attention on what is important and motivate us into action. It is time to get curious about your emotions!

It is important to note that emotions can intensify, sometimes in unexpected or unintended ways, if not recognized and managed. Dr. Daniel Siegel, a neuroscientist, phrased it well: “Name it to Tame it.” When we stop and name our emotions, we activate the rational part of our brain, helping to tame the intensity of the emotions and mindfully respond.

Remember, emotions are highly contagious. We can pick up on other people’s emotional states through a neurobiological process called Mood Contagion. For example, research states that happy people in the workforce help to deliver higher results and will help to spread that happy emotional state to others.



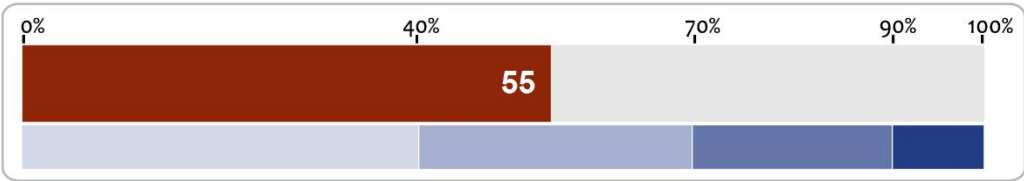
Sample's Emotional Intelligence Overview

EI is based on awareness of ourselves and others, and the ability to manage our emotions and behaviors for ourselves and the people we encounter. The ability to identify, understand, and manage emotions represents our **intrapersonal skills**. The ability to recognize, empathize, and relate to the emotions of others represents our social or **interpersonal skills**.

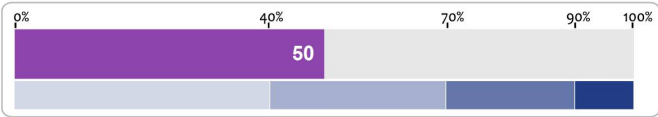
The scale descriptors on the right explain the continuum of EI knowledge and skill. As you read them, think of Emotional Intelligence as a skillset that can be developed. Scores are based on one's current level of understanding, competence, and focus. Unlike cognitive intelligence, emotional intelligence can be increased through willingness, insight, and application.

- 90-100** **Optimal:** Comprehensive and extensive knowledge – intuitively grasps the totality of the situation and responds instinctively and sensibly with ease
- 70-89** **Proficient:** High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations with accountability and confidence
- 40-69** **Vulnerable:** Limited experience and some working knowledge – beginning to gain a deeper understanding with only foundational knowledge of the key aspects
- 0-39** **Novice:** Very basic understanding – new or inexperienced with little knowledge and minimal conception of the complexity of these skills

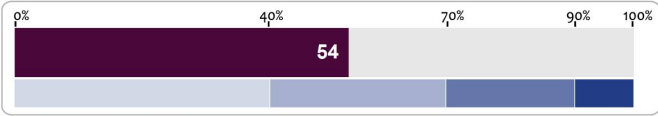
Overall Score



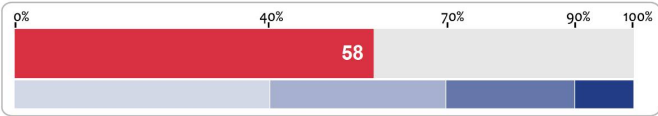
Self-Awareness



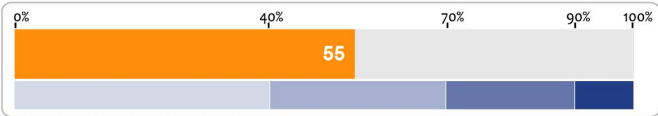
Relationship Awareness



Self-Management



Relationship Management





Sample's Emotional Intelligence Talents Summary

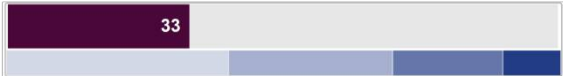
The following graphs represent a summary of your EI Talents.

Self-Awareness

Emotional Clarity - 80



Self-Reflection - 33



Cause & Effect - 47

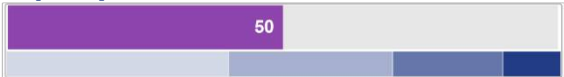


Confidence - 40

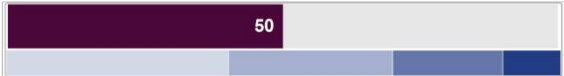


Relationship Awareness

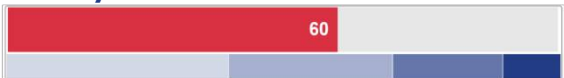
Empathy - 50



Service Mindset - 50



Team Dynamics - 60

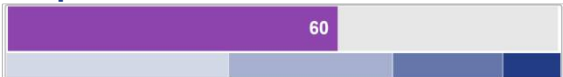


Perception - 60



Self-Management

Discipline - 60



Drive - 40



Accountability - 50



Adaptability - 73



Optimism - 65

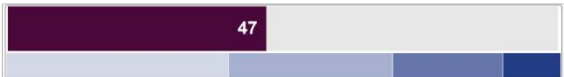


Relationship Management

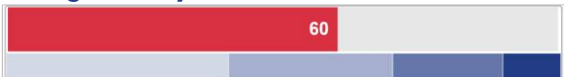
Collaboration - 67



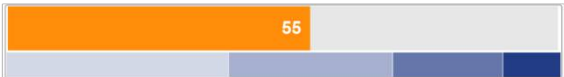
Influence - 47



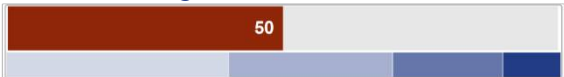
Change Catalyst - 60



Connection - 55



Conflict Management - 50





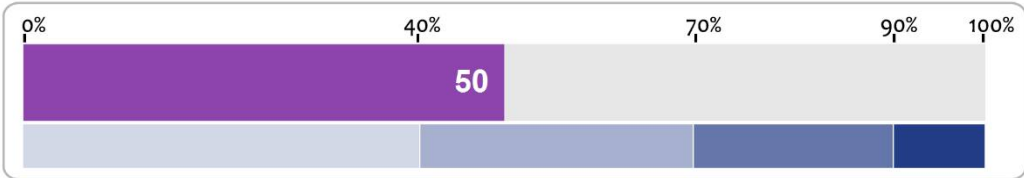
Sample's Self-Awareness Scores



The Self-Awareness scale is based on ...

<ul style="list-style-type: none"> • Learning Style • Attitude • Comfort & discomfort • Strengths & weaknesses • Mindfulness 	<ul style="list-style-type: none"> • Self-acceptance • Self-esteem • Tension/stress levels • Conscience • Emotional well-being 	<ul style="list-style-type: none"> • Assertiveness • Authenticity • Confidence • Internal empathy • Self-perception
---	---	--

Self-Awareness Overall Score



Emotional Clarity



Self-Reflection



Cause & Effect



Confidence



Self-Awareness includes:

- **Emotional Clarity:** Understanding the difference between intense feelings and passing moods. Accurately describing one's emotions with a broad vocabulary. Clearly identifying one's needs based on emotions.
- **Self-Reflection:** Taking the time to actively examine thoughts and emotions. Reflecting on the emotions that drive personal needs and desires. Exploring behaviors and how they influence actions.
- **Cause & Effect:** Paying attention to and understanding emotional triggers. Being aware of how emotions, thoughts, and actions are related. Recognizing how emotions impact results.
- **Confidence:** Knowing one can achieve what is desired. Believing in oneself. Expressing certainty in words and actions.



Details of Your Self-Awareness Scores

Emotional Clarity: 80%

In the rush of daily demands, you may lose track of your self-awareness. Use emotional experiences as opportunities to learn and grow. Greater awareness allows you to draw deeper meaning from your feelings. Appreciate the full spectrum of emotions, knowing that the highs and lows give each other value.

Self-Reflection: 33%

You may not always recognize your feelings or the impact they have on you and those around you. Building mindfulness and self-reflection into your daily routine can help. Start by simply noticing your emotions and behaviors, then gradually work toward understanding how they shape your interactions and experiences.

Cause & Effect: 47%

At times you may let circumstances or relationships overly influence your emotions and reactions. Reflect on whether your feelings and the way you express them make sense for the situation. Your emotions are always valid, but notice how instinctive responses drive your behavior. Create space to choose the most effective way to react.

Confidence: 40%

Feelings of doubt or hesitation may keep you from reaching your full potential. When assurance is lacking, it can limit your effort and even influence how others see you. Avoid surrendering to inner uncertainty. Confidence begins with believing in yourself, which encourages others to believe in you too.



Suggestions to Improve Self-Awareness

Emotional Clarity: 80%

- Keep a journal to explore what you feel. Use what you discover to better understand and apply your emotions in daily life. Remember that feelings can guide you even when you choose not to share them outwardly.
- Invite joy into your day through laughter and smiles. Let positive emotions spread warmth, build connections, and create more moments of fun.
- Give yourself space to feel without judgment. Approach your emotions with intention and use them constructively. Begin to release and heal those that no longer serve your well-being.

Self-Reflection: 33%

- Ground yourself by focusing fully on the present moment. Create intentional pauses for mindfulness at the start, throughout, and at the close of your day.
- Prioritize self-care by identifying the activities that restore your energy. Make renewal a daily focus, even if it is only for a few minutes at a time.
- Tune in to your inner voice. Notice the thoughts that lift you up and bring joy. Pay attention as well to the negative patterns or stress triggers that weigh you down.

Cause & Effect: 47%

- Take ownership of your energy and drive. Build habits that spark interest and enthusiasm. Discover what excites you and turn it into action.
- Accept responsibility for your outcomes. Stop giving power to circumstances or other people. Direct your focus toward what you can influence and take control of your path.
- Be intentional with your inner world. Choose thoughts and emotions that strengthen you instead of weakening you. Step away from the role of victim and claim your ability to decide how you will respond.

Confidence: 40%

- Strengthen your inner voice with affirmations and visualization. The way you speak to yourself shapes how you feel and act. Choose words that are supportive, kind, and encouraging.
- Commit your energy to meaningful goals. Break them into smaller milestones and move forward step by step. Celebrate each success along the way to fuel your next achievement.
- Grow your confidence by taking bold steps. Trust yourself enough to act. Carry yourself like a champion and let your choices reflect that belief.



Self-Awareness in Action

Self-Awareness	Low	High
Emotional Clarity	<ul style="list-style-type: none"> • Difficulty recognizing and identifying emotions in themselves • Has trouble articulating their emotions with a limited emotional vocabulary • Denial of their emotions and their nuances • Has trouble differentiating between passing moods and intense emotions • Has difficulty identifying personal needs 	<ul style="list-style-type: none"> • Clearly recognizes and understands their emotions • Clearly and effectively communicates emotions to self and others • Understands the nuances of changing emotions • Has the ability to perceive emotions • Can clearly identify their needs
Self-Reflection	<ul style="list-style-type: none"> • Does not take time to consider emotions and their impact • Repeats unhealthy patterns or ineffective behaviors • Fails to recognize and correct mistakes • Vague about their emotions • Stagnant in their growth and maturity 	<ul style="list-style-type: none"> • Takes time to objectively consider thoughts, feelings, and actions • Reflects on emotions and outcome of the situation • Thinks about their behaviors and their impact • In touch with their emotions • Digs into the why behind their emotions
Cause & Effect	<ul style="list-style-type: none"> • Difficulty understanding the triggers to their emotions • Doesn't understand how their emotions affect the outcome • Can't recognize how their emotions affect others • Doesn't understand the relationship between emotions and actions or outcomes • Doesn't link thoughts to their actions 	<ul style="list-style-type: none"> • Understands the triggers and causes to their emotions (the why) • Clear when they are being triggered • Understands how their emotions impact others • Recognizes how emotions impact results • Understands how their emotional state drives behaviors
Confidence	<ul style="list-style-type: none"> • Unsure of self • Engages in consistent negative self-talk • Has low self-confidence • Sensitive to criticism • Takes things personally 	<ul style="list-style-type: none"> • Displays self-assurance • Maintains a positive belief in self • Maintains high confidence in their abilities • Does not give up easily • Doesn't compare themselves with others



Self-Awareness Worksheet

How consistently aware are you of your different emotions and feelings?

How can you better identify your different emotions based on their intensity and what causes them?

How do your emotions, moods, and temperament affect your personal life and professional performance?

How can you become more conscious of your feelings and more aware of their influence?

What is one way you can more frequently choose positive emotions and minimize negative emotions?



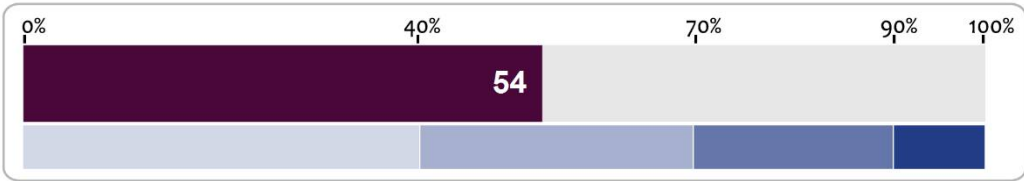
Sample's Relationship Awareness Scores

The Relationship Awareness scale is based on . . .

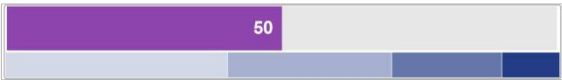


<ul style="list-style-type: none"> • Empathy • Sensitivity • Thoughtfulness • Rapport • Tolerance 	<ul style="list-style-type: none"> • Connection • Relationships • Compassion • Inclusion • Constructive interaction 	<ul style="list-style-type: none"> • Listening • Manners and etiquette • Organizational savvy • Respect • Warmth
--	--	---

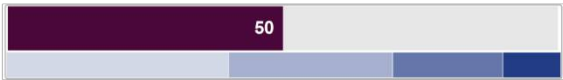
Relationship Awareness Overall Score



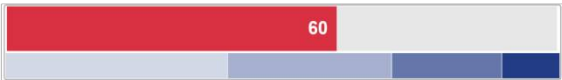
Empathy



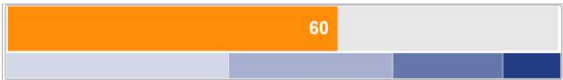
Service Mindset



Team Dynamics



Perception



Relationship Awareness includes:

- **Empathy:** Having awareness of how others are feeling based on their words and nonverbal cues. Relating to the emotions of others. Seeing things from others' perspectives. Remaining fully present when listening to others.
- **Service Mindset:** Feeling genuine concern for the greater needs of the group or organization. Actively considering how to support others. Anticipating the needs of others, even if they are unstated. Making oneself available to others who need assistance or support.
- **Team Dynamics:** Reading the energy and needs of the group. Sensing the morale and satisfaction of the team. Understand the unwritten ground rules and expectations within a group.
- **Perception:** Easily sensing how others are feeling. Recognizing when the emotional state changes in others. Noticing when someone's words do not match their emotions.



Details of Your Relationship Awareness Scores

Empathy: 50%

Practice listening with both intellect and compassion. Be fully present and open when connecting with others. Set aside time for interaction and focus on building rapport and trust. Engage all your senses to create genuine understanding and positive emotional connection.

Service Mindset: 50%

Make it a priority to truly understand others. Offer support in ways that genuinely help their growth and well-being. Follow the Platinum Rule by treating people the way they wish to be treated. Doing this requires empathy, time, and authentic connection.

Team Dynamics: 60%

You may hesitate when it comes to forming strong connections, especially when relationships feel difficult or conflict is possible. Work on accepting people as they are and look for ways to encourage and support them so that positive, constructive relationships can grow.

Perception: 60%

Be mindful of how focus, attention, and connection shift as circumstances change. Pay attention to what matters most in each moment. Your perception shapes your reality, influencing thoughts, feelings, and behaviors that drive results. Make sure your perspective aligns with what is observable from multiple viewpoints, not just your own.



Suggestions to Improve Relationship Awareness

Empathy: 50%

- When you listen, pay attention to both the words and the person behind them. Set aside distractions and judgments. Stay fully present without rushing to reply. Instead, reflect back what you've heard to show attentiveness and strengthen mutual understanding.
- Listening is a powerful tool for influence. When others feel truly heard and valued, they open themselves to connection. Put away distractions and give your full attention to the speaker.
- Demonstrate care through what you do, not just what you say. Meaningful feedback is often found in action and follow-through.

Service Mindset: 50%

- You cannot give genuine care to others without first caring for yourself. Practice empathy inwardly by listening to your own inner voice. Build from self-care toward deeper external connection. Listen not just with your mind, but with your heart.
- Compassion and kindness reflect emotional engagement. Invest your energy in caring and serving. Lead with generosity, and you will experience the natural return of reciprocity. These qualities create lasting bonds.
- Look for ways to create value in both personal and professional interactions. True value strengthens connections and supports shared success.

Team Dynamics: 60%

- Use your personal and professional relationships as sources of guidance, feedback, and encouragement. Seek out connections that strengthen growth and keep clear awareness of where you are headed.
- Prioritize your own growth and well-being so others can look to you as an example. Choose to stay engaged, motivated, and enthusiastic, and invite others to share that energy.
- Create a balanced lifestyle that blends fulfillment, happiness, and achievement. Set goals that promote healthy relationships across all areas of your life.

Perception: 60%

- Work to establish clear mutual understanding. Make sure communication is genuine and accurate. Do not guess or assume. Take time to verify clarity.
- Refrain from interpreting others through your own lens of beliefs or emotions. Stereotypes and broad generalizations distort reality and weaken relationships.
- Notice people's natural communication patterns and use them as reference points. When those patterns change, consider what may have caused the shift and respond with care and awareness.



Relationship Awareness in Action

Relationship Awareness	Low	High
Empathy	<ul style="list-style-type: none"> • Misreads social cues by failing to read the feelings of others • Has difficulty relating to others • Doesn't ask many questions about what others need • Accuses others of being overly sensitive • Disassociates from the emotional needs of others 	<ul style="list-style-type: none"> • Picks up on social cues by tuning into what's not being said • Puts themselves into another's shoes • Asks questions to understand the emotional state of others further • Feels the feelings that others are experiencing • Anticipates the reactions of others
Service Mindset	<ul style="list-style-type: none"> • Entertains a more individualistic view of the world • Hesitant to commit to activities that help those in need • Experiences little joy when others meet their own objectives • Focuses only on their own needs • Doesn't look for ways to support others 	<ul style="list-style-type: none"> • Acts altruistically to help others • Proactively responds to the needs of others • Experiences satisfaction when others succeed • Puts other people's needs ahead of their own • Makes a concerted effort to support those in need
Team Dynamics	<ul style="list-style-type: none"> • Unable to read the energy of the room • Fails to understand what pushes the buttons of others • Does not understand the norms based on organizational hierarchy • Unaware of and may violate unspoken rules within the team • Lacks the political savvy to influence the team 	<ul style="list-style-type: none"> • Aware of the energy and emotional state of a group • Fosters an emotional climate to help others accomplish their best work • Creates positive energy within the group • Understands and enforces the unstated ground rules within the team • Senses the emotional climate and morale of the group
Perception	<ul style="list-style-type: none"> • Doesn't notice when others are upset • Gets distracted by their own needs • Fails to interpret others' emotions • Gets surprised by the reactions of others • Fails to notice inconsistencies between what others say and how they act 	<ul style="list-style-type: none"> • Aware of the triggers that may stir emotions in others • Able to read facial expressions, body language, and tone • Excels at accurately reading the emotions of others • Accurately identifies changes in shifting emotional states • Draws accurate conclusions from a small amount of emotional data



Relationship Awareness Worksheet

In what ways do you notice others revealing their feelings to you?

When you notice shifting or differences in emotions of those around you, how do you respond?

How do the emotions and moods of others affect your interaction with them?

How can you improve your awareness of other people's feelings?

How does awareness of others' feelings impact collective performance, teamwork, and success?



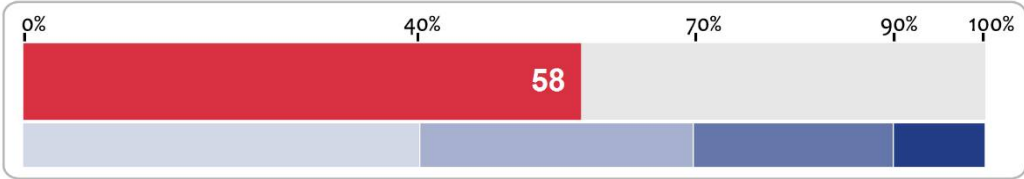
Sample's Self-Management Scores

The Self-Management scale is based on . . .

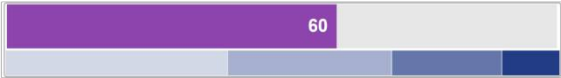


<ul style="list-style-type: none"> • Flexibility and adaptability • Enthusiasm • Optimism • Stress management • Initiative 	<ul style="list-style-type: none"> • Restraint • Discipline and control • Resolve • Direction and purpose • Emotional management 	<ul style="list-style-type: none"> • Focus • Goal setting • Impulse control • Agility • Resilience
---	---	---

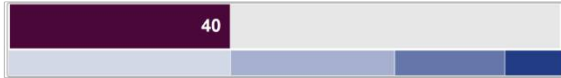
Self-Management Overall Score



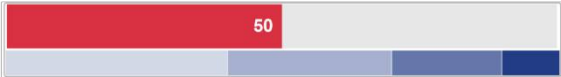
Discipline



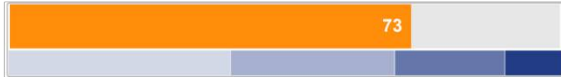
Drive



Accountability



Adaptability



Optimism



Self-Management includes:

- **Discipline:** Doing the important things even when it's inconvenient or uncomfortable. Forgoing immediate gratification for greater long-term gain. Staying focused by avoiding temptation and distraction.
- **Drive:** Working constantly and diligently to achieve one's goals. Consciously creating one's desired life instead of waiting to see what happens. Asserting oneself by respectfully stating personal needs. Persisting in the face of adversity or opposition.
- **Accountability:** Maintaining consistency between words and actions. Focusing on solving the problem rather than placing blame. Taking ownership and accepting the consequences for choices and behaviors. Admitting when one is wrong and apologizing when needed.
- **Adaptability:** Flexing and adjusting as conditions change. Seeking opportunities to grow and improve. Taking positive steps to change one's frame of mind when needed.
- **Optimism:** Focusing on opportunities and possibilities rather than challenges. Looking for the best in people and situations. Regularly engaging in positive self-talk. Seeing negative events as temporary, rather than permanent setbacks.



Details of Your Self-Management Scores

Discipline: 60%

Unclear goals and a lack of personal investment can result in half-hearted effort and disappointing outcomes. To achieve your full potential, commit to something meaningful that excites you and understand your deeper reasons for pursuing it. Devote energy to directing your actions, staying persistent through challenges, and creating a clear path toward fulfillment.

Drive: 40%

You may not always establish clear, motivating goals. Create both tactical and strategic objectives that are performance-driven and personally meaningful. Let your goals spark passion and energy, then commit to daily progress. Build success step by step, using each accomplishment as a foundation for the next.

Accountability: 50%

Values and principles matter, but living with integrity and personal standards is what builds authenticity and credibility. Trust from others begins with staying true to what you believe is important. Establish boundaries that support your goals. Convictions create the respect and trust that strengthen relationships.

Adaptability: 73%

You are willing to adapt when the path and reward are clear. Change is constant, but it takes initiative and authenticity to embrace it fully. Use creativity and flexibility to ensure progress. Avoid being restricted by past experiences and commit to ongoing learning and new perspectives.

Optimism: 65%

You may look to others or outside rewards for motivation, but lasting happiness and energy come from within. Take ownership of your excitement, drive, and engagement. Choose to create your own positive emotions and take initiative rather than waiting for them to arrive.



Suggestions to Improve Self-Management

Discipline: 60%

- Stay focused and enthusiastic about your goals. Picture the outcome vividly and use that vision to guide you. Plan carefully and move closer to your target step by step.
- Build discipline through structure and consistency. Create a schedule, set priorities, and prepare with the resources you need. Commit yourself fully and follow through with persistence.
- Take responsibility for your results and hold yourself accountable. Define measurable goals, meet milestones along the way, and reward yourself as you achieve them.

Drive: 40%

- Establish clear goals and systems that channel your performance toward meaningful results. Write out detailed plans, set realistic schedules, and create patterns that support both quality and productivity. This reduces stress, streamlines progress, and makes achievements easier to track.
- Acknowledge the fears, doubts, and negative emotions that can interfere with progress. Build a plan that addresses these factors directly. Accept risks where they exist and take control of the areas you can influence.
- Eliminate distractions and unnecessary detours that waste time and energy. Stay disciplined with your focus, and don't hesitate to ask for support when your attention begins to slip.

Accountability: 50%

- Integrity means living out what you were created to do. Spend time in reflection to clarify what matters most and how much it matters. Decide what you're willing to trade in order to achieve the results that are truly meaningful.
- Authenticity reflects honesty rooted in self-awareness. To stay aligned with your values, determine how much of yourself to share and be willing to express what's most important.
- Personal responsibility keeps your focus on performance from within. It gives you a clear view of how your effort compares to your results. Ask yourself where applying more energy and commitment could make a difference.

**Adaptability: 73%**

- Step into unfamiliar territory. Try approaches you haven't considered before. Push past comfort to discover new options and directions.
- Approach challenges with curiosity rather than doubt. Ask open-ended questions that spark creativity. Replace "it won't work" with "how might this succeed?" and focus on potential impact instead of limitations.
- Commit to steady, daily progress. Small, consistent actions can create meaningful change over time. Look for improvements that expand your opportunities for tomorrow.

Optimism: 65%

- Choose to cultivate optimism and joy. Your emotions follow where you place your focus. Regardless of circumstances, you always have the power to decide your attitude.
- Be deliberate about your performance. Establish positive habits that drive ongoing success. Take initiative and give your full energy to producing excellent results.
- Engagement and motivation fuel your energy for action. Build supportive systems, pursue meaningful goals, and strengthen your ability to manage yourself from within.



Self-Management in Action

Self-Management	Low	High
Discipline	<ul style="list-style-type: none"> • Lacks self-control • Acts in an unpredictable way • Gets easily distracted and pulled away from the main objective • Gets easily frustrated • Gives up easily 	<ul style="list-style-type: none"> • Acts with composure and control • Able to resist impulses/temptation • Stays focused by avoiding distractions • High tolerance for stress and frustration • Displays a high level of patience
Drive	<ul style="list-style-type: none"> • Lacks motivation • Passive recipient of what happens in their life • Gives up when things get challenging • Procrastinates on undesirable tasks • Doesn't deploy full effort 	<ul style="list-style-type: none"> • Works with unwavering commitment to reach a goal • Intentional with fulfilling their needs in life • Persists in the face of adversity • Always forging forward • Consistently gives it all they've got
Accountability	<ul style="list-style-type: none"> • Blames others for their own failures or inadequacies • Makes excuses and plays the victim role • Avoids making emotionally charged decisions • Fails to apologize when they have wronged someone • Lacks follow through on what they say 	<ul style="list-style-type: none"> • Takes responsibility for actions and outcomes • Tackles challenging issues • Makes tough decisions even if emotionally difficult • Responsive to the need of others • Follows through on commitments
Adaptability	<ul style="list-style-type: none"> • Rigidly adheres to the status quo • Approaches change with hesitation • Feels uneasy and nervous with change • Unwilling to take risks to accomplish something new • Unable to modify emotions or thoughts in response to change 	<ul style="list-style-type: none"> • Changes course easily to adapt to situations • Approaches change with an open mind • Takes positive steps to change frame of mind when needed • Open to new experiences • Able to step out of their comfort zone
Optimism	<ul style="list-style-type: none"> • Fears the worst will happen • Displays pessimism during challenges • Assumes negative outcomes • Engages in negative self-talk • Assumes worst-case scenarios 	<ul style="list-style-type: none"> • Looks for opportunities and possibilities • Remains positive despite obstacles • Sees the best in self and others • Uses a positive vocabulary • Exudes joy and happiness



Self-Management Worksheet

How can you maintain control of your emotions and express them in a kind and effective way?

What messages are you sending with your self-talk, and how can you make them more positive?

What can you do to be more proactive and prepare for whatever may come?

If you dwell on positives or negatives, how can you make this more constructive?

What steps can you take to actively make choices to effectively manage your emotions?



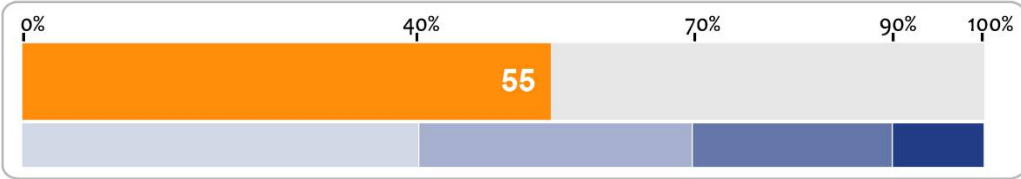
Sample's Relationship Management Scores



The Relationship Management scale is based on ...

<ul style="list-style-type: none"> • Directing • Encouragement • Building friendships • Supporting • Social poise 	<ul style="list-style-type: none"> • Warmth • Cooperativeness • Collaboration • Change catalyst • Conflict management 	<ul style="list-style-type: none"> • Developing others • Influence • Leadership • Negotiation • Teamwork
--	--	---

Relationship Management Overall Score



Collaboration



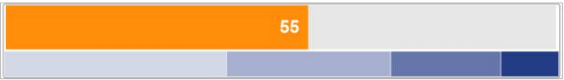
Influence



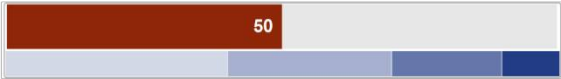
Change Catalyst



Connection



Conflict Management



Relationship Management includes:

- **Collaboration:** Helping others to accomplish their objectives. Seeking different perspectives when solving problems. Sharing information to keep people in the loop.
- **Influence:** Inspiring others to take action and achieve goals. Persuading others through a balance of logical and emotional appeals. Displaying charisma when influencing others.
- **Change Catalyst:** Supporting the emotions and needs of those impacted by change. Clearly communicating the rationale behind changes. Championing organizational decisions and changes, despite one's personal opinion.
- **Connection:** Building collaborative relationships throughout the organization. Creating a safe space for authentic communication. Allowing oneself to be vulnerable with others. Communicating respectfully in times of high stress.
- **Conflict Management:** Seeking win-win solutions when engaged in conflict. Addressing uncomfortable issues rather than minimizing or avoiding them. Picking one's battles to fight for what's most important. Validating the emotions of others during conflict.



Details of Your Relationship Management Scores

Collaboration: 67%

You may prefer working alone and not always seek out collaboration, even though you recognize its value at times. Building strong connections within a team takes effort, but the results are greater when people work together. Look for opportunities to partner with those who bring different strengths that complement your own to achieve more collectively.

Influence: 47%

Develop a range of roles and skills while reflecting on the type of leader you want to become. Model the qualities you admire in those who have inspired you. Learn how to contribute effectively at different levels of authority and focus on influencing by serving and adding value.

Change Catalyst: 60%

You may sometimes respond to change after it happens instead of preparing for it in advance. Focus on taking actions that move change forward and shift your mindset toward improvement when transitions occur. When left unmanaged, change can be abrupt and demanding. Proactive thinking, intentional growth, and constructive choices create opportunities for positive outcomes.

Connection: 55%

You may have only a few close relationships and lack a larger circle of support. Strong, meaningful connections bring happiness, fulfillment, and greater well-being. They even contribute to health and longevity. Notice the people in your life who provide encouragement and align with your goals, and invest in those bonds.

Conflict Management: 50%

You may not always recognize the lasting value that comes from negotiation and conflict resolution. Both are natural parts of problem solving and decision making. Aim to create space where every perspective is acknowledged and understood. Positive, constructive outcomes lead to opportunity and mutual benefit.



Suggestions to Improve Relationship Management

Collaboration: 67%

- Individual effort will never equal the results a team can deliver. Engage in environments where everyone contributes their strengths and shares in success. Support and encourage the power of teamwork.
- Working together brings greater fulfillment and diversity of ideas than tackling challenges alone. Look for connections that allow strengths to fill gaps and lift the whole group.
- Identify the qualities that make someone a strong teammate as well as the traits that hold groups back. Consider where your own strengths shine and where you can grow.

Influence: 47%

- Be confident yet cooperative. Place the mission and success of the group ahead of personal recognition. Take pride in contributing fully and learn to guide yourself well before seeking to guide others.
- Understand that leadership is not only a title but also a responsibility that can be shared at every level. Intentionally develop the mindset and abilities that allow you to make meaningful contributions wherever you are.
- Act as a spark for optimism and achievement. The more you contribute, the more opportunities you create to step into greater leadership roles.

Change Catalyst: 60%

- Think about how you can step into the role of a change leader, even when the direction feels uncertain or the details are not fully clear. Ask yourself what part of the change you can genuinely support and champion.
- Identify the changes affecting you, your team, and your organization. Consider how you can take initiative to spark positive progress. Reflect on what actions you are taking to help everyone improve together.
- Support others as they navigate shifts that may be uncomfortable or resisted. Pay attention to their needs during transitions and explore how you can provide encouragement and assistance.

**Connection: 55%**

- The average person knows hundreds of people but only maintains a handful of close friendships. Be intentional about strengthening ties with those you truly value, both personally and professionally. Devote time to nurturing these meaningful relationships.
- Notice what makes meeting new people or forming bonds difficult for you. Are there patterns of belief or fear that create barriers? Consider practical ways to manage those obstacles and make connecting easier.
- Look for opportunities to enrich your relationships in ways that increase both happiness and success. Create an improvement plan for the people who matter most, focusing first on what you can contribute to them.

Conflict Management: 50%

- Approach negotiations with optimism. Focus on building connections and creating outcomes that benefit everyone. Use creativity to generate solutions that resolve challenges effectively.
- Address issues without attacking people. Stay warm and considerate, showing genuine interest in helping all sides achieve positive results.
- Be confident and involved in the resolution process. Settling disagreements does not mean giving in. True solutions strengthen relationships and lead to agreements that serve all parties.



Relationship Management in Action

Relationship Management	Low	High
Collaboration	<ul style="list-style-type: none"> • Not interested in doing things to enhance the relationship • Does not reveal their true needs • Focuses on personal rather than group goals • Does not enjoy being part of a team • Says no to helping others when they could provide support 	<ul style="list-style-type: none"> • Celebrates the successes of others • Freely shares information • Cooperatively helps others to meet their goals • Views the team as equally as important as themselves • Feels genuine concern for the group and wants to help
Influence	<ul style="list-style-type: none"> • Fails to understand what is emotionally important to others • Shares ideas without energy and enthusiasm • Has difficulty getting buy-in • Neglects to articulate how their solutions will impact others • Fails to inspire commitment to ideas 	<ul style="list-style-type: none"> • Confidently communicates their point of view • Persuades others to establish perspectives and make decisions • Gains the support of others for ideas and actions • Exudes energy that motivates others • Inspires action in others
Change Catalyst	<ul style="list-style-type: none"> • Fails to recognize the emotional need for change • Displays resistance and hesitancy to change • Fails to recognize and support others' emotional needs during change • Personal needs override the collective need for change • Seeks to maintain the status quo 	<ul style="list-style-type: none"> • Proactively identifies the need for change • Navigates emotional resistance to change • Encourages others to talk about their feelings during times of change • Initiates change that will have a positive effect on others • Challenges the status quo
Connection	<ul style="list-style-type: none"> • Communicates ineffectively or disrespectfully during difficult times • Doesn't share feelings or ask others about their feelings • Fails to see how others can enhance their life • Doesn't engage others in conversation • Focuses on "me" instead of "we" 	<ul style="list-style-type: none"> • Proactively works to develop new relationships • Communicates authentically in all situations • Opens oneself to be vulnerable to establish trust • Builds lasting relationships • Expresses genuine concern and interest in others
Conflict Management	<ul style="list-style-type: none"> • Becomes emotional and fails to maintain composure during a conflict • Fails to prioritize what's most important to address with others • Avoids uncomfortable topics or responds aggressively • Doesn't recognize the emotional needs of others during conflict • Doesn't understand how their body language affects others 	<ul style="list-style-type: none"> • Calmly brings up and discusses interpersonal issues vulnerably • Seeks win-win solutions to resolve the conflict • Communicates directly to the person with whom they have an issue • Listens openly to the needs of others • Speaks respectfully during disagreements



Relationship Management Worksheet

How do you allow the actions and feelings of others to affect your emotions?

How can you be sure you are understanding the feelings of others accurately?

How do you adapt to others' needs based on your ability to empathize with them?

How can you be more purposeful by responding intentionally and deliberately, rather than with instinctive reactions?



General Tips for Self-Improvement

Emotional Clarity

Self-Reflection

Cause & Effect

Confidence

Self-Awareness Tips:

1. Accept personal feelings as information without judgment or rejection.
2. Connect emotions and thoughts. Think about the causes and impacts of feelings.
3. Tune into your subconscious mind by recognizing the physical impacts of emotions.
4. Recognize both positive and negative emotions. Reinforce the positive and lessen the negative.
5. Support a healthy mindset through positive self-talk, constructive visualization, and journaling.
6. Establish the practice of relaxing, refreshing, and renewing through meditation.

Empathy

Service Mindset

Team Dynamics

Perception

Relationship Awareness Tips:

1. Be curious and interested in other people.
2. Focus attention on others and what they are willing to share. Tune into verbal and nonverbal communication.
3. Be sensitive, appreciative, and respectful of others. Value both the person and their message.
4. Show support and encouragement. Display understanding and acceptance through your words and body language.
5. Reflect on information to adjust communication and behaviors. Adapt to different personalities, situations, and dynamics.
6. Express feelings in sensitive, appropriate, useful, and honest ways. Empathize with others and focus on the connection.

General Tips for Self-Improvement (Continued)

Discipline

Drive

Accountability

Adaptability

Optimism

Self-Management Tips:

1. Develop habits of self-control and personal discipline.
2. Accept responsibility for behavior, communication, performance, and impact.
3. Live with integrity by acting consistently between personal values, words, and actions.
4. Determine personal boundaries and act assertively (rather than passively or aggressively).
5. Actively set goals and objectives. Support achievement with diligence, tenacity, and the personal qualities necessary to succeed.
6. Actively make and execute decisions. Think, feel, and perform with the best information available. Avoid regret, anxiety, and worry.

Collaboration

Influence

Change Catalyst

Connection

Conflict Management

Relationship Management Tips:

1. Resolve conflict judiciously through attention, focus, problem solving, and seeking win-win solutions.
2. Promote change management and continuous learning to generate high-value returns.
3. Coach and mentor others to develop and expand potential.
4. Involve others through teamwork. Generate synergy through cooperation and participation.
5. Create both intrinsic and extrinsic rewards. Celebrate achievement and effort at all levels.
6. Create environments and situations that promote risk taking. Allow failure and mistakes to be learning experiences rather than disasters.
7. Get along with difficult people in tough situations through positive interaction, empathy, dialogue, negotiation, and emotional connection.



Onward and Upward

With your newfound understanding about your emotional intelligence, you have gained the wisdom to transform how you feel, think, and act in the world. Take the time to consider how you use this insight to honor your natural gifts as you do so in others. Consider how you can continue to develop your emotional intelligence. Take the time to think about how you can best capitalize on this information to build the relationships and life you wish to lead.

As Johann Wolfgang von Goethe said, "Knowing is not enough, we must apply. Willing is not enough, we must do."