



# Emotional Intelligence (EI) 360°

An Evaluation of Emotional Intelligence Styles

Report For: **Sample Report**

Date: **10/10/2025**



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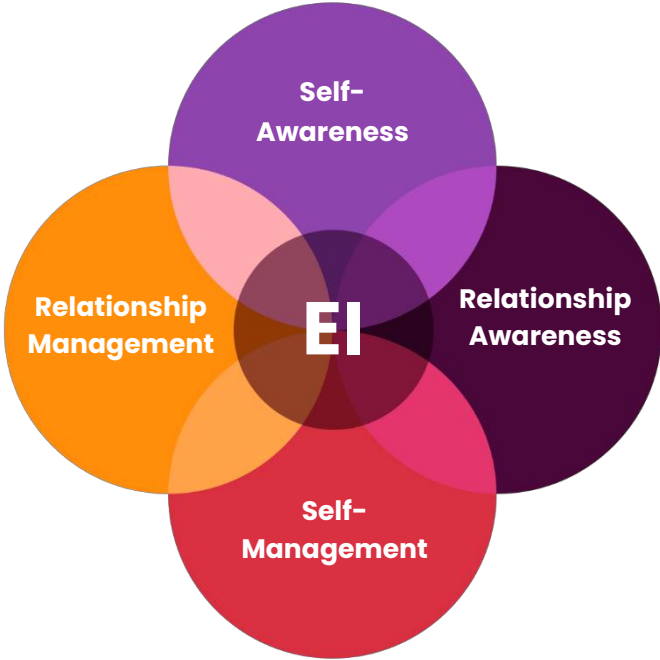
# What is Emotional Intelligence?

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

**1 Year**  
**\$10,000 Investment**  
**Saved \$2,760,000**

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

**Technical Skill**  
**Emotional Competence**

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

Accidents reduced by 50%

Productivity goals exceeded by \$250,000

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.

# How Emotional Intelligence 360° Works

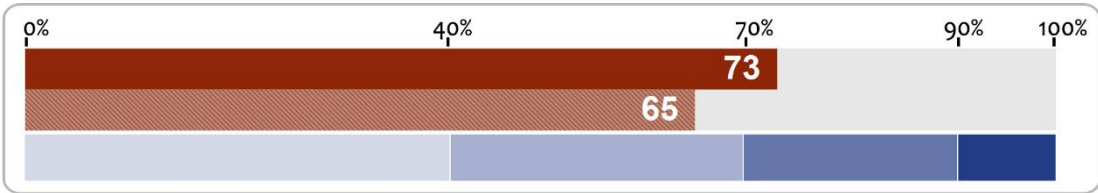
Emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth (Mayer & Salovey, 1997).

Emotional Intelligence begins with the self. **Awareness** is followed by **understanding** and moves toward **management**. After the initial personal cycle, it **connects** to the emotions of others. Through the self-perception assessment, this report provides insight into your own understanding of your capability and focus on Emotional Intelligence. Then, with the 360° component, each of your **self-perceptions** is compared with **others' perceptions** of your capability and focus in these quotients:

**Self-Awareness**                      **Self-Management**  
**Relationship Awareness**           **Relationship Management**

The overall scores are designed to provide a high-level view of how your own scores and your observers' scores **average** in each of the 4 quotients.

**Self-perception** scores are noted by the **darker colored bar on the top**.  
**Observer perceptions** are noted by the **lighter colored bar below**.



### Your Overall Score is:

Proficient: High degree of competence and depth of understanding - sees the big picture and holistically addresses complex situations with accountability and confidence

### Observer Overall Score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

If these scores are **not fairly similar**, it is important to determine **why** the perceptions are not the same. In an ideal situation, our self-perceptions will be very closely aligned with how others perceive us so we know we are having the **influence we intend**.

As you work through the report, there will be some considerations provided to help you synthesize this information and explore differences in scoring. Be diligent in making an effort to understand your complete EI view, but focus specifically where the scoring is different to highlight opportunities for growth and development.

# Sample's Emotional Intelligence Overview

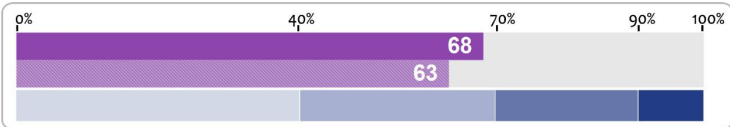
EI is based on awareness of ourselves and others, and the ability to manage our emotions and behaviors for ourselves and the people we encounter. The ability to identify, understand, and manage emotions represents our **intrapersonal skills**. The ability to recognize, empathize, and relate to the emotions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

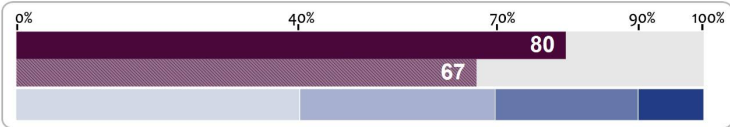
- 90-100** **Optimal:** Comprehensive and extensive knowledge – intuitively grasps the totality of the situation and responds instinctively and sensibly with ease
- 70-89** **Proficient:** High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations 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

**Self-perception** scores are noted by the **darker colored bars on the top**. **Observer perceptions** are noted by the **lighter colored bars below**.

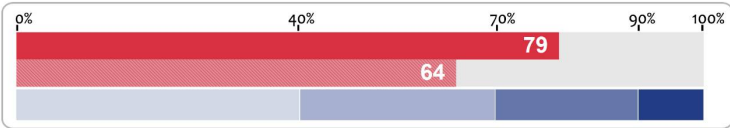
### Self-Awareness



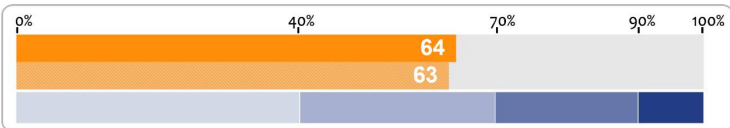
### Relationship Awareness



### Self-Management



### Relationship Management

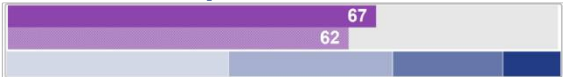


# Sample's Emotional Intelligence Talents Summary

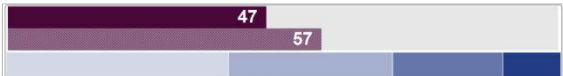
The following graphs represent a summary of your EI Talents.

## Self-Awareness

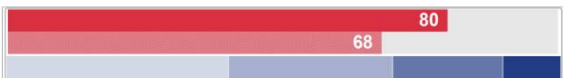
### Emotional Clarity



### Self-Reflection



### Cause & Effect

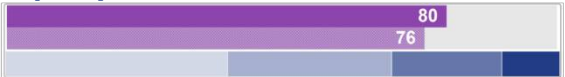


### Confidence

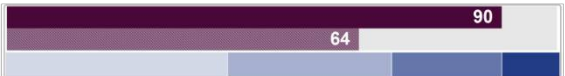


## Relationship Awareness

### Empathy



### Service Mindset



### Team Dynamics

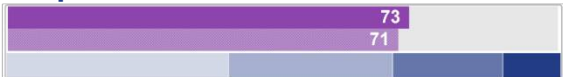


### Perception



## Self-Management

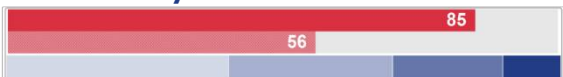
### Discipline



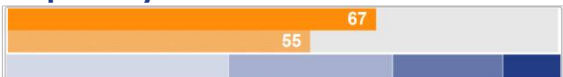
### Drive



### Accountability



### Adaptability

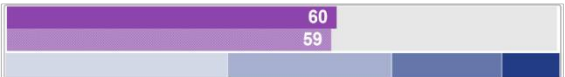


### Optimism



## Relationship Management

### Collaboration



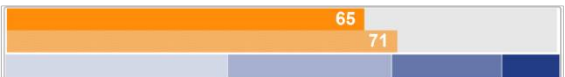
### Influence



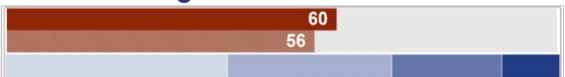
### Change Catalyst



### Connection



### Conflict Management



**Self-perception** scores are noted by the **darker colored bars on the top**.  
**Observer perceptions** are noted by the **lighter colored bars below**.

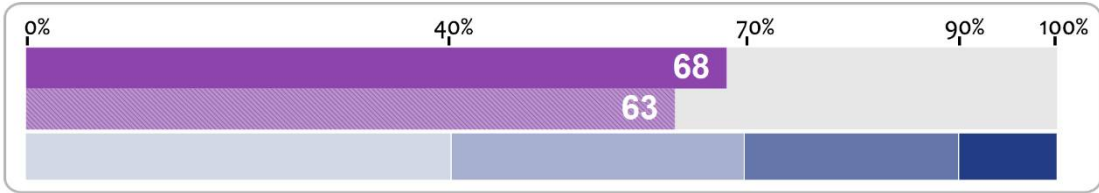
# Sample's Self-Awareness Scores



The Self-Awareness scale is based on ...

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



### Your Self-Awareness score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

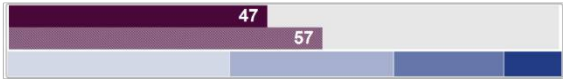
### Observer score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

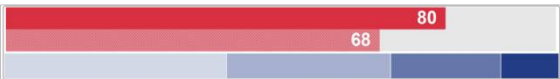
### Emotional Clarity



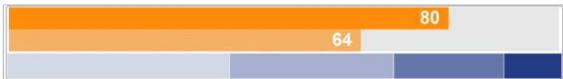
### Self-Reflection



### 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 drive 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.

## Consider:

- Which areas have distinct differences in scoring, if any?
- What patterns do you notice in these four areas, if any?
- Which of these areas have the most relevant or important impact right now?
- How can you use your self-perception and others' perceptions to support your developing EI?



## Details of Your Self-Awareness Scores

### Emotional Clarity:

**Self-Perception: 67%** - You may experience emotions that feel unfamiliar or hard to identify. Take time to reflect and label what you are feeling with intention. Expanding your emotional vocabulary will help you better understand and manage your responses.

**Others' Perception: 62%** - Consistent with self-perception.

### Self-Reflection:

**Self-Perception: 47%** - You have some awareness of yourself, yet there is still space to grow and deepen that understanding. Take time to reflect and embrace the process of self-discovery and healing. Showing yourself grace will help you explore your emotions more fully and support continued growth.

**Others' Perception: 57%** - Consistent with self-perception.

### Cause & Effect:

**Self-Perception: 80%** - You may not always use positive emotions to their fullest advantage. Let optimism and realistic expectations guide your actions in a constructive way. Build habits that energize and improve your quality of life. Expect good things, release unnecessary doubts, and work to minimize negative thinking.

**Others' Perception: 68%** - 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:

**Self-Perception: 80%** - Moments of self-doubt can hold back your opportunities. Achieving success at the highest level calls for courage and bold action. Negativity grows when failures feel larger than wins. Build environments, inside and out, that reinforce confidence. Guard against procrastination, perfectionism, and hesitation, as these are barriers to accomplishment. Take ownership of your success.

**Others' Perception: 64%** - 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:

- Learn to name your emotions with greater precision. Expand your vocabulary around feelings and notice how intensity shifts over time. Pay attention to the rise and fall of your emotional expression.
- Accept your emotions as valuable information rather than pushing them aside. Explore what triggers them and how they influence you. Decide thoughtfully whether to express them now, later, or not at all.
- Develop a flexible view of yourself. Recognize how both uplifting and difficult emotions shape your experiences and responses.

### Self-Reflection:

- Pause regularly to unwind and show yourself compassion. Center your thoughts and use your breath to ease your emotions. Make self-care a habit. Even short moments throughout the day can refresh your well-being in meaningful ways.
- Develop habits of optimistic thinking and purposeful action that support your mental health and boost performance. Approach growth with patience and stay committed over time.
- Feelings exist in the here and now. Notice how memories and future concerns can shape them, but do not let them control you. Release what weighs you down, take the lessons, and keep yourself grounded in the present.

### Cause & Effect:

- Remember that how you express your feelings affects others. Notice the influence your emotions carry. Positive energy generates momentum, inspires progress, and strengthens performance. Invest in the emotions you want to see flourish.
- Stay accountable for your own engagement. Build confidence in your ability to shape outcomes. Set clear, realistic goals that inspire optimism. Lean on structure, planning, and supportive partners to keep your momentum strong.
- Turn your intentions into movement. Action transforms ideas into results. Strive to outdo your past self. Allow the belief in your success to fuel your performance and embody the change you want to bring into the world.

### Confidence:

- Acknowledge your true emotions and value who you are. Discover what excites you and pursue it with passion. Bring joy and enthusiasm into your work and personal life.
- Cultivate self-respect and appreciation for who you are. Spend time with yourself and feel comfortable in your own company. You don't need permission or approval from others to feel whole. Recover from setbacks with forgiveness and resilience.
- Focus on personal growth to strengthen your confidence. Be intentional in your actions and maintain professionalism. Recognize your skills and lean on your strengths as you pursue your goals.



## Self-Awareness in Action

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



# Self-Awareness Worksheet

How do your emotions and mood affect your personal life and professional performance?

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What is the most interesting, impactful, or useful piece of feedback you received regarding your Self-Awareness scores? Why did it stand out?

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What can you start today to become more conscious of your feelings and more aware of the impact?

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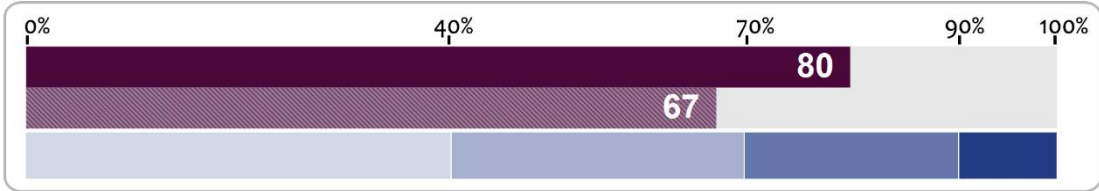
# Sample's Relationship Awareness Scores

The Relationship Awareness scale is based on . . .



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

## Relationship Awareness Overall Score



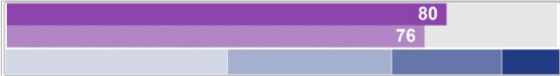
### Your Relationship Awareness score is:

Proficient: High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations with accountability and confidence

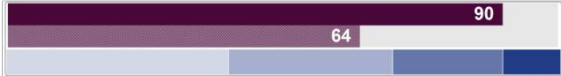
### Observer score is:

Vulnerable: Limited experience and some working knowledge – beginning to gain a deeper understanding with only foundational knowledge of the key aspects

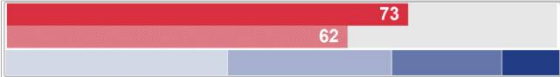
### Empathy



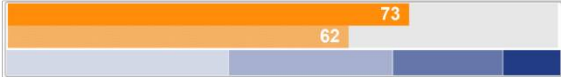
### Service Mindset



### 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.

## Consider:

- Which of these areas have distinct differences in scoring, if any?
- What patterns do you notice in these four areas, if any?
- Which of these areas have the most relevant or important impact right now?
- How can you use your self-perception and others' perceptions to support your developing EI?



## Details of Your Relationship Awareness Scores

### Empathy:

**Self-Perception: 80%** - At times you may come across as distant or disengaged. Make a conscious effort to strengthen your relationships and invest consistently in those connections. True empathy is not selective; it requires being open and welcoming in every interaction. Commit to creating a sense of belonging and understanding wherever you are.

**Others' Perception: 76%** - Consistent with self-perception.

### Service Mindset:

**Self-Perception: 90%** - You adjust well to others and build connections both one-on-one and in groups. Value the rewards of interaction by receiving others' support with gratitude and openness. Allow people to help you by sharing your needs clearly and showing appreciation for their efforts.

**Others' Perception: 64%** - 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:

**Self-Perception: 73%** - You have likely experienced success in building meaningful, productive relationships both personally and professionally. Keep setting priorities that foster positive interactions and help others achieve success alongside you. Stay aware and intentional in deepening your connections as you continue to grow together.

**Others' Perception: 62%** - 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:

**Self-Perception: 73%** - At times you may overlook different perspectives. Notice the connection between emotions and outcomes to better anticipate performance. Use all your senses to listen and observe, which strengthens both conscious and subconscious awareness and helps you recognize important shifts.

**Others' Perception: 62%** - 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:

- Reach out sincerely and consistently. Acknowledge important dates, interests, and milestones. Show that you care about people's well-being in thoughtful, personal ways.
- Encourage open communication that flows both ways. Share your thoughts, ask questions, and foster dialogue. Listen actively, acknowledge feelings, and validate perspectives.
- Offer encouragement and support. Suggest ideas and provide assistance that helps others move toward their goals. Give feedback that contributes to their success.

### Service Mindset:

- Collaborate openly with others. Engage in efforts that bring shared benefit. Adopt an abundance mindset and find joy in mutual motivation, interaction, and involvement. Strong relationships are a source of happiness.
- Pursue deeper connections by focusing on quality over quantity. Ask people what matters most to them and listen closely. Go beyond surface-level contact and intentionally create opportunities to strengthen relationships.
- Build a reputation for thoughtful, personalized care. Recognize that every person is unique, and tailor your support to meet individual needs with genuine effort.

### Team Dynamics:

- Clarify the factors that shape your interactions and check that your understanding matches reality. Let go of habits that no longer work and build new ones that improve connection.
- Adopt a constructive and optimistic mindset. Steer clear of cynicism, sarcasm, and negative signals that diminish engagement. Strengthen bonds by sharing encouragement and positivity.
- Be the energy that ignites others. Let people draw on your resilience, determination, and positive spirit as a source of strength.

### Perception:

- Show people they matter by offering your full attention. Growth happens not only through study but also through daily interactions. Treat every exchange as a chance to learn.
- Increase your awareness by watching for small but important changes. Decide which signals are significant and how they might apply to the situation at hand.
- Be willing to adjust your perspective. Familiar routines feel safe, but true growth comes from stretching beyond them. Question your own assumptions and recognize how they shape your well-being, happiness, and performance.

## Relationship Awareness in Action

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



# Relationship Awareness Worksheet

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

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

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

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

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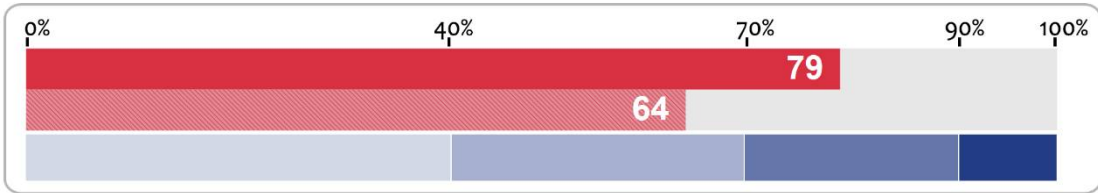
# Sample's Self-Management Scores

The Self-Management scale is based on . . .



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

## Self-Management Overall Score



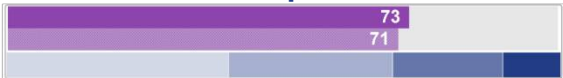
### Your Self-Management score is:

Proficient: High degree of competence and depth of understanding - sees the big picture and holistically addresses complex situations with accountability and confidence

### Observer score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

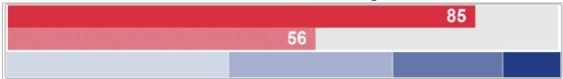
### Discipline



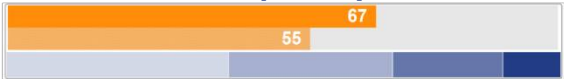
### Drive



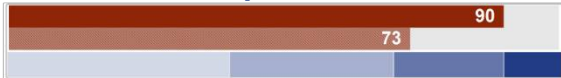
### Accountability



### 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.

## Consider:

- Which areas have distinct differences in scoring, if any?
- What patterns do you notice in these five areas, if any?
- Which of these areas have the most relevant or important impact right now?
- How can you use your self-perception and others' perceptions to support your developing EI?



## Details of Your Self-Management Scores

### Discipline:

**Self-Perception: 73%** – Striving for the highest standards and refusing to settle builds excellence. Define goals that inspire you and fuel your passion. Keep your energy renewed so you can stay focused, avoid distractions, and enjoy the process. Success comes from targeted objectives, consistent effort, and strong follow-through, even when setbacks occur.

**Others' Perception: 71%** – Consistent with self-perception.

### Drive:

**Self-Perception: 75%** – You may start and finish tasks with ease but find it challenging to sustain momentum in between. Look for ways to keep your energy high when obstacles arise. Projects often feel hardest at the beginning and at the end, but progress becomes easier when you notice evidence of movement. Set an optimistic tone that fuels your motivation and keeps you pushing forward.

**Others' Perception: 66%** – 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:

**Self-Perception: 85%** – Even when your values are clear, your character is something that continues to develop. Commit to nurturing it at the highest level. Build consistency in how you live out your standards. Let your values define your performance and interactions, and use systems and habits that show integrity in action.

**Others' Perception: 56%** – 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:

**Self-Perception: 67%** – You often rely on past successes and familiar approaches to guide your direction. Tradition provides comfort, but growth comes from creativity and innovation. Step forward with confidence, anticipate positive outcomes, and take calculated risks to move ahead.

**Others' Perception: 55%** – Consistent with self-perception.

### Optimism:

**Self-Perception: 90%** – You assume responsibility for your path and take deliberate action to shape your future. Commitment and determination are strongest when turned into systems and habits. Rather than relying only on willpower, create consistent routines that produce sustained results and long-term achievement.

**Others' Perception: 73%** – You might let people or circumstances dictate your pace. Instead, decide to be proactive and intentional. Energy and performance are transformative when you take charge. By seeing opportunities and making deliberate choices, you create your own direction. Use discipline to stay focused and maintain enthusiasm.



## Suggestions to Improve Self-Management

### Discipline:

- Find a personal balance that works for you. Recognize the value of your time, energy, and talents, and commit them to what matters most. Use your passion to stay aligned and motivated.
- Clarify meaningful goals and avoid spreading yourself too thin. Stay deliberate, focused, and consistent. Commit to continuous learning so you can expand your capacity over time.
- Regularly evaluate your progress. Review performance, seek feedback, and celebrate your wins with pride. Capture your achievements in ways that remind you of the progress you've made.

### Drive:

- Keep your goals visible. When challenges or new opportunities appear, it's easy to lose focus. Remind yourself often why the project matters and stay committed until it's complete.
- Use accountability tools to keep momentum strong—progress logs, accountability partners, or journals. Address mental, emotional, and physical barriers as they show up. Recognize your effort when you push through obstacles, and keep advancing forward.
- Balance your commitment with perspective. Success is not permanent and setbacks are not defining. Stay dedicated to your path but adjust along the way to keep moving toward your objectives.

### Accountability:

- Design routines and structures that align with your purpose and principles. Set clear priorities and follow through with consistency. Even small actions, repeated regularly, can lead to big accomplishments.
- Live authentically by making choices that reflect your values, even when they're difficult. Choose your own path and take responsibility for building the life you want instead of letting others define it for you.
- Protect your trustworthiness by owning your mistakes. When you're wrong, admit it, correct it, and learn from the experience so you can align better in the future.

### Adaptability:

- Let curiosity guide you. Explore places, ideas, and opportunities with a sense of adventure. Imagine outcomes that feel beyond reach and allow yourself to dream without limits.
- Stay ready for shifts and transitions. Release habits and attachments that no longer move you forward. Welcome change as an opening to new possibilities and choices.
- Grow by adding skills that stretch your abilities. Strengthen areas where you excel while continuing to develop where you struggle. Both build resilience.

### Optimism:

- Commit to excellence until it becomes a natural habit. Consistency in effort and a positive outlook will make it easier to deliver high-quality results again and again.
- Feed your passion with positive self-talk, celebrations, and intrinsic rewards. Let your emotions and character define who you are rather than just the things you achieve.
- Take pride in your achievements and enjoy the journey itself. Let those successes inspire you to explore new opportunities and aim for greater accomplishments.

## Self-Management in Action

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



# Self-Management Worksheet

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

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

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

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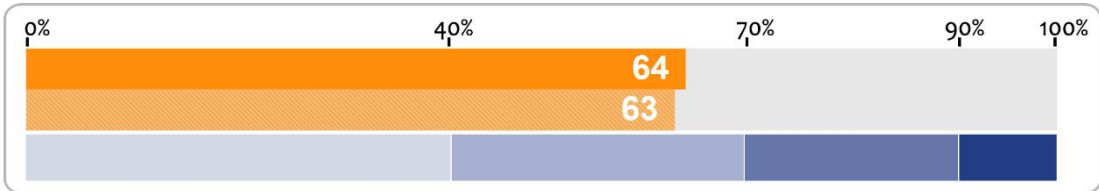
# Sample's Relationship Management Scores



The Relationship Management scale is based on ...

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

## Relationship Management Overall Score



### Your Relationship Management score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

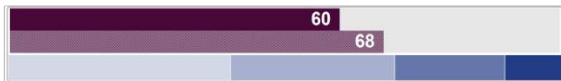
### Observer score is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

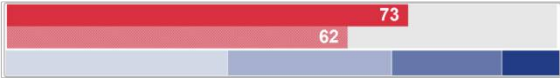
### Collaboration



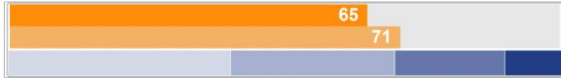
### Influence



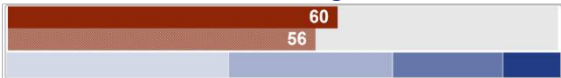
### Change Catalyst



### 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.

## Consider:

- Which areas have distinct differences in scoring, if any?
- What patterns do you notice in these five areas, if any?
- Which of these areas have the most relevant or important impact right now?
- How can you use your self-perception and others' perceptions to support your developing EI?



## Details of Your Relationship Management Scores

### Collaboration:

**Self-Perception: 60%** - At times you may come across as distant or disengaged. Make a conscious effort to strengthen your relationships and invest consistently in those connections. True empathy is not selective; it requires being open and welcoming in every interaction. Commit to creating a sense of belonging and understanding wherever you are.

**Others' Perception: 59%** - Consistent with self-perception.

### Influence:

**Self-Perception: 60%** - 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.

**Others' Perception: 68%** - Consistent with self-perception.

### Change Catalyst:

**Self-Perception: 73%** - Instead of fully stepping in and shaping the change you want, you may alternate between being proactive and reactive. Development can be both planned and spontaneous, but this inconsistency may confuse others during transitions. Commit to leading with an improvement-focused approach. Apply today's lessons to tomorrow's goals so you and those around you can move forward with clarity.

**Others' Perception: 62%** - 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:

**Self-Perception: 65%** - 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.

**Others' Perception: 71%** - You may not yet have a reliable network for both giving and receiving support. Your personal success often reflects the influence of the people closest to you. Build a network that strengthens you in all areas of life. Focus on relationships that allow for mutual contribution, service, and growth.

### Conflict Management:

**Self-Perception: 60%** - 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.

**Others' Perception: 56%** - Consistent with self-perception.



## Suggestions to Improve Relationship Management

### Collaboration:

- 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:

- 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:

- When faced with change, create structure around how the transition will unfold. Contribute by clarifying steps, understanding expectations, and offering your strengths and experience where they are needed most.
- Think about the mentors, teachers, or role models who have influenced you. Consider how they shaped your life for the better. Look for creative ways to invest in others and pass those benefits forward.
- Ask yourself how you contribute to making change constructive and productive. Are you seen as someone who remains steady or helps keep momentum moving? Identify your strongest change behaviors and leverage them to guide future transitions.

### Connection:

- 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:

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



# Relationship Management Worksheet

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

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

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

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## 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**

**Collaboration**

**Influence**

**Change Catalyst**

**Connection**

**Conflict Management**

### 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.

### 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."