



Mr Test Sample

Trait Emotional Intelligence

31/05/2016

Private & Confidential

Norms: United Kingdom 2010

Table of Contents

| | |
|-----------|---------------------------|
| 3 | Introduction |
| 5 | Wheel Chart |
| 6 | Summary Graphs |
| 7 | Global Score |
| 8 | Well-Being |
| | Happiness |
| | Optimism |
| | Self-Esteem |
| 12 | Self-Control |
| | Emotion Regulation |
| | Impulse Control |
| | Stress Management |
| 16 | Emotionality |
| | Empathy |
| | Emotion Perception |
| | Emotion Expression |
| | Relationships |
| 21 | Sociability |
| | Emotion Management |
| | Assertiveness |
| | Social Awareness |
| 26 | Independent Facets |
| | Adaptability |
| | Motivation |

This report provides you with information and guidance which can help you become more aware of your emotional intelligence. It provides a basis for development and training activities.

Before going any further please read this introduction. It provides the background you need to understand your report and to act on it.

What is emotional intelligence and why is it important?

How well do we understand ourselves and other people? How do we approach crucial relationships? These are issues in every aspect of our home, social and work life.

Much of our work success is based on our skills, knowledge and experience; but another part depends on how we get on with colleagues, managers, staff who report to us, suppliers and customers. We need to understand ourselves and how we appear to other people, as well as understand what makes other people tick. We can then use this knowledge to achieve our goals. Emotional intelligence is not about being nice or soft. It involves interacting effectively with other people to get a job done or to achieve the kind of life we want.

Emotional intelligence is important in work areas as varied as leadership and management, team and project work and all types of customer relationship. It affects our family and social life.

The Trait Emotional Intelligence Questionnaire measures our understanding of ourselves and of other people, and our ability to use this knowledge to achieve our goals.

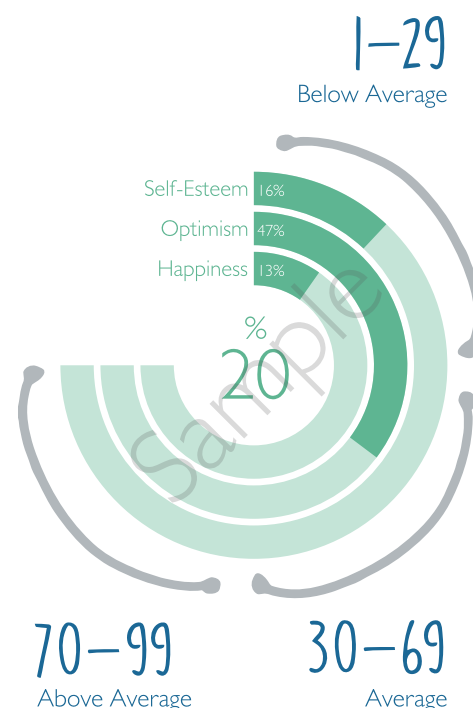
How to think about your report

Put the scores and these comments in the context of your life and work when you're thinking about them. Ask questions like: what am I trying to achieve?; where do I have problems in relationships with other people?; what aspects of my emotional intelligence are particularly important in my work or personal life?

Scores on the Trait Emotional Intelligence Questionnaire tend to be very stable over time; as stable as your basic personality. But like your basic personality, work or life events may cause certain aspects of your emotional intelligence to fluctuate. The scores in this report are therefore not carved in stone. They will assist in your own assessment of how effectively you interact with others. This report should be seen as the beginning of an investigation which can result in an improved understanding of how to interact with other people. This will have benefits in both your work performance and social life.

Scores

Your scores are reported in three different banding categories:



The use of the word 'average' does not imply that you can achieve good or bad scores on this questionnaire. The percentages indicate how you responded as compared with the other people who filled in the Questionnaire during its development.

There is no right or wrong way of using emotional intelligence. There are positive and negative implications for all the different scores on this questionnaire. These are explained in the report.

Uses

The Trait Emotional Intelligence Questionnaire is used for a number of purposes. Examples of these are:



It is important that you understand why you have been asked to fill in the Trait Emotional Intelligence Questionnaire and how the scores will be used to benefit you.

This report has been produced by Thomas International website. Further information can be obtained <http://www.thomasinternational.net>

The Trait Emotional Intelligence Questionnaire was developed by K.V. Petrides, PhD at the London Psychometric Laboratory in University College London (UCL).

Factor and Facet scores

Below are your scores on the four Factors of the Trait Emotional Intelligence Questionnaire. Trait emotional intelligence comprises four broad categories called 'Factors' ('well-being', 'self-control', 'emotionality', and 'sociability') that help summarise people's scores on the 15 different Facets. Factors represent a level of measurement that is broader than that of the Facets, but more detailed than that of global Trait Emotional Intelligence. The trade-off between the various levels of measurement (Facet – Factor – Global) concerns breadth versus depth. At the Facet level, descriptions are detailed and focused, whereas at the global level, descriptions give a broad overview. The Factor level provides a useful level of intermediate measurement and description.

Global score

The Global score gives you a snapshot of your general emotional functioning.

This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Background

This report is based on your responses to the questionnaire. It therefore reflects what you think of yourself. Your scores have been compared to the responses of a representative UK working population sample then reported under the headings of four main, broad Factors. These are made up of fifteen more focused Facets.

There are also two independent Facets that do not contribute to a Factor:

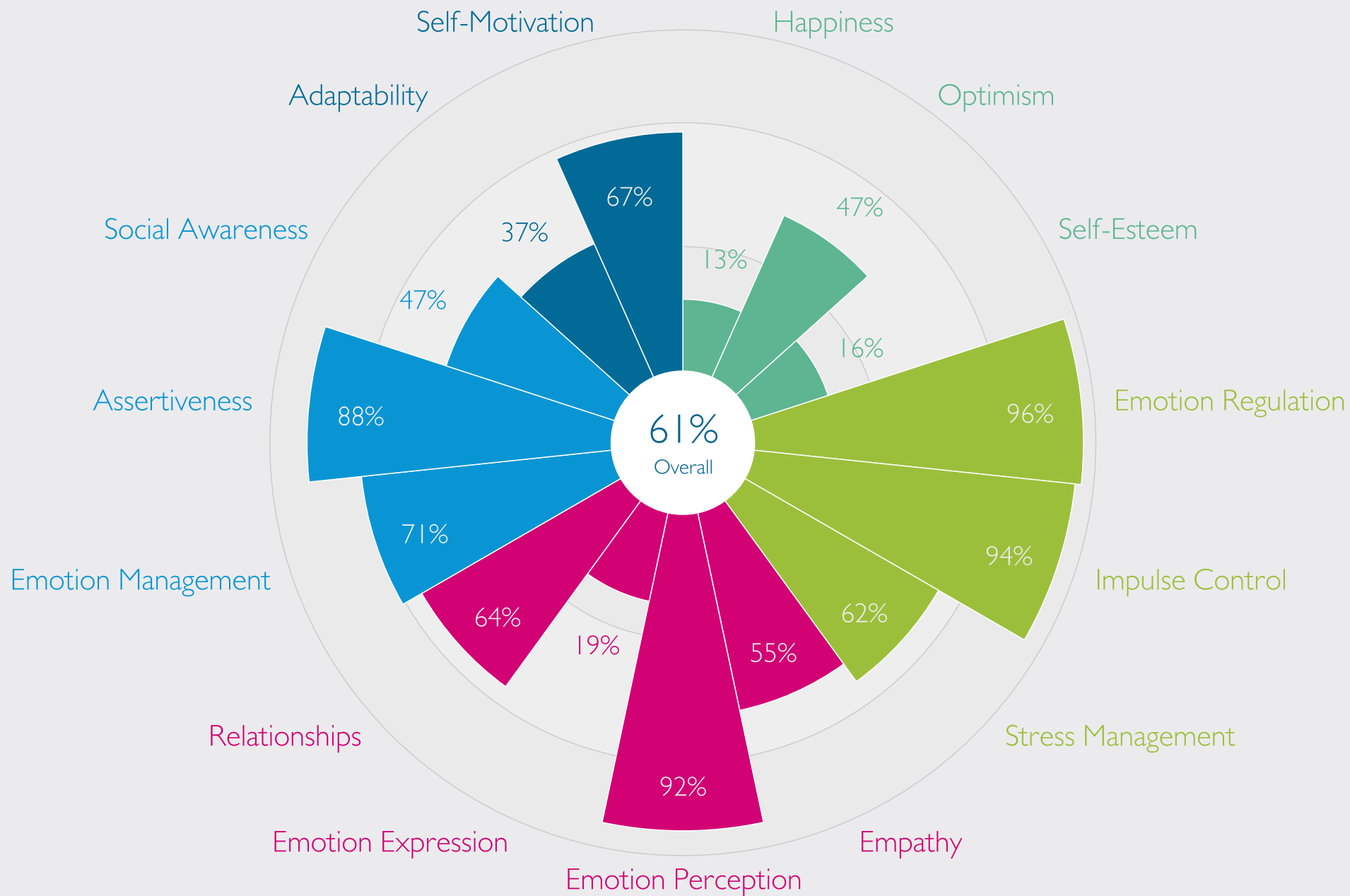
Adaptability and Self Motivation



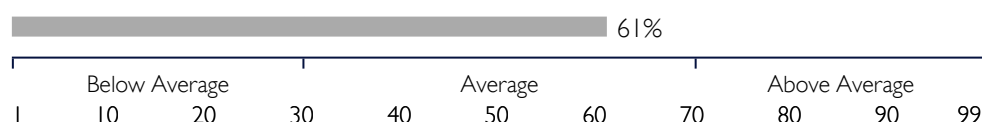
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Dino Petrides



Global Score



Well-Being Factor

Happiness



Optimism



Self-Esteem



Self-Control Factor

Emotion Regulation



Impulse Control



Stress Management



Emotionality Factor

Empathy



Emotion Perception



Emotion Expression



Relationships



Sociability Factor

Emotion Management



Assertiveness



Social Awareness



Independent Facets

Adaptability



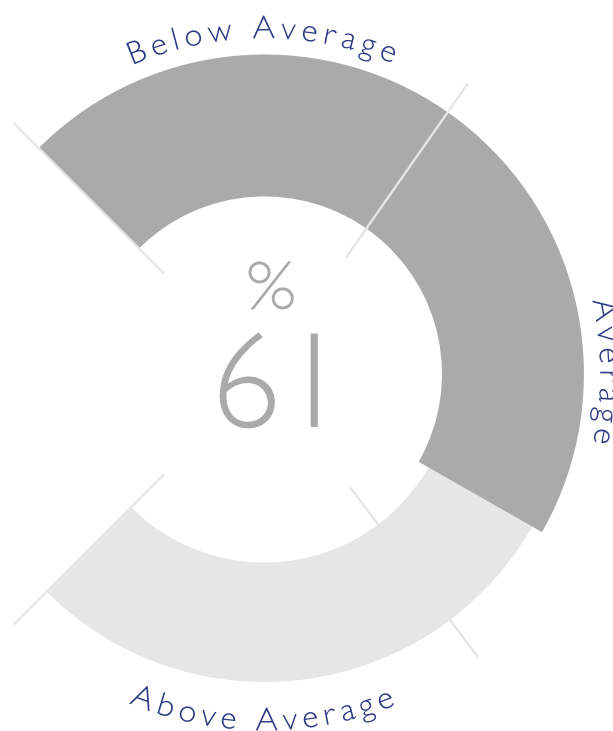
Self-Motivation



GLOBAL SCORE

The Global score gives you a snapshot of your general emotional functioning.

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Average scores

Your Global score suggests you are in the average band: some people see themselves as more emotionally developed than you, while others view themselves as less emotionally developed. Your score is based on your own view of yourself and suggests that certain events and environments may challenge your capacity to understand, process, and utilize emotional information. At other times you will cope easily and well. It is important to note that the Global score is very broad in comparison to the Factor and Facet scores and the associated commentaries included in this report. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Well-Being Factor

This Factor describes your overall well-being.

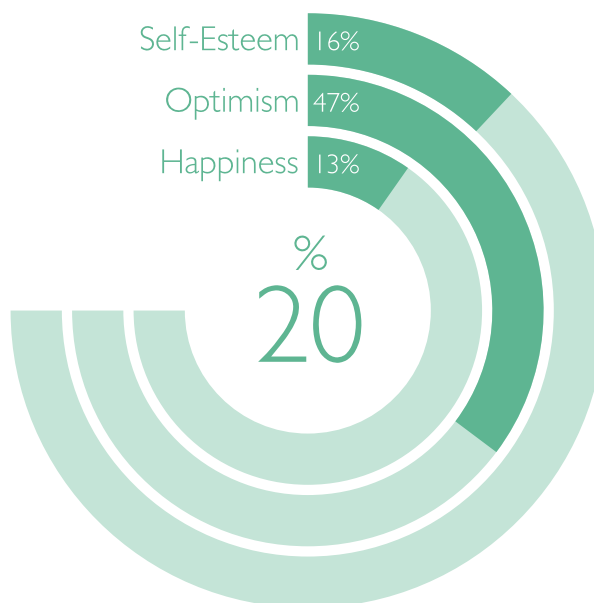
It is made up of three Facets:

Happiness: how content and how good you feel about the present;

Optimism: how positive you feel about the future;

Self-esteem: how confident you are and your levels of self-respect.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



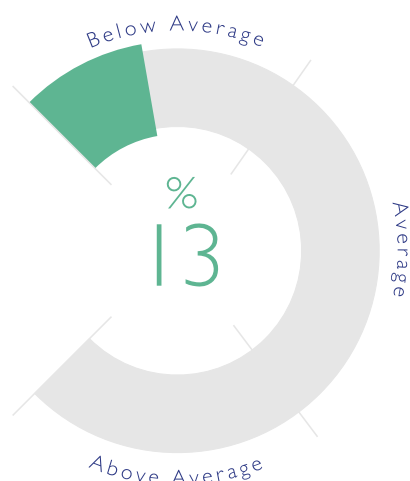
Below Average

Your Well-being score suggests that you may feel disappointed and unsatisfied with yourself and your current situation. Although awareness of one's mistakes may result in addressing them, ask yourself whether there is a tendency in your life to emphasise the negative and overlook the positive.

Consider the questions below in order to get a better understanding of your Well-being score:

- How often are you critical of yourself?
- Do you feel your outlook is realistic or do you generally expect the worst?

Feeling unhappy prevents people from taking in positive signs. You may find it useful to write down positive aspects of your circumstances and achievements and occasionally refer back to them as a reminder.



Happiness is a widely-used word. This report uses a specific definition:

Happiness measures pleasant emotional states in the present.

This is different from the Facet Optimism, which measures how you view the future. How you view your past might be indicated by a term like life-satisfaction.

So, the Facet Happiness measures which state naturally reasserts itself. Obviously specific events may affect your happiness for a while but, at any given time, are you usually cheerful and content or are you dissatisfied and unhappy?

Happiness

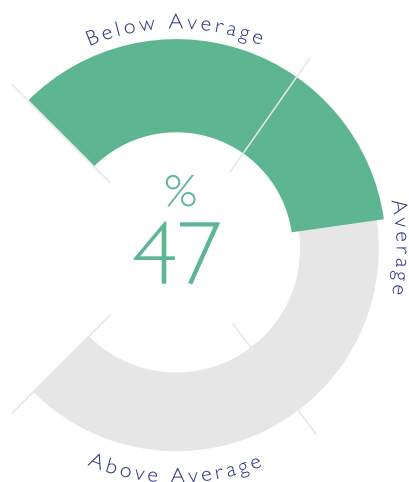
Below Average scores

Your responses suggest you are less cheerful and content about yourself than most people. This feeling permeates all aspects of your life at work and at home. You may want to feel happier, either because you find it difficult to cope with your unhappiness, or because your outlook is affecting other people. However, you are not sure how to go about this. You may find it difficult to get much pleasure out of life.

But you may also feel your mood is a reasonable response to the difficulties of life or a particular situation. Constant cheerfulness can be overbearing. Viewing life in a less upbeat way can allow you to see the worst that might happen and avoid it.

Here are some issues you can think about and work on.

- You may inflict your lack of cheerfulness on others – be sensitive to their moods.
- Try to identify events that lift your spirits. Make it a habit to write these down as they occur. They will help you improve your happiness over time.
- You may get irritated with naturally happy people. They sometimes seem naive to you. They may have little patience with your lack of cheerfulness. But they are useful counterweights to your outlook.
- Your score may be low in response to recent experiences in your work or social life. This effect may lessen over time.
- Lack of happiness and inability to get pleasure can develop and cause you problems. If this is the case, find someone you trust to talk over these issues.



Whereas Happiness looks at pleasant emotional states in the present, Optimism measures the extent to which we view the future positively.

You hear this kind of measure applied all the time when people talk about a 'glass half full or a glass half empty' kind of person.

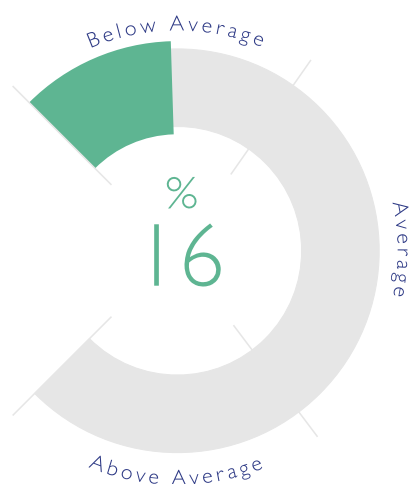
Optimism

Average scores

Your score indicates that you are as optimistic as other people. You alternate between feeling positive about the future and viewing it with anxiety. You take a fairly realistic and balanced view.

Here are some issues you can think about and work on.

- You may consider yourself (and others may view you in the same way) as a realist. But your view doesn't mean you're always realistic: you might mistake the signs in some cases and be pessimistic when optimism is the correct response or vice versa.
- When you do feel very positive or negative seek other people's point of view to check your outlook.



Self-esteem measures how you evaluate yourself: your abilities, your achievements, and other aspects of your life.

Low self-esteem is often used as an excuse for mistakes or socially unacceptable behaviour. There is a kernel of truth in this interpretation: self-esteem is an important driver of achievement and well-being.

Good levels of self-esteem are important in all aspects of our lives and very low levels can cause problems to your well-being. However, even here the situation is not absolute. People with low levels of self-esteem can do demanding jobs well, create satisfying relationships and enjoy their lives. Too high a level of self-esteem can cause as many problems as a very low level.

Self-Esteem

Below Average scores

Your responses suggest that, compared with most people, you have a low level of self-esteem. You may be less positive about yourself and your achievements than others. You are less happy than other people with what you have been given in life, what you have worked to achieve and who you are. You may feel less gifted or less attractive than others.

There are many causes of low self-esteem, including early life-events, ways you've learnt to behave and habitual ways of thinking about yourself.

Low self-esteem can cause problems for your work effectiveness, your personal life and your general well-being. There are a number of books, techniques and courses which can help you take a more positive view of yourself.

You'll be more suited to jobs with clearly defined responsibilities, where you don't need to take the initiative.

The positive side of low self-esteem is that you will not be tempted to arrogance; will not make blunders by backing your own judgements too enthusiastically and you'll take advice and instruction well. You won't get over-confident – a major problem in both organizational and personal life.

Here are some issues you can think about and work on.

- Try to identify and note triggers such as an unguarded comment or a personal confrontation that cause a sudden drop or rise in self-esteem. By noting thinking about such events you can develop ways of coping with damaging effects and building on positive ones.
- Negative thoughts can become habits and affect your mood and actions. There are good techniques for dealing with these. They all start from identifying and recording the habitual ways you think about things
- Our gender plays a part in how we cope with self-esteem. Men are more reluctant to talk about this issue and may need to make a genuine effort to find people they trust to talk to.

Self-Control Factor

This Factor describes how well you regulate external pressure, stress, and impulses.

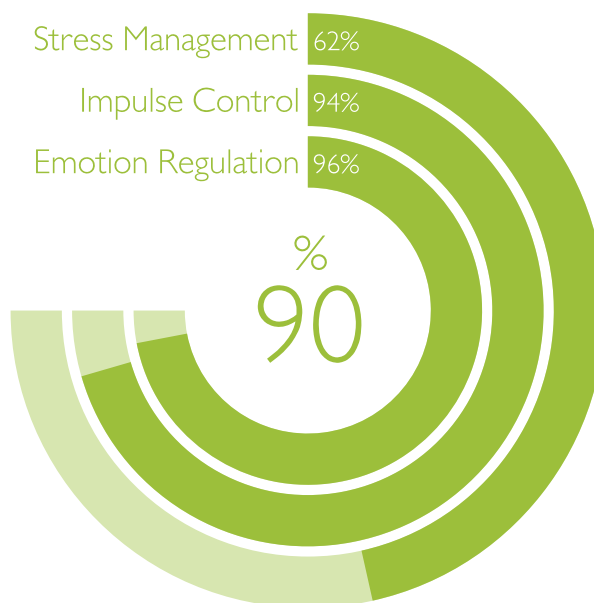
It is made up of:

Emotion Regulation: your capacity to regulate your emotions, stay focused and remain calm in upsetting situations;

Impulse Control: whether you think before you act, if you give into your urges, or take hasty decisions;

Stress Management: how well you manage pressure and stress.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



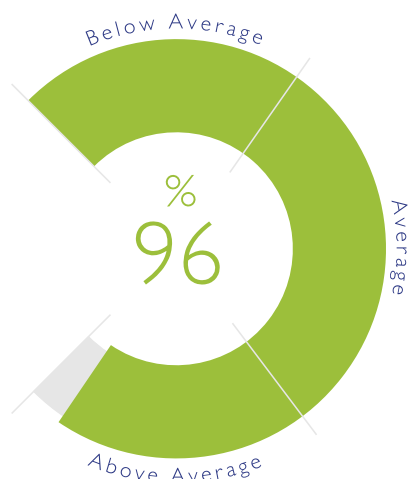
Above Average

Your Self-control score suggests that you feel more comfortable controlling your emotions, impulses and stress than most people. You seem to think carefully before you act. This may prevent errors but means you sometimes delay making decisions, overanalyse facts, or become too risk-averse. You are generally more comfortable than most people in dealing with stresses and strains in your life. Others will not often see you react emotionally but emotional reactions can be an important aspect of communication.

Answering the following questions may give you a better understanding of your levels of Self-control:

- Do you tend to remain calm and relaxed in the face of adverse situations?
- Do you feel other people view your lack of emotional reactions negatively or misunderstand you?

Developing a more flexible decision-making style may help you work better with others.



Emotion Regulation measures how you control your feelings and internal states in the short, medium and long term. Emotion Expression, another Facet in this report, measures how you communicate your feelings and emotion to other people. The two areas will affect each other: what you feel and think may affect how you act. But Emotion Regulation concentrates on your internal states rather than their outward expression.

Emotion Regulation concentrates on such issues as your ability to stay calm and focused even in upsetting situations. Negative thoughts and disruptive emotions get in the way of our concentration and affect our performance. What are seen as positive emotions can be as disruptive as negative ones. For example, you may get too happy or excited to think straight: these feelings may cause you to jump to conclusions rather than take into account all the factors of a problem. Dwelling on the way emotions have affected us for too long may serve to make a problem worse, rather than better.

Emotion Regulation

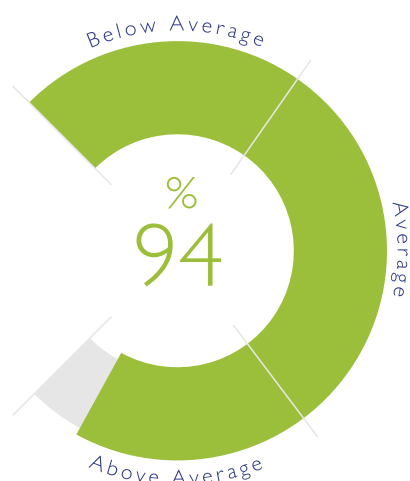
Above Average scores

Your score suggests you understand and control your emotions. You may well have strong emotions but you are able to control them to achieve what you want, rather than let them dominate you.

You will be particularly good at roles where there is frequent contact with people who may be demanding or upset, for instance in customer service and advisory areas. Your score suggests you can be a good negotiator and can control feelings such as anger or irritation as you process the information you need to.

Here are some issues you can think about and work on.

- Emotion is important in relationships, not least in giving cues to others so they can judge your attitude to them. Beware of being so in control of your internal emotions that you appear self-absorbed.
- Emotion is also important in individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.
- Controlling your emotions can be an effort. This can cause internal emotional pressure. If you need to keep firm control of your emotions in one part of your life, search for harmless ways – such as competitive sport – for letting them out in other areas.



This Facet measures the characteristic way we act: with forethought and planning or unthinkingly, quickly and on the spur of the moment.

We are taught to think before we make decisions or act. We are supposed to weigh up evidence and arguments. Yet work and life change so fast that there isn't always time to think things through. Decisions have to be made based on incomplete information. Sometimes it is more important to act than to weigh up the options. Many people will admit, when pressed, that they at times act on gut instinct, on pre-existing beliefs, on impulse or for reasons they find hard to explain.

Many senior leaders say that one of their most important jobs is to make decisions quickly, based on minimal evidence. They claim that making a decision and acting is usually better than sitting around and over-analysing a situation.

Both thinking things through and acting on impulse have their positive and negative aspects.

Impulse Control

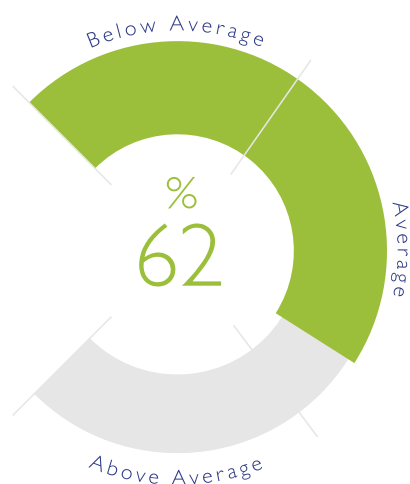
Above Average scores

You prefer to plan ahead, to take your time to gather evidence and evaluate arguments before deciding on any course of action. More than most people, you can control impulses to just do things without a worked out reason.

You will enjoy jobs where there is enough information, expertise and time to immerse yourself in data and construct a careful argument from it. At home you will want to weigh up the risks and implications of any course of action.

Here are some issues you can think about and work on.

- You risk paralysis by analysis. This involves getting so involved in looking at the evidence that you never come to a decision.
- You cannot have absolute certainty before acting or making every decision. Business problems rarely have a single correct answer. It would look odd if you treated every decision in your private life like a scientific experiment.
- If you love planning then always make sure you have one or more people around you who are more impulsive. Recognise that their way of thinking is not wrong or slapdash, but a different, complementary way of facing the same problem.
- Planning reduces risk, but it can result in lost opportunities.



Stress Management measures how well you handle pressure and stress. These are inescapable aspects of work and home life. A certain amount of pressure is essential for achieving what we want and enjoying many activities. Past a certain point pressure and stress have psychological and physical effects which prevent us doing our best work, finding pleasure in our life or, in extreme cases, staying healthy.

Many people try to develop ways of coping with the pressure and this Facet looks at whether you feel you cope well.

Stress has received a lot of attention in recent years. There are many books and training courses that describe ways of living a less unhealthily pressured life, including methods to prioritise work and relaxation techniques.

Stress Management

Average scores

Like most people, you are capable of handling pressure much of the time, although there are occasions when you get stressed and anxious. Watch out for these. Some stress or pressure can help you perform at the optimum level; past a certain point your performance will suffer.

Here are some issues you can think about and work on.

- Watch out for inconsistency: times when you are fairly relaxed but suddenly feel pressured. Consider using relaxation and other techniques to reduce stress levels.
- Try to identify those situations, people and tasks which raise and reduce stress. Note these down as they occur. This will help you avoid the former and use the latter.

Emotionality Factor

This Factor describes your capacity to perceive and express emotions and how you use them to develop and sustain relationships with others.

It is made up of:

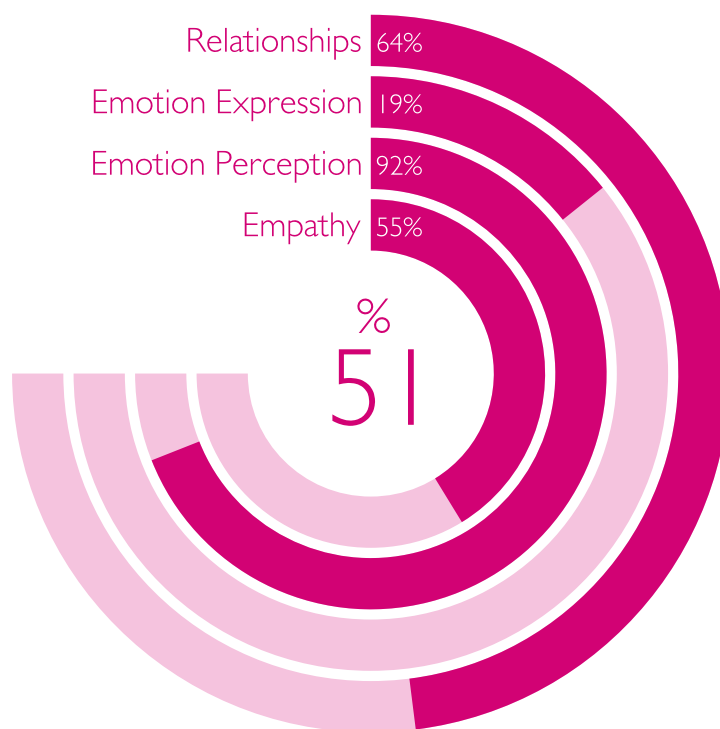
Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;

Emotion Perception: your capacity to understand your own and other people's emotions;

Emotion Expression: your capacity to express your emotions;

Relationships: your capacity to forge and sustain fulfilling relationships both in and out of work.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



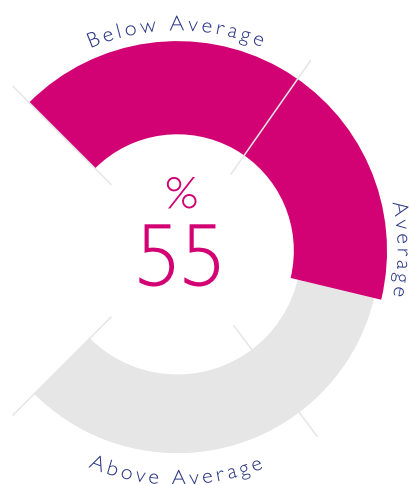
Average

Your Emotionality score suggests that you are as likely to be aware of your own and others' feelings as most people.

People with scores similar to yours are comfortable in expressing their internal emotional states to people and in contexts which merit trust. Staying aware of others' reactions when you are sharing feelings could be helpful since they will have different levels of comfort with emotional openness.

Answering the questions below will give you a better understanding of your Emotionality score:

- Do you think you recognise the emotional signals other people give off or the emotional signals you are transmitting?
- Do you make objective decisions based on facts or on emotions? Can you think of examples?
- Can you think of situations where you have missed, ignored or misinterpreted emotional hints or signals? What were the results of this?
- In situations when your feelings overwhelm you, do you find that acknowledging them and reflecting on them helps you to get them under control?



This Facet measures whether you understand other people's viewpoints and their reasons for feeling and acting the way they do. It also looks at how far you take their motives and feelings into account when considering how to respond to them.

If you understand why someone is doing or thinking something, you are in a better position to communicate with them effectively.

Thus, empathy is a key element in work roles, from management and supervision to selling and customer support. It also helps in personal relationships.

Empathy is important with colleagues. Understanding someone's reasons for doing something can avoid misunderstandings and arguments at work. People often attribute the wrong motives to each other.

Empathy does not imply agreement or sympathy. It can lead you to judge someone more harshly because you've put yourself in their shoes and found their thinking sloppy, their motives dubious or their reasons for acting in a certain way inadequate.

Empathy has downsides: it can lead you to focus on individuals and their concerns, rather than on a wider picture or the goal you have in mind.

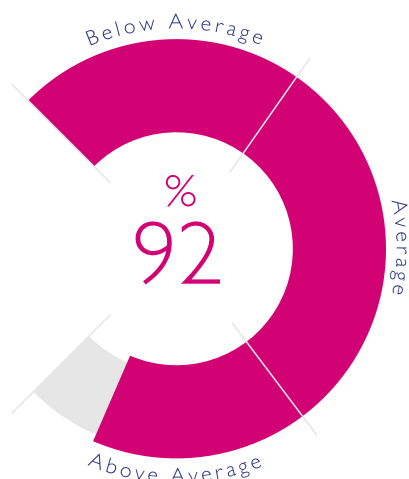
Empathy

Average scores

Your scores suggest you take into account others' viewpoints and feelings as much as most people.

Here are some issues you can think about and work on.

- Take care not to be inconsistent: showing empathy one moment then turning it off. Consistency is important in good relationships and good management.
- People differ in how empathetic they are. Try not to judge highly empathetic people as weak or people who score low on this Facet as unsympathetic.



Emotion Perception measures your emotional literacy: how good you are at understanding your and other people's emotional feelings. Empathy measures how easy you find it to put yourself in others' shoes. Emotion Expression is your ability to make your emotions clearly understood. By contrast, Emotion Perception looks at how well you can read emotions in any situation.

Research shows that inability to recognise emotions, coupled with a lack of sensitivity to social situations (which is measured in Social Awareness) can cause anti-social behaviour and avoidable disagreements. These can hinder organisational effectiveness and happiness in relationships, among other things. Emotion Perception contributes to the smooth running of any group of people.

Emotion Perception

Above Average scores

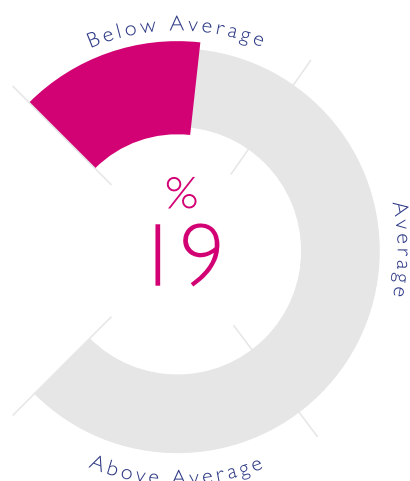
Your score indicates that you are better than most at understanding your own and other people's feelings and expressions. You rarely feel emotionally confused and find it easy to decode emotional signals as well as what you're feeling.

You may find it hard to realise that other people find this a difficult area.

You are ideally suited for positions or situations that require lots of people-contact, where working effectively with others – colleagues, suppliers, and managers – is the main way you achieve your aims.

Here are some issues you can think about and work on.

- Emotion perception can fascinate people to the extent that it becomes an end in itself. This can take your eye off other important tasks or give the impression that you're being intrusive.



The Facet Emotion Regulation concerns control of your internal states. By contrast this Facet, Emotion Expression, measures how fluent you are at communicating your emotions to others.

We express our emotions in many different ways: through our facial expressions; through our posture and bodily actions; through written and spoken words. We can express our emotion deliberately to create a desired effect, or naturally without any forethought.

Emotion is not a soft side-issue at work or outside it. It contributes to work culture, problem solving, motivation, trust and building effective teams. Being able to express how we feel can prevent misunderstandings in relationships.

Emotion Expression

Below Average scores

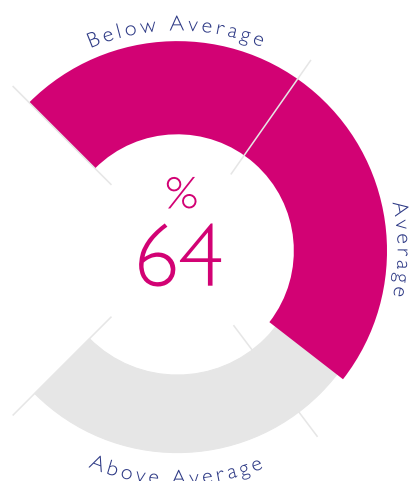
You find it harder than most people to communicate your feelings and emotions to others. You may not be able to find the words, behaviour and actions to get your feelings across in a way that makes you feel comfortable. Because of this you may feel misunderstood when people fail to understand what you're trying to communicate.

You may feel emotions but just not want to express them.

All this looks negative, but, in fact, it has many positive implications. People can't see through you and you will be able to hold discussions, contribute to meetings and run negotiations with something of a poker face. Displays of emotions can make us seem and feel more vulnerable than we like. You don't have this problem.

Here are some issues you can think about and work on.

- Emotion motivates and creates loyalty. You may find it difficult motivating others without some emotional expressiveness.
- Unexpressed strong emotion can cause problems. If you can't express your feelings at work find other arenas where it can be let out safely – such as sport, exercise or other activities.
- If you know you have difficulty expressing your emotions, check that you have reached mutual understanding at the end of discussions. You can summarise not only the factual content of a discussion but its emotional content.



Relationships

Average scores

Your responses suggest that you believe you are as good as most people at starting and sustaining fulfilling personal relationships in and out of work. Most of the time, your personal relationships will have no adverse impact on your work and your work will not get in the way of your relationships. You are flexible and balanced. However, you may occasionally experience friction that interferes with your productivity, overall well-being and social life.

Here are some issues you can think about and work on.

- Be careful about getting close to someone, then dropping them. This can cause problems both in and outside work.

This Facet measures how effective you are at starting and maintaining relationships with others.

Attitudes to relationships can be looked at in many ways. To some people relationships are a priority. To others their own thoughts and the jobs they have to do are more important. People can be more or less skilled in starting relationships and continuing them. Numbers of relationships differ from person to person, as does their depth.

We use the language of relationship management at work all the time without realising it. It helps us to explain why people work the way they do and what projects or roles they're best suited to. You may find people characterised as:

- good networkers – people with a large number of not particularly deep relationships;
- a good team member – who has deeper relationships with a small group; or
- loners – people who don't seem to need relationships with others and may be concentrated on specific tasks.

This way of describing people also fits how we function outside work: some people have lots of friends and keep in touch; some have a few close friends.

Sociability Factor

This Factor describes your capacity to socialise, to manage and to communicate with others.

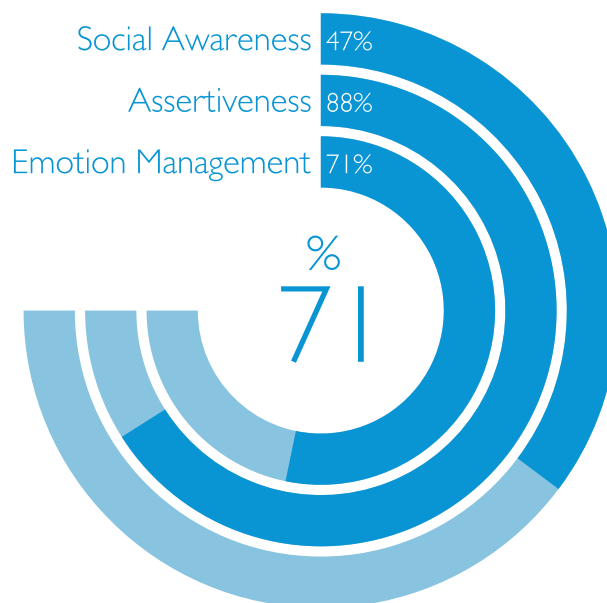
It is made up of:

Emotion Management: your capacity to manage other people's emotional states;

Assertiveness: how forthcoming you are and the degree to which you stand up for your own rights;

Social Awareness: your capacity to feel comfortable in social contexts and how you behave in the presence of people you do not know well.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



Above Average

Your Sociability score suggests that you feel more comfortable in social contexts than most people.

This suggests a preference towards being open to social situations and being more self-confident than most people. You are more likely to stand up for your rights and to confront others when necessary. However, since most people are likely to be less assertive than you are, they may interpret your frankness as aggression. People with similar scores may need to work to adopt a more diplomatic approach when dealing with others who are more hesitant than they are.

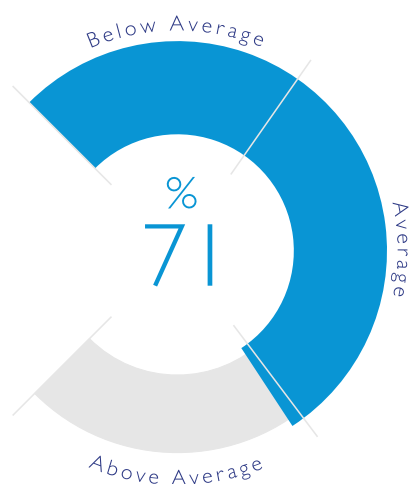
Your Sociability score also suggests you are in a good position to influence others' behaviours and moods to motivate, enthuse or reassure. However, doing this too obviously may result in others viewing this behaviour as an attempt to manipulate them. Ask yourself how much importance you place on trying to influence others and if every situation requires it.

You might like to think about these questions to understand your level of Sociability better:

- Do you like interacting with people from different backgrounds, with different skills and views?
- Are there types of people you don't like interacting with?
-

Have you ever found that your interest in socialising has become an end in itself and has distracted you from other priorities?

- Are there certain types of social situations you enjoy less than others?



As opposed to Emotion Regulation, which deals with your ability to control your own emotions, Emotion Management measures your ability to manage other people's emotional states. It looks at how effective you believe you are in influencing how other people feel. You can do this by sympathising with them, calming them down and motivating them. At times you will want to make people feel better but Emotion Management is not just about instilling positive emotions in other people.

It is about the wider issue of getting other people to act in a way that achieves a goal. You may want to instil a variety of emotions in employees if you feel that will help you to, for instance, improve underperformance. In some personal situations, people's emotions can get out of control and prevent a problem being solved: we may want to calm things down.

Emotion Management

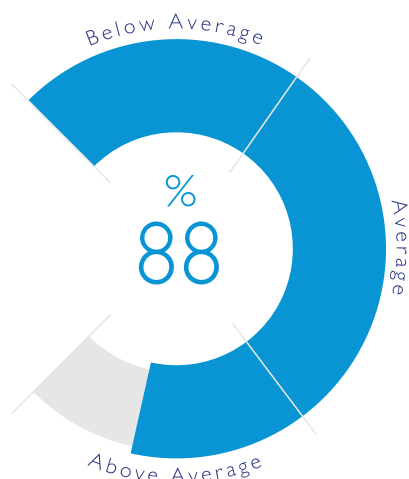
Above Average scores

Your score indicates that you believe you are better than most people at influencing how other people feel. You will be particularly good at jobs which involve a lot of personal contact in both formal settings (such as appraisals or negotiations) and informal settings (where you're in a large office with a number of people working for or with you).

This is an important skill in organisations and it becomes more and more important the more senior your job. It also contributes to sales success. If you can make the customer feel enthusiastic, motivated, happy or even safe, you're more likely to make a sale.

Here are some issues you can think about and work on.

- You may get a reputation for being manipulative or controlling. Using emotion management techniques too visibly can be off-putting for other people.
- Beware of intruding into other people's emotions. The surest way to make a bad impression is to overstep the barriers people set up around their emotional life.
- Don't let emotion management take over. You have other things to do.



Assertiveness measures how forthright and frank you are in putting your views across. It also looks at whether your views are based on your beliefs, on an objective analysis of data, or simply on emotional reactions. It suggests how far you will stand up for what you perceive as your rights.

Assertiveness is different from aggression, though the two qualities are sometimes confused. Aggression involves hostile acts or feelings; assertiveness is a tendency to stand up and argue for your views.

Assertiveness

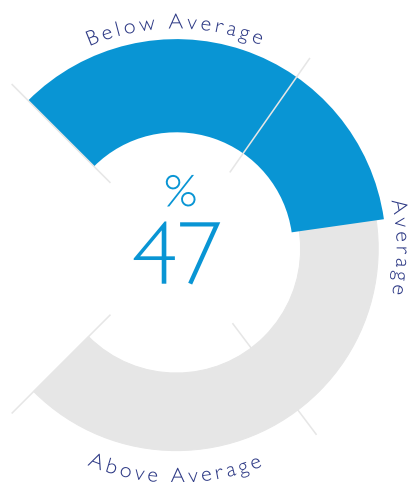
Above Average scores

You are more forthright and frank than most people. You will be comfortable when you argue your corner even if people directly disagree with you. You will not hang back in asking for things you want or need, in criticising or complimenting other people.

Frankness is an important leadership quality. People like a clear view of their situation at work and expect managers to confront and resolve difficult situations. This is also true in social and personal situations where addressing a problem early and honestly prevents it growing. You are well-equipped to do this.

Here are some issues you can think about and work on.

- Don't continue to argue for your views after people have decided on a different position or course of action. This can make you seem inflexible. You need to be aware when an argument has gone against you.
- People who score lower on assertiveness may interpret your natural frankness as aggression or rudeness. They may take your comments more personally than you do. Be sure after such a discussion that you review what has happened and check that your attitude has not been misinterpreted.
- Don't fight about every decision. Learn to choose your battles. If you turn every decision into a major argument people will start seeing you as aggressive. They may stop raising issues with you.
- Avoid concentrating on your own arguments so much that you miss what other people are saying. Communication is a two-way process and hearing is as important as expressing.



Social situations bring their own pressures and we are more or less good at noticing and then adapting to them. There are unwritten and sometimes formal rules about how we dress, act or even speak differently at work, at home and in certain types of social situations. Some of us make efforts to adapt; some of us make a point of being ourselves.

Social Awareness measures your perception of how aware you are of different situations and how you adapt your behaviour based on this awareness.

Social Awareness

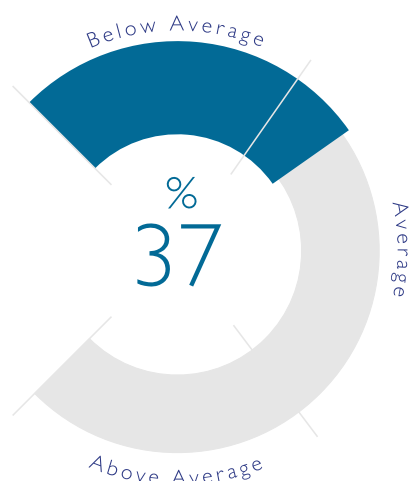
Average scores

Your score indicates that you generally notice and adapt to different social contexts as much as most people, but there are times when you are unsure about how to behave in the presence of people you do not know well.

You may be more conscious of your behaviour in certain social contexts and need to plan more about fitting in certain situations than someone who perceives themselves as higher on this scale.

Here are some issues you can think about and work on.

- You may get upset if you feel you have misjudged and not adapted to a social situation correctly. People often think about this and feel embarrassed. In fact, others notice it less than we think.
- If you want to improve your social skills there are plenty of techniques around in areas such as active listening, asking and giving help. This can enhance both your personal and your work relationships.



Adaptability measures how flexible you are in your approach to life. It reflects how you adapt to new environments, conditions and people, and how you deal with change. Your score indicates whether you will welcome and even seek out new experiences or will prefer a more stable environment and work.

Understanding your score on this Facet will help you cope with different situations at work, such as a reorganisation, a new job or a long, mundane project. It will also help you address personal changes, such as moving house or breaking up with a partner.

Adaptability

Average scores

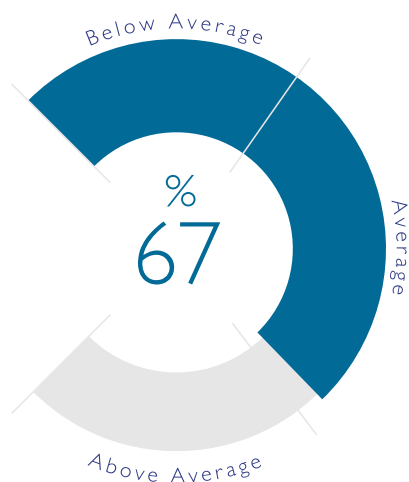
Your responses suggest you are as adaptable to new environments as most people. You can cope with changes in your work and home life. You also need certain stable elements whether these are people, systems, habits or ways of working.

You will like jobs with some stability – a predictable workload or a core system – but which do involve change. You will tend not to flourish in conditions of creative anarchy or tight bureaucracy.

You are in a good position to see both the advantages and disadvantages involved in changing a situation or leaving it as it is.

Here are some issues you can think about and work on.

- You may see other people's natural tendency to embrace change or resist it as simply irresponsibility or obstruction. You can help by seeing both sides of an argument.



Research shows that individuals are motivated by many different things in their work. These include financial rewards, status, praise, and social interaction.

Self-motivation measures the extent to which a person is intrinsically motivated. People motivated in this way have their own internal standards which they apply to any task. Their motivation comes from achieving those standards.

Self-Motivation

Average scores

You are driven by your internal standards as much as most people. At times you will get pleasure just from doing something well. At other times you will need additional incentives to get going, keep going and see a project through to the end. You will be reasonably flexible in how you judge your own work: sometimes your own judgement will be most important; sometimes the views of managers or colleagues.

Here are some issues you can think about and work on.

- You may become critical of people who are totally driven by their own standards or people who need lots of external motivation to get going. You might view the former as self-obsessed and unrealistic, the latter as lazy or undisciplined. Both attitudes have strengths and weaknesses.



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