

Sam Sample
27 Mar 2013

EXPERT

EMOTIONAL INTELLIGENCE REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

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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 his work history and previous qualifications, and by the use of objective tests and structured interviews. His 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 his 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 15FQ+ 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 his typical behaviour, and should not be taken as an assessment of his maximum (or most effective) performance. Rather it describes his core EI competencies, with his actual performance in any particular setting being influenced by a number of factors in addition to his level of Emotional Intelligence. These include: the specific skills he has developed; the impact the environment has on facilitating or inhibiting his performance; his motivation; his 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

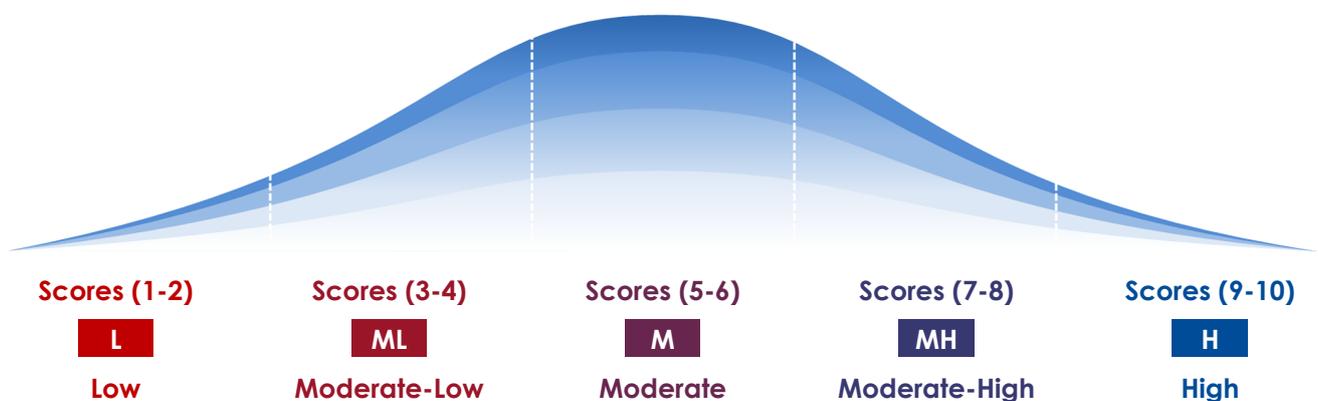
The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive 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 his tendency to exhibit effective workplace behaviours compared to others. His 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
Fifteen Factor Questionnaire Plus (15FQ+)	Professional Managerial	1186

RESPONSE STYLE

The Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results indicate that Sam Sample may have been concerned to present himself in a socially acceptable manner and as an ideal employee. That is, he may have intentionally (or otherwise) selected answers that project an image that he considered to be highly desirable within the workplace. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate strategy or alternatively a reflection of his true personality, being more a function of the genuine altruism or desire to engage in positive organisational citizenship than an attempt to distort profile indications.



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

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Self-awareness	2	L		●								
Self-management	10	H										●
Domain	Score	Level	1	2	3	4	5	6	7	8	9	10
Overall Personal Domain Score	6	M						●				

INTER-PERSONAL DOMAIN PROFILE CHART

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Social Awareness	6	M						●				
Relationship Management	7	MH							●			
Domain	Score	Level	1	2	3	4	5	6	7	8	9	10
Overall Inter-Personal Domain Score	6	M						●				



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:

- He would not be expected to be unduly prone to lose his temper when things go wrong.
- He should be fairly committed to completing tasks he has started, on time and to the required standard.
- He is likely to have a fairly strong preference for planning ahead, rather than deal with problems as they arise.
- He would be expected to be quite motivated to attend to detail.
- He would be expected to be extremely diplomatic and to be concerned not to say things that might cause offence.
- When negotiating, he would be expected to be motivated to try to achieve a balance between making sufficient concessions to move the negotiations forward while not conceding on the most important issues.

POTENTIAL AREAS FOR DEVELOPMENT

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

- To be more adaptable and open to change.
- To be more open to new ideas.
- 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

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Self-awareness	2	L										

EMOTIONAL SELF-AWARENESS

Sam Sample's profile indicates he is unlikely to be particularly open to his own emotional experiences. His scores suggest he is tough-minded and prone to take a quite utilitarian approach to life. As a result, he will be more inclined to focus on external realities than on his own feelings. In addition to this, he may not always be aware of his typical emotional responses to different situations and the ways in which his emotions influence his own behaviour and affect those around him. Being no more open or warm in his interpersonal relationships than most, he is unlikely to have particular insight into his own feelings and may at times come across as being slightly shielded from emotions. Furthermore, as he is likely to take a as cool, distant and aloof approach to personal relationships, he would be expected to have less insight into his own emotions than many other people. Consequently, he may not be aware of all of his typical emotional responses to different situations and may not fully appreciate how his emotions influence his behaviour and affect those around him.

SELF-CONFIDENCE

Sam Sample's responses to the questionnaire indicate he is likely to have average levels of confidence and is expected to be as self-assured and secure in himself as most. As such, he should not be unduly prone to experience feelings of self-doubt and is likely to be as sure of his own opinions as most other people are. While he would be expected to be reasonably comfortable actively making decisions, he may nonetheless become a little indecisive (and possibly even somewhat prone to self-doubt) if much is at stake. His scores indicate he is likely to have a fairly strong preference for creating detailed plans and schedules. As a result, he would be expected to dislike uncertainty. Consequently, he may be unhappy if forced to make decisions in situations where outcomes are unclear and only limited information is available. His responses suggest he is socially bold. As a result, Sam Sample is likely to have a strong social presence. He is unlikely to be any more inclined than most to worry about how his views and opinions will be received and should therefore be fairly happy to freely express his opinions, even if they are slightly unpopular. His scores suggest he is as assertive as most and, as a result, he is unlikely to experience undue difficulty if required to push others into action, unless they are particularly un-obliging or uncooperative. His responses to the questionnaire further indicate he is likely to have average levels of self-esteem. Consequently, he should be as confident of his own views and opinions as most other people and should not be averse to seeking support and guidance from others.



ACCURATE SELF-ASSESSMENT

Despite the fact that he is likely to be no more secure and self-assured than most, Sam Sample may nonetheless on occasion be somewhat inclined to overestimate his own level of ability and skill. His scores suggest he is not any more suspicious than most and that he should be as open as most people to receiving feedback, even if this is not presented in the most constructive manner. As a result, he should be fairly happy to enter into a constructive dialogue as to how best to improve his performance. In general he is likely to be quite open to acknowledging mistakes or errors he has made, but may be a little reluctant to do so if he 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

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Self-management	10	H										

EMOTIONAL SELF-CONTROL

The profile suggests Sam Sample is likely to be extremely stable and emotionally mature. As a result, he should not be prone to let his emotions cloud his judgment or adversely affect his performance at work. Consequently, his colleagues are not likely to view him as being at all moody or unpredictable. He is very unlikely to lose his composure when placed under pressure or experience any difficulty maintaining his concentration in noisy, distracting environments. As such, he would not be expected to experience any difficulty coping with the emotional demands of challenging working environments. As his scores suggest he has above average levels of frustration tolerance, he should not be particularly likely to become short tempered or irritable when things go wrong. Moreover, he should not experience great difficulty dealing with slow or indecisive people and is not unduly likely to lose his temper in such situations.

ACHIEVEMENT ORIENTATION

While it is unlikely that Sam Sample is by nature very lively and fun-loving, it would nonetheless be expected that he would be very unlikely to be troubled by feelings of despondency or depression. In general, he would be expected to have enough energy to meet even the most demanding work schedules. He should not be any more inclined than most to worry about the future or anticipate problems where others see none. As a result, he is likely to have at least as optimistic and positive an outlook as most, with him 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. Consequently, he should be reasonably committed to completing tasks he has started on time and to schedule. As his scores suggest he is meticulous and attentive to detail, he would be expected to have a strong sense of commitment to maintaining quite high quality standards. Moreover, his scores also indicate he is likely to have a fairly strong preference for planning ahead, rather than deal with problems as they arise. As a result, he is likely to be quite keen to look to the future, with the aim of anticipating problems and difficulties for which he can build contingences into his reasonably detailed plans.

ADAPTABILITY AND TRUSTWORTHINESS

As his profile indicates he is likely to have a preference for following tried and tested methods, Sam Sample may be expected to be a little disinclined to accept novel ideas, unless their benefits are fairly clear. His scores further suggest he may be somewhat rule-bound and rigid and that he is unlikely to be very adaptable and open to change. His profile indicates he is likely to be reasonably high respectful of authority and is likely to value tradition. As a result, he is likely to feel a fairly strong sense of allegiance to conventional moral standards and codes of ethical conduct. Moreover, he is likely to set himself quite high standards at work and in his personal behaviour, and to be likely to have a fairly strong sense of personal ethics. Consequently, he would be expected to be quite committed to following organisational rules, regulations and procedures. As his scores suggest he is socially bold, he is likely to be fairly happy to take a stand on those ethical issues he 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

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Social-Awareness	6	M						●				

EMPATHY

Sam Sample's profile suggests he is as warm and empathic as most other people, and is likely to be very concerned to attend to the nuances of the setting he finds himself in. As a result, he would be expected to have a fair degree of insight into others' thoughts and feelings. Having a profile which suggests an average level of interest in other people, he is likely to be as sympathetic and understanding as most. Moreover, he would be expected to be at least as motivated as most other people to promote harmonious working relationships. However, despite his profile indicating that he is likely to be relatively concerned about the welfare of others, his scores suggest he is as assertive as most. As a result, he would not be expected to experience undue difficulty ensuring that his colleagues' personal needs are balanced against the demands of work.

INTERPERSONAL OPENNESS

His responses to the questionnaire suggest Sam Sample is as warm, caring and compassionate an individual as most, and is as agreeable and accommodating as most other people. As a consequence, he would be expected to be quite a good listener. However, as his profile suggests he is fairly conservative and traditional by nature, he may not be very open to others' views and opinions if they are very radical and quite unconventional.

ORGANISATIONAL AWARENESS AND SERVICE ORIENTATION

Having a pattern of scores that indicates he is likely to be sensitive to the subtleties and overtones of social situations, Sam Sample would be expected to be quite motivated to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As his scores suggest he is as disinclined to take others at face value, he is likely to be inclined to question others' motives and consider what hidden agendas (if any) may be at play. Sam Sample's profile suggests that although he is likely to have an average level of interest in understanding other people's needs, wants and goals, he is likely to be somewhat less intuitive than most. As a result, while he would be expected to be at least as motivated as most to try to understand clients' requirements and consider how these can be met, he may have a little difficulty fully appreciating these if they are unclear.



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

Competency Cluster	Score	Level	1	2	3	4	5	6	7	8	9	10
Relationship-Management	7	MH								●		

PERSUASIVENESS AND CONFLICT MANAGEMENT

As the assessment results suggest he is socially confident and is likely to feel quite comfortable and at ease when speaking to large groups of people, Sam Sample would be expected to be a fairly effective public speaker. The profile further suggests he is reasonably agreeable and accommodating, and should therefore be no more likely than most to try to dominate conversations. As a consequence, others are not likely to feel that they have undue difficulty 'making their voice heard' in meetings and discussions with him. In situations where he is negotiating with others he would be expected to try to achieve a balance between making sufficient concessions to move the negotiations forward while not conceding on the most important issues. As his scores suggest he is highly motivated to attend to the emotional undercurrents of the setting he finds himself in, he should be capable of being diplomatic and tactful.

INSPIRATIONAL LEADERSHIP AND CHANGE CATALYST

Having a profile which suggests he is likely to be somewhat less lively and participative than many, he is not likely to find it very easy to energise and motivate others. As his responses to the questionnaire indicate he is likely to be fairly traditional in approach, he is relatively unlikely to enthusiastically promote new working methods, practises and procedures.



TEAM WORKING AND OPEN COMMUNICATION

As his profile suggests he is quite group-orientated, he should enjoy team work. Moreover, Sam Sample would be expected to have quite a large network of friends and colleagues to call upon for help and advice if needed. His results further suggest he is not unduly inclined to doubt people's motives and is likely to be at least as open and straightforward as most in his dealings with colleagues. Consequently, he is unlikely to see undue reason to be guarded or manipulative in his work relationships. As a result, he should be relatively happy to share information and knowledge with his colleagues, with him not fearing they may use this information to gain an advantage over him. Therefore, he is unlikely to be concerned that the development of others might undermine his position at work. His profile suggests that, when developing colleagues, he is likely to prefer to adopt a balanced style, which incorporates elements of teaching along with mentoring and coaching. As his scores indicate he is inclined to believe he has a significant amount to contribute to the development of staff, he 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 him 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 him. Use the following questions to gauge his 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 he 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 plans is for:

This development plans is overseen by:

Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Universal 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Personal Domain	Self-managements	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Social Awareness	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Relationship Management	<input 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?