

Sam Sample
09 Jun 2020

EXPERT

**EMOTIONAL
INTELLIGENCE REPORT**





REPORT STRUCTURE

This report presents Sam Sample's Emotional Intelligence (EI) profile in the following sections:

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DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The Emotional Intelligence profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Research studies have shown that Emotional Intelligence (EI) contributes to several factors of interpersonal effectiveness and leadership capability. Employees who demonstrate high levels of EI are better at understanding themselves and others, making confident decisions and expressing their views. They have also been found to effectively manage their emotions and have the drive, energy and optimism to succeed. Furthermore, they are more capable of being sensitive to interpersonal and organisational dynamics and relate to others with diplomacy and tact.

This report describes Sam Sample's Emotional Intelligence in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training. These competencies are described in detail below.

The report outlines Sam Sample's most likely personal strengths and weaknesses in each of the EI competency domains. These should be treated as hypotheses to be explored in greater detail via other assessments. For example, Sam Sample's level of job specific knowledge can be assessed through a critical review of her work history and previous qualifications, and by the use of objective tests and structured interviews. Her skills can be assessed in greater detail through work sample tests, behavioural observation, role-plays and assessment centre exercises.

This report can be used for assessment and selection, or as a tool to facilitate Sam Sample's personal development. In the latter case it should be used as a starting point to begin exploring with Sam Sample possible development needs and to produce a shared development strategy for promoting her EI competencies

Please Note:

- As the report contains information relating to a number of different competencies, it is important when using it to focus on those competencies that are specific to the role being considered.
- The competency scores are calculated from Sam Sample's responses on the PVQ personality questionnaire. Therefore, if this report is to be used to compare different individual's EI competencies, it is essential all the reports are produced using the same norms.
- The report describes Sam Sample's EI competencies in terms of her typical behaviour, and should not be taken as an assessment of her maximum (or most effective) performance. Rather it describes her core EI competencies, with her actual performance in any particular setting being influenced by a number of factors in addition to her level of Emotional Intelligence. These include: the specific skills she has developed; the impact the environment has on facilitating or inhibiting her performance; her motivation; her current level of emotional wellbeing, etc.



DIMENSIONS

In line with the work of Goleman this report defines emotional intelligence as consisting of competencies in two domains, the personal and interpersonal. Within these domains, EI competencies are split into two clusters. The definitions of the EI domains and associated competency clusters are presented below.

PERSONAL DOMAIN

The Self-awareness Competency Cluster includes: Emotional Self-awareness; Self-confidence and Accurate Self-assessment. These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

The Self-management Competency Cluster includes: Emotional Self-control; Optimism; Achievement Orientation; Forward Planning; Conscientiousness; Adaptability and Trustworthiness. These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

INTER-PERSONAL DOMAIN

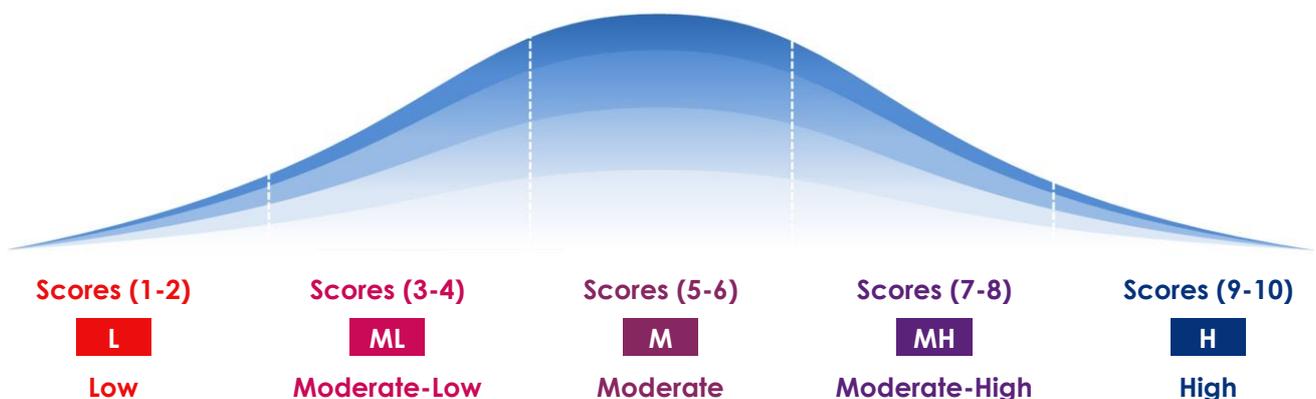
The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

The Relationship Management Competency Cluster includes: Persuasiveness; Conflict Management; Inspirational Leadership; Change Catalyst; Team Working and Open Communication. These competencies enable a person to: communicate effectively; relate to others with diplomacy and tact; network; negotiate successfully; work collaboratively; openly share information; actively participate in team projects; motivate others; actively promote change and develop colleagues' potential through coaching, mentoring and teaching.

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.





REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Personality & Values Questionnaire (PVQ)	Professionals and Managers	481

RESPONSE STYLE

The PVQ contains a number of measures that examine the way in which respondents have approached the questionnaire:

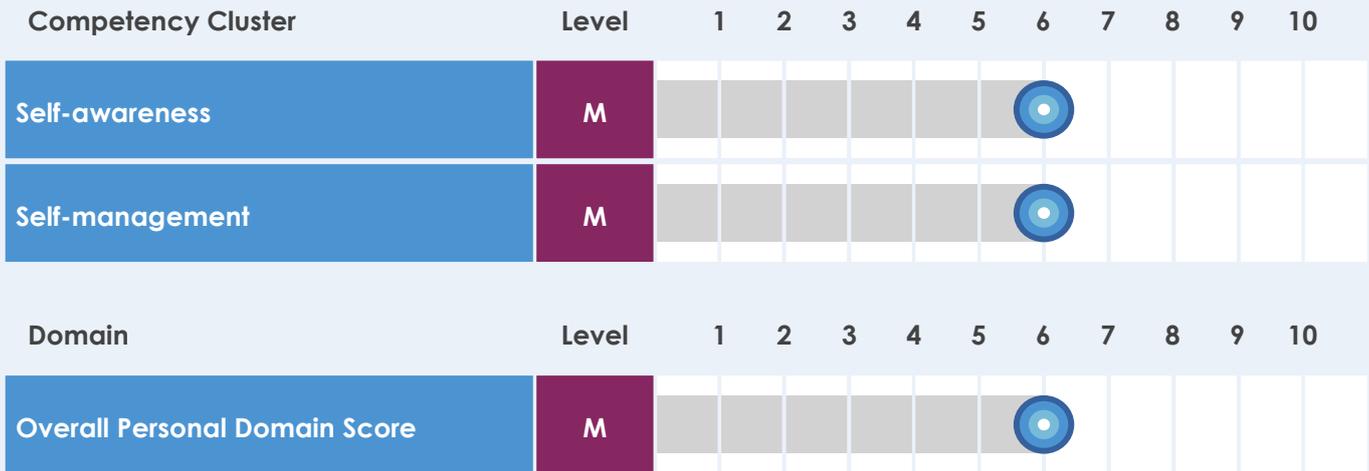
- The response style indicators would suggest that Sam was happy to present herself openly, honestly and without wishing to project a positive or distorted image of herself.



EMOTIONAL INTELLIGENCE PROFILE

The competency scores are weighted composites of the behavioural dimensions that contribute to each of EI Domains. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.

PERSONAL DOMAIN PROFILE CHART



INTER-PERSONAL DOMAIN PROFILE CHART





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sam Sample's responses to the questionnaire. Further details are available in the discussion of the results later in the report.

POTENTIAL STRENGTHS

Sam Sample's responses to the assessment suggest the following core competencies:

POTENTIAL AREAS FOR DEVELOPMENT

Sam Sample's responses to the assessment suggest the following development needs:

- To develop skills at better managing tension and frustration.
- To learn to assert herself in a more constructive manner.
- To focus more on forward planning.
- To be more attentive to detail.
- In situations where she is negotiating, to be a little more prepared to concede ground in order to move the negotiations forward.
- To develop the ability to energise and motivate others.



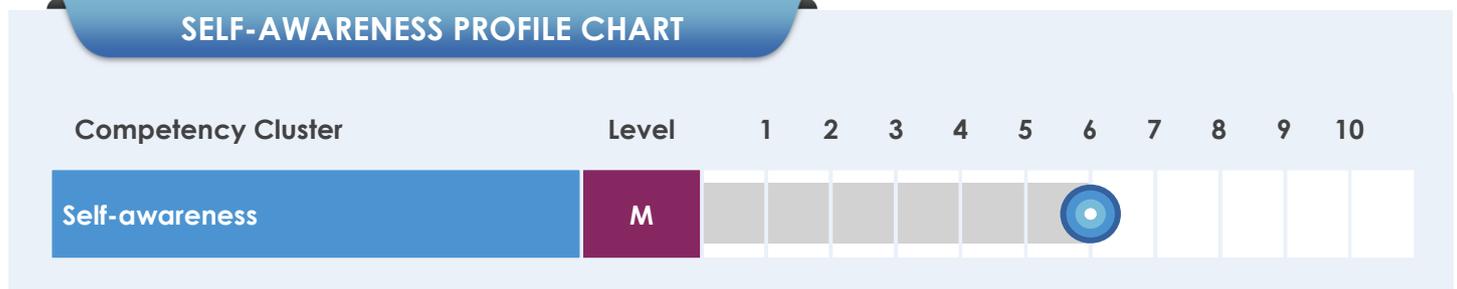
SELF-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-awareness
- Self-confidence
- Accurate Self-assessment

These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

SELF-AWARENESS PROFILE CHART



EMOTIONAL SELF-AWARENESS

Sam Sample's profile suggests she is very tender-minded, very intuitive and aesthetically orientated. As a result, she is likely to have at least as much insight as most other people into her own emotional responses to different situations. Moreover, she would be expected to have similar levels of insight into the ways in which her emotions typically affect her own behaviour and influence those around her. Consequently, she is not in the least likely to deny her own emotions or to shield herself against her feelings.

SELF-CONFIDENCE

Sam Sample's responses to the questionnaire indicate she is likely to have average levels of confidence and is expected to be as self-assured and secure in herself as most. As such, she should not be unduly prone to experience feelings of self-doubt and is likely to be as sure of her own opinions as most other people are. While she would be expected to be reasonably comfortable actively making decisions, she may nonetheless become a little indecisive (and possibly even somewhat prone to self-doubt) if much is at stake. Sam Sample's responses to the questionnaire indicate she is likely to be very flexible in her approach to work. Consequently, she is likely to cope quite well with uncertainty. Moreover, she should be reasonably happy in situations where outcomes are unclear and only limited information is available. However, when the stakes are particularly high she may require greater certainty than she would usually require before she feels comfortable making a decision. Her responses suggest she is as socially bold as most. As a result, Sam Sample is likely to have as strong a social presence as most other people. She is unlikely to be any more inclined than most to worry about how her views and opinions will be received and should therefore be at least as happy as most to freely express her opinions, even if they are unpopular. Her scores suggest she is very assertive and, as a result, she is unlikely to experience difficulty if required to push others into action, unless they are particularly un-obliging or uncooperative. Her responses to the questionnaire further indicate she is likely to have average levels of self-esteem. Consequently, she should be as confident of her own opinions as most other people are and she is unlikely to feel much need to seek support and guidance from others.



ACCURATE SELF-ASSESSMENT

Despite the fact that she is likely to be no more secure and self-assured than most, Sam Sample may nonetheless on occasion be a little inclined to overestimate her own level of ability and skill. Her scores suggest she is not any more suspicious than most and that she should be as open as most people to receiving feedback, even if this is not presented in the most constructive manner. As a result, she should be fairly happy to enter into a constructive dialogue as to how best to improve her performance. Despite having average levels of confidence and self-assurance, she may nonetheless become a little upset if she feels the feedback she is being given is particularly unfair or undeserved. In general, she is likely to be at least as open as most to acknowledging mistakes or errors she has made. She may however be a little reluctant to do so if she anticipates censure.



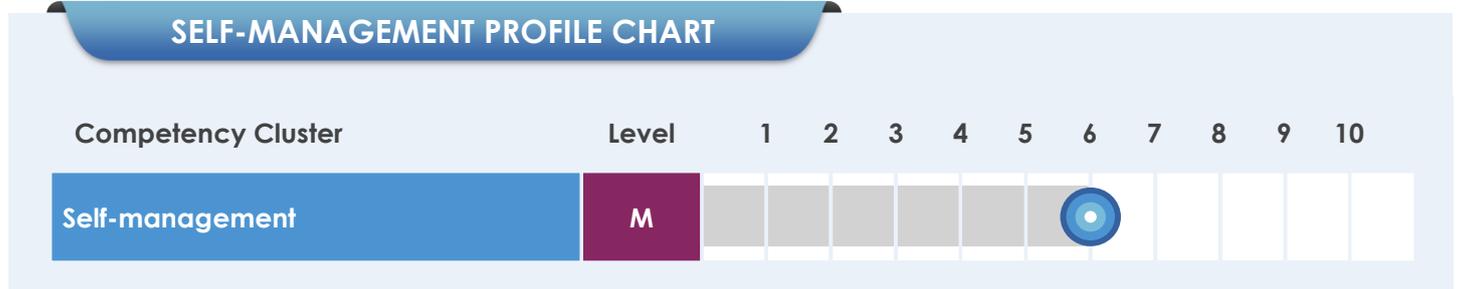
SELF-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-control
- Achievement Orientation
- Forward Planning
- Conscientiousness
- Adaptability
- Trustworthiness

These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

SELF-MANAGEMENT PROFILE CHART



EMOTIONAL SELF-CONTROL

The profile suggests Sam Sample is likely to be as stable and emotionally mature as most. As a result, she should not be any more prone than most people to let her emotions cloud her judgment or adversely affect her performance at work. Consequently, her colleagues are not likely to view her as being unduly moody or unpredictable. She is relatively unlikely to lose her composure when placed under pressure or experience undue difficulty maintaining her concentration in noisy, distracting environments. As such, she would not be expected to experience undue difficulty coping with the emotional demands of challenging working environments. As her scores suggest she has below average levels of frustration tolerance, she may however be a little inclined to become short tempered and irritable when things go wrong. She may also be a little prone to lose her temper with slow or indecisive people, particularly if she thinks they are purposely being obstructive or difficult. Moreover, she might occasionally be a little prone to give vent to her frustrations by expressing herself in a very direct and forthright manner.

ACHIEVEMENT ORIENTATION

While it is unlikely that Sam Sample is by nature particularly lively and fun-loving, it would nonetheless be expected that she would not be unduly likely to be troubled by feelings of despondency or depression. In general, she would be expected to have enough energy to meet reasonably demanding work schedules. She should not be any more inclined than most to worry about the future or anticipate problems where others see none. As a result, she is likely to have at least as optimistic and positive an outlook as most, with her being inclined to anticipate success from the outset.



FORWARD PLANNING AND CONSCIENTIOUSNESS

The assessment results indicate Sam Sample is likely to have quite high levels of self-control and self-restraint and a strong sense of duty. However, as her scores also suggest she is likely to be flexible in her approach to work and be quite responsive to changing events and circumstances, she may be somewhat less committed than many to completing tasks she has started. While she would be expected to be fairly committed to producing work of a high standard, she may nonetheless be somewhat prone to overlook important details and make careless errors.

ADAPTABILITY AND TRUSTWORTHINESS

Sam Sample's responses to the questionnaire indicate she is likely to be very radical by nature and inclined to question existing methods and procedures. Consequently, she is likely to be very motivated to seek out new solutions to problems. Her scores suggest she is not rule-bound or rigid and therefore should be adaptable and open to change. Her profile suggests she is likely to be rather unconventional by nature, while at the same time being quite respectful of authority. As a result, she would be expected to feel fairly duty bound to follow conventional moral standards and codes of conduct; even if she does not feel a natural sense of allegiance to them. This may result in her sometimes being somewhat lacking in expediency. As her scores suggest she is as socially bold as most, she is likely to be at least as happy as most to take a stand on those ethical issues she considers to be important.



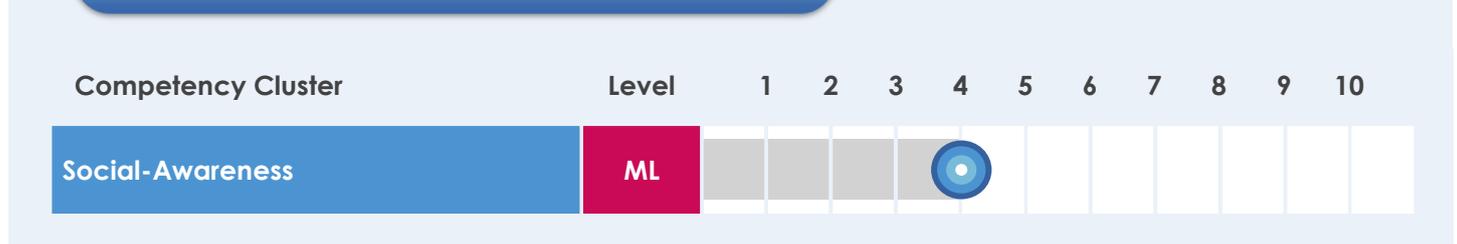
SOCIAL-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Empathy
- Interpersonal Openness
- Organisational ('political') Awareness
- Service Orientation

These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

SOCIAL-AWARENESS PROFILE CHART



EMPATHY

Sam Sample's scores suggest that she is as warm and empathic as most other people. However, as she is not inclined to be attentive to the nuances of the setting she finds herself in, she may not always be fully cognisant of others' thoughts and feelings. Having a profile which suggests an average level of interest in other people, she is likely to be as sympathetic and understanding as most. Moreover, she would be expected to be at least as motivated as most other people to promote harmonious working relationships. However, despite her profile indicating she is likely to be relatively concerned about the welfare of her colleagues, her scores suggest she is very assertive. As a result, she would not be expected to experience much difficulty ensuring that her colleagues' personal needs are balanced against the demands of work.

INTERPERSONAL OPENNESS

Sam Sample's responses to the questionnaire suggest that, despite her being rather less agreeable and accommodating than most, she is nonetheless likely to be as warm, caring and compassionate an individual as most. As a consequence, her active listening skills would be expected to be at least as good as those of most other people. As her profile suggests she is not in the least conservative or traditional by nature, she is likely to be open to others' views and opinions, even if they are rather radical and fairly unconventional.

ORGANISATIONAL AWARENESS AND SERVICE ORIENTATION

Having a pattern of scores which suggests that, by nature, she is not sensitive to the subtleties and overtones of social situations, Sam Sample might not be expected to be that motivated to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As her scores suggest she is as trusting as most people and as inclined as most to take others at face value, she would not be expected to feel any greater need than most to question their motives and consider what hidden agendas (if any) may be at play. Sam Sample's profile indicates she is likely to have an average level of interest in understanding other people's needs, wants and goals, and to be reasonably intuitive by nature. As a result, she would be expected to be as motivated as most to try to understand clients' requirements and consider how these can best be met.



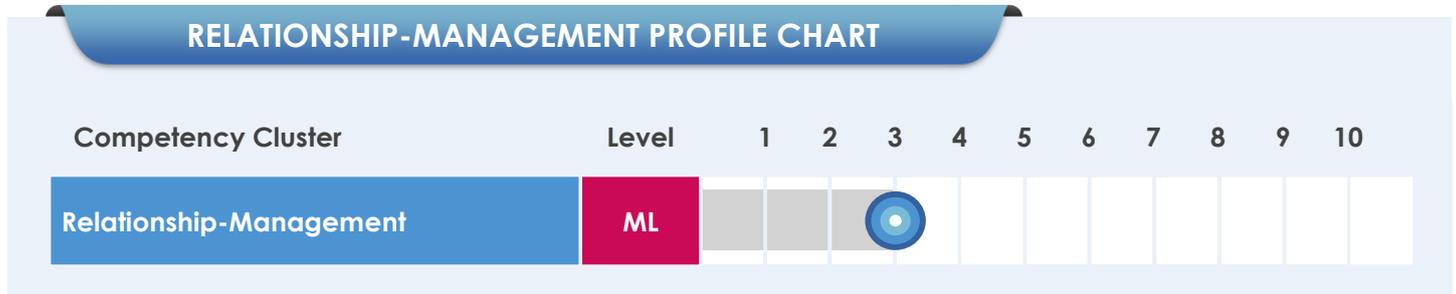
RELATIONSHIP-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Persuasiveness
- Conflict Management
- Inspirational Leadership
- Change Catalyst
- Team Working
- Open Communication

These competencies enable a person to: communicate effectively, relating to others with diplomacy and tact; negotiate successfully; motivate others and actively promote change; network; work collaboratively, openly share information and actively participate in team projects; develop colleagues' potential through coaching, mentoring and teaching.

RELATIONSHIP-MANAGEMENT PROFILE CHART



PERSUASIVENESS AND CONFLICT MANAGEMENT

As the assessment results suggest she is as socially confident as most and is likely to feel relatively comfortable and at ease when speaking to large groups of people, Sam Sample would be expected to be a reasonably effective public speaker. The profile further suggests Sam Sample is very assertive and may be inclined to 'take centre stage' in meetings and discussions. As a consequence, there is a risk that her more reticent colleagues may at times find her somewhat overpowering and may even have difficulty 'making their voice heard'. In situations where she is negotiating she may be expected at times to be a little too inclined to get others to concede on their points, while not making sufficient concessions to move negotiations forward. As a result, she may not be that effective in roles that require active negotiation skills. As her scores suggest she is likely to be less motivated than many to attend to the emotional undercurrents of the setting she finds herself in, it would be expected that she may not always be diplomatic and tactful in her dealings with others.

INSPIRATIONAL LEADERSHIP AND CHANGE CATALYST

Having a profile which suggests she is likely to be less lively and participative than many, she is not likely to find it particularly easy to energise and motivate others. As her responses to the questionnaire indicate she is likely to be very open to new ideas, others may nonetheless find the enthusiasm with which she is inclined to embrace new working methods, practises and procedures to be quite infectious.



TEAM WORKING AND OPEN COMMUNICATION

As her profile suggests she is not particularly group-orientated, Sam Sample is unlikely to particularly enjoy team work. Moreover, as she may be prone to believe she does her best work away from the distraction of other people, she is not that likely to have cultivated a network of friends and colleagues to seek out when help and advice is needed. Her results further suggest she is not unduly inclined to doubt people's motives and is likely to be at least as open and straightforward as most people in her dealings with others. Consequently, she is unlikely to see undue reason to be guarded or manipulative in her work relationships. Moreover, she is likely to be relatively happy to share information and knowledge with colleagues, with her seeing no more reason than most to fear that they may use this to gain advantage over her. As a result, she is unlikely to be concerned that developing colleagues will undermine her position at work. Her profile suggests that when developing others she is likely to prefer to adopt a balanced style, which incorporates elements of teaching along with mentoring and coaching. As her scores indicate she is inclined to believe she has a fair amount to contribute to the development of staff, she is likely to be relatively happy to take on such roles.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of the profile.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

A detailed description of Sam Sample's most likely behaviour on each of the competency behavioural dimensions is provided in this section along with development recommendations. Please review these before working with her on the development plan.



1. FEEDBACK AND REACTIONS

Gauging Sam Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the "Feedback" report can be shared with Sam Sample before discussing the results with her. Use the following questions to gauge her overall reaction to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam Sample which areas she would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plan is for:	This development plan is overseen by:
Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Fine Nine Competency Framework. The areas which have been determined as most in "Need" for development from the profile have been marked with a check mark under the "Need" column, though users may also select other areas which they deem to be in need for development.

Domain	Competency Cluster	Need	Priority
Personal Domain	Self-awareness	<input type="checkbox"/>	<input type="checkbox"/>
Personal Domain	Self-management	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Social Awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Relationship Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in "Need" of development and which have also been selected as a "Priority" should be considered as part of Sam Sample's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam Sample's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?