EMOTIONAL INTELLIGENCE**VIEW360**

Emotional Intelligence View360 Profile for:
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Assessment Plus Ltd

5 Jun 2014

Summary Feedback Report

Introduction

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarises feedback from the following type and number of raters:

Self	1
Supervisor	1
Peers	2
Subordinates	2

What Does this Report Give Me?

✔ Competency Definitions
✔ Self Awareness Summary
✔ Competency Group Summary
✔ Competency Summary
✔ Most Frequent / Least Frequent Behaviours
✔ Behaviour Summary
✔ Open Ended Comments
✔ Development Planning Guide

Summary Feedback Report Continued

What is Emotional Intelligence?

It's not how intelligent we are, but *how* we are intelligent. At the most basic level, Emotional Intelligence is often conceptualized as the ability to recognize, understand and manage emotions and behaviour effectively.

What are the Components of Emotional Intelligence?

The most widely accepted models of emotional intelligence (EI) and emotional and social competence have been influenced by several researchers. For example, Howard Gardner's (1983) theory of "multiple intelligences" lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognised today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their "mental ability" model of EI in 1997 and Reuven Bar-On (1988) has placed EI in the context of "emotional and social intelligence." Richard Boyatzis and Daniel Goleman (1998) formulated EI in terms of social and emotional competencies linked to outstanding performance in the workplace. Finally, newer models of EI continue to emerge such as "trait emotional intelligence" (Petrides et al., 2007) that includes personality facets specifically related to affect.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management. **Emotional Intelligence View 360** was developed to measure a *view* of emotional and social competence by measuring key competencies associated with job performance.

	Perception	Behavior
Self	Self- Awareness	Self- Management
Others	Social Awareness	Relationship Management

What is the Association between Emotional Intelligence and Work Related Performance?

A growing research literature suggests that EI and emotional and social competence are significantly associated with job performance with positions requiring high frequent customer and interpersonal interactions even when mental ability and personality variables are controlled. Current research on emotional intelligence suggests that:

- ✔ Highly conscientious employees who lack social and emotional intelligence perform significantly more poorly than those high in conscientiousness and emotional intelligence
- ✔ The highest performing managers and leaders are perceived to have significantly more "emotional and social competence" than other managers
- ✔ Poor social and emotional intelligence (e.g., over-estimation of strengths relative to other raters) are often predictors of executive and management "derailment" and failure in one's job

All Invited Raters

Sally Sample	Self
Rater1 Test1	Supervisor
Rater2 Test2	Peers
Rater3 Test3	Peers
Rater4 Test4	Subordinates
Rater5 Test5	Subordinates

Competency Definitions

Self Management

Self-Development
Manages one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Stress Tolerance
Maintains balance and performance under pressure and stress. Copes with ambiguity and change in a constructive manner.

Self-Control
Manages and controls emotions and behaviour in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Trustworthiness
Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationships with others.

Strategic Problem Solving
Analyses a situation, identifies alternative solutions, and develops specific actions; Gathers and utilises available information in order to understand and solve organisational issues and problems.

Achievement Orientation
Accomplishes tasks, projects and assignments on time and with quality.

Relationship Management

Building Strategic Relationships
Initiates and cultivates strategic internal and external networking relationships that foster both individual and organisational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Conflict Management
Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence
Utilises appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Competency Definitions Continued

Interpersonal Sensitivity/Empathy
Takes actions that demonstrate consideration for the feelings and needs of others.

Team/Interpersonal Support
Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments.

Collaboration
Establishes and develops cooperative, supportive and collaborative working relationships with others.

Communication

Written Communication
Expresses written thoughts and ideas in a clear and concise manner.

Two-Way Feedback
Solicits input and keeps others informed with necessary information in a timely manner.

Oral Communication
Conveys oral thoughts and ideas in a clear and concise manner.

Oral Presentation
Presents individual and organisational viewpoints to groups in a clear and persuasive manner.

Listening
Listens attentively and seeks to understand the verbal communications of others.

Competency Definitions Continued

RATING SCALE

1	To an Extremely Small Extent
2	To a Very Small Extent
3	To a Small Extent
4	To a Moderate Extent
5	To a Large Extent
6	To a Very Large Extent
7	To an Extremely Large Extent
NA	Not Observable or Not Applicable

Self-Awareness and Social Awareness View Introduction

This section provides feedback about your level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

|	Perception	Behavior
Self	**Self- Awareness**	**Self- Management**
Others	**Social Awareness**	**Relationship Management**

Self-awareness and Social-awareness can be categorized in four distinct ways:

1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

Examine which specific emotional intelligence competencies fall into each of these four categories. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.

Self-Awareness Index
Self - All Raters (N = 5)
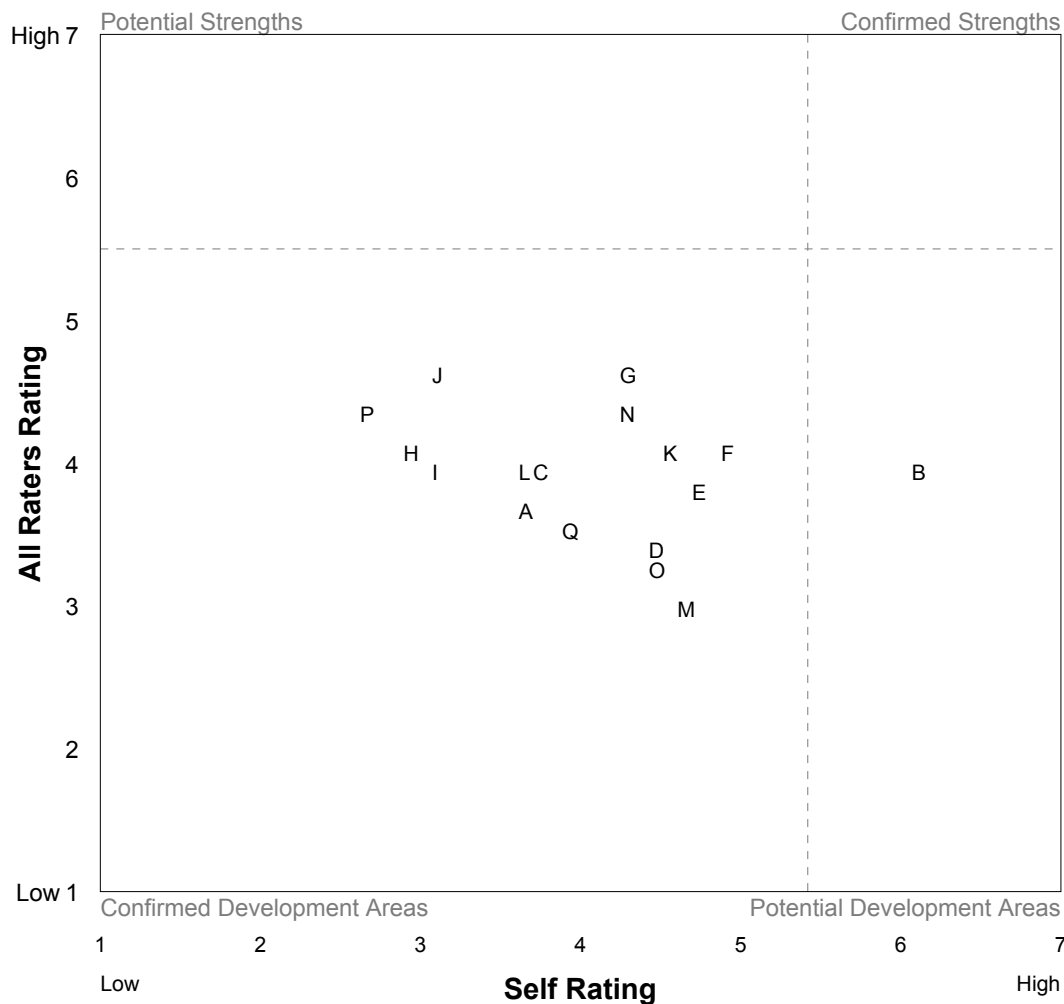
Average Scores	Self	All Raters
Confirmed Development Areas		
A. Self-Development	3.75	3.75
C. Self-Control	3.80	3.96
D. Trustworthiness	4.50	3.50
E. Strategic Problem Solving	4.80	3.84
F. Achievement Orientation	5.00	4.20
G. Building Strategic Relationships	4.33	4.73
H. Conflict Management	3.00	4.16
I. Leadership/Influence	3.20	4.04
J. Interpersonal Sensitivity/Empathy	3.20	4.72
K. Team/Interpersonal Support	4.60	4.12
L. Collaboration	3.67	3.97
M. Written Communication	4.67	3.00
N. Two-Way Feedback	4.33	4.40
O. Oral Communication	4.50	3.30
P. Oral Presentation	2.75	4.40
Q. Listening	4.00	3.55
Potential Development Areas		
B. Adaptability/Stress Tolerance	6.20	4.04

Self-Awareness Index
Self - Supervisor (N = 1)

Average Scores
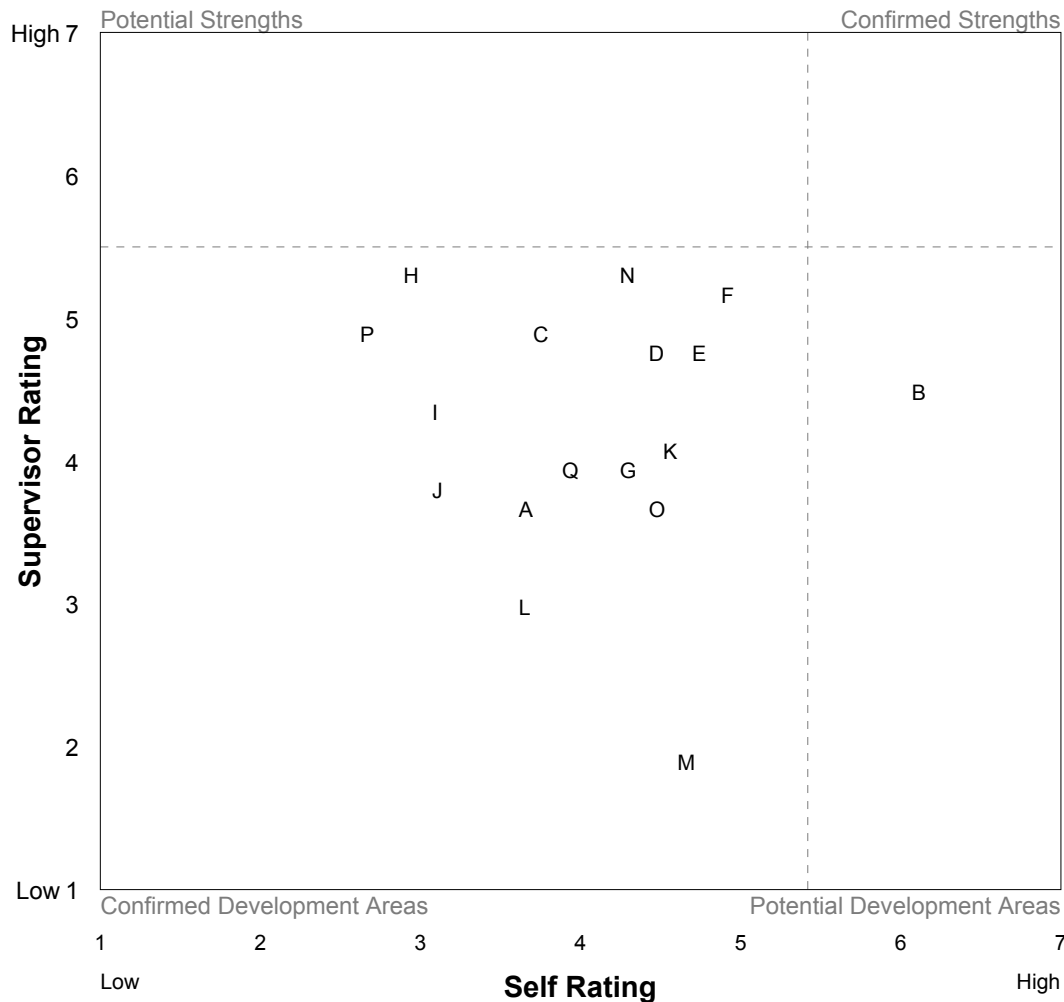
	Self	Supervisor
Confirmed Development Areas		
A. Self-Development	3.75	3.75
C. Self-Control	3.80	5.00
D. Trustworthiness	4.50	4.75
E. Strategic Problem Solving	4.80	4.80
F. Achievement Orientation	5.00	5.25
G. Building Strategic Relationships	4.33	4.00
H. Conflict Management	3.00	5.40
I. Leadership/Influence	3.20	4.40
J. Interpersonal Sensitivity/Empathy	3.20	3.80
K. Team/Interpersonal Support	4.60	4.20
L. Collaboration	3.67	3.00
M. Written Communication	4.67	2.00
N. Two-Way Feedback	4.33	5.33
O. Oral Communication	4.50	3.75
P. Oral Presentation	2.75	5.00
Q. Listening	4.00	4.00
Potential Development Areas		
B. Adaptability/Stress Tolerance	6.20	4.60

Self-Awareness Index
Self - Peers (N = 2)
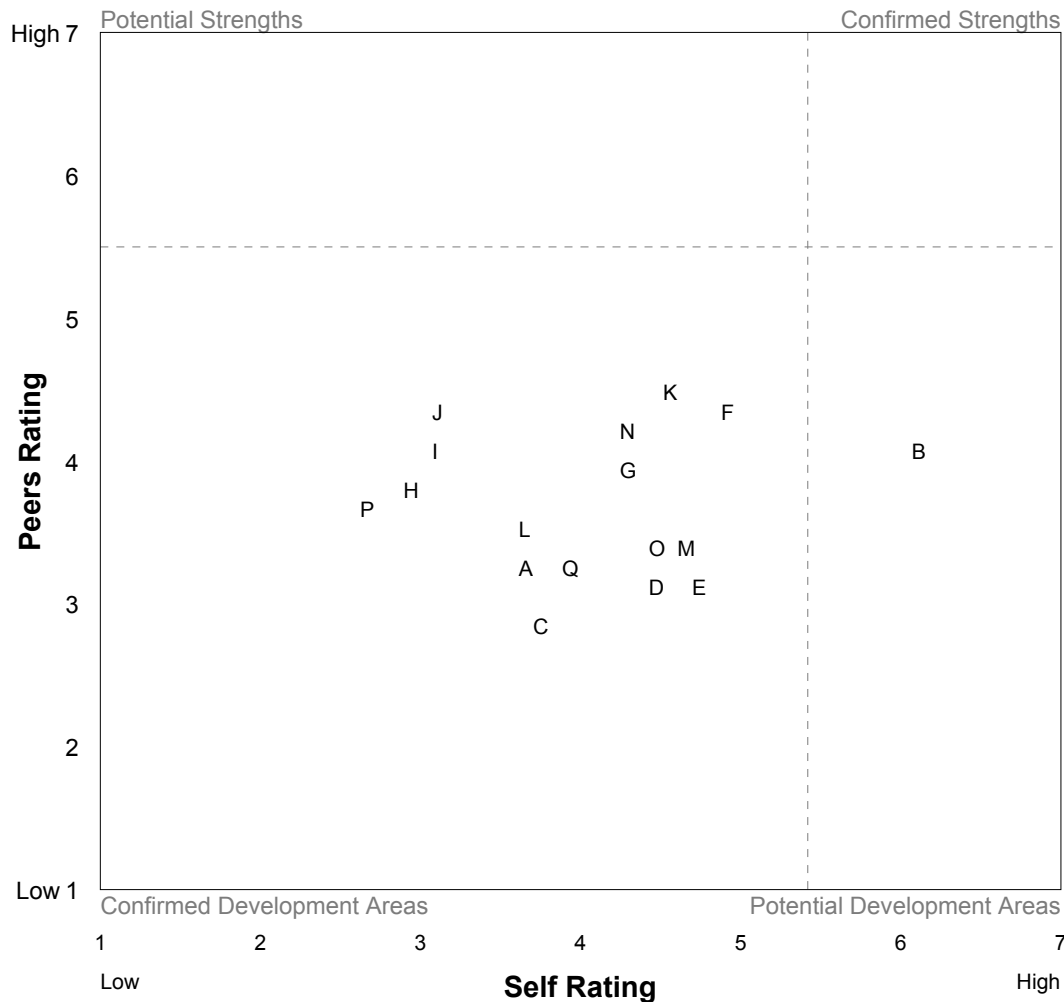
Average Scores

	Self	Peers
Confirmed Development Areas		
A. Self-Development	3.75	3.38
C. Self-Control	3.80	2.90
D. Trustworthiness	4.50	3.13
E. Strategic Problem Solving	4.80	3.20
F. Achievement Orientation	5.00	4.38
G. Building Strategic Relationships	4.33	4.00
H. Conflict Management	3.00	3.90
I. Leadership/Influence	3.20	4.10
J. Interpersonal Sensitivity/Empathy	3.20	4.40
K. Team/Interpersonal Support	4.60	4.50
L. Collaboration	3.67	3.58
M. Written Communication	4.67	3.50
N. Two-Way Feedback	4.33	4.33
O. Oral Communication	4.50	3.50
P. Oral Presentation	2.75	3.75
Q. Listening	4.00	3.25
Potential Development Areas		
B. Adaptability/Stress Tolerance	6.20	4.10

Self-Awareness Index
Self - Subordinates (N = 2)
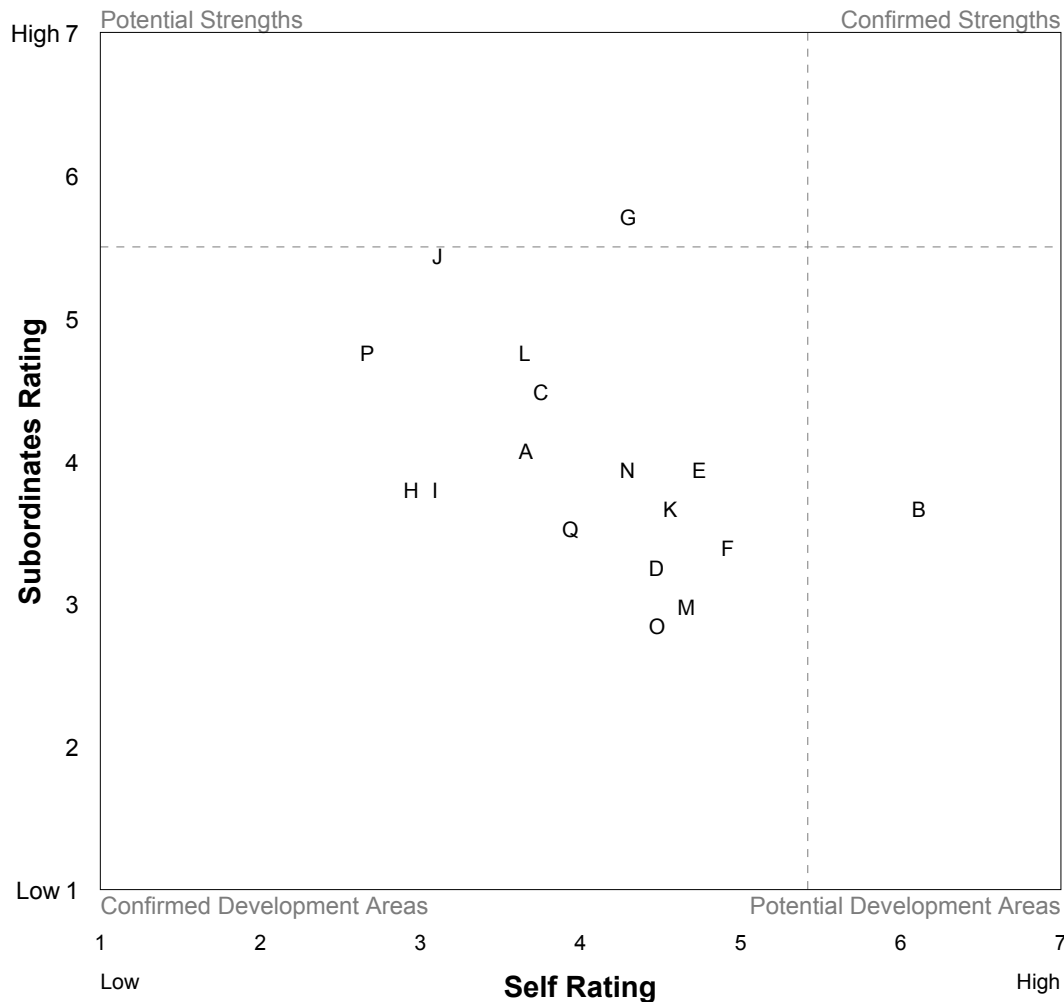
Average Scores		
	Self	Subordinates
Potential Strengths		
G. Building Strategic Relationships	4.33	5.83
Confirmed Development Areas		
A. Self-Development	3.75	4.13
C. Self-Control	3.80	4.50
D. Trustworthiness	4.50	3.25
E. Strategic Problem Solving	4.80	4.00
F. Achievement Orientation	5.00	3.50
H. Conflict Management	3.00	3.80
I. Leadership/Influence	3.20	3.80
J. Interpersonal Sensitivity/Empathy	3.20	5.50
K. Team/Interpersonal Support	4.60	3.70
L. Collaboration	3.67	4.83
M. Written Communication	4.67	3.00
N. Two-Way Feedback	4.33	4.00
O. Oral Communication	4.50	2.88
P. Oral Presentation	2.75	4.75
Q. Listening	4.00	3.63
Potential Development Areas		
B. Adaptability/Stress Tolerance	6.20	3.70

Competency Group Introduction

Competency Group Bar Graphs

Each Emotional Intelligence View360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- Self Management
- Relationship Management
- Communication

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 3 Emotional Intelligence View360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each Emotional Intelligence View360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

1	To an Extremely Small Extent
2	To a Very Small Extent
3	To a Small Extent
4	To a Moderate Extent
5	To a Large Extent
6	To a Very Large Extent
7	To an Extremely Large Extent
NA	Not Observable or Not Applicable

Competency Group Introduction Continued

AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR - "NR" means no people from a particular rater group have responded.

N - "N" shows the number of respondents who answered the questions in this competency group.

Avs - "Avs" is the average score and corresponds with the bar length.

Example

	Avs	N
Self	7.00	1
Supervisor	6.00	2
Peers	5.00	3
Average	5.40	5
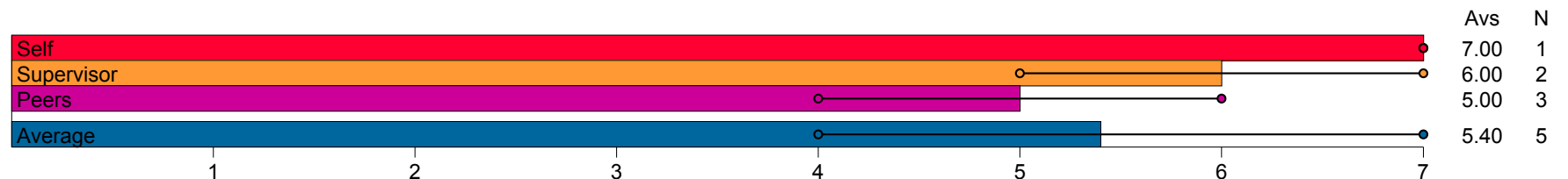
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

1 = To an Extremely Small Extent   **2** = To a Very Small Extent   **3** = To a Small Extent   **4** = To a Moderate Extent   **5** = To a Large Extent   **6** = To a Very Large Extent   **7** = To an Extremely Large Extent

Competency Group Summary

Relationship Management

	Avs	N
Self	3.62	1
Supervisor	4.10	1
Peers	4.07	2
Subordinates	4.50	2
Average	4.25	5

Self Management

	Avs	N
Self	4.70	1
Supervisor	4.70	1
Peers	3.50	2
Subordinates	3.87	2
Average	3.89	5

Communication

	Avs	N
Self	4.00	1
Supervisor	4.06	1
Peers	3.64	2
Subordinates	3.67	2
Average	3.73	5
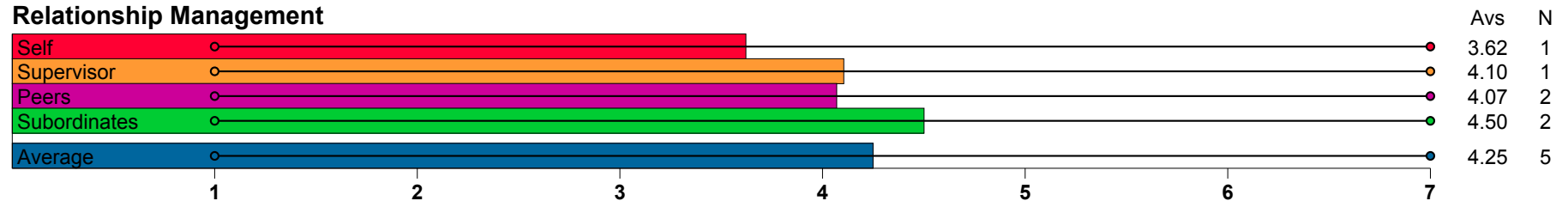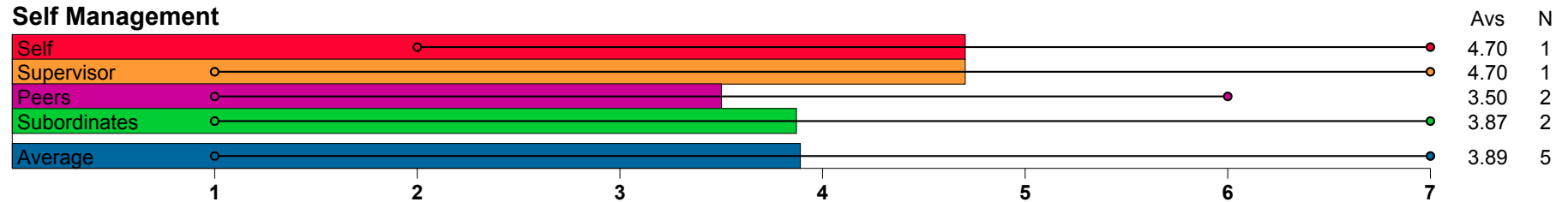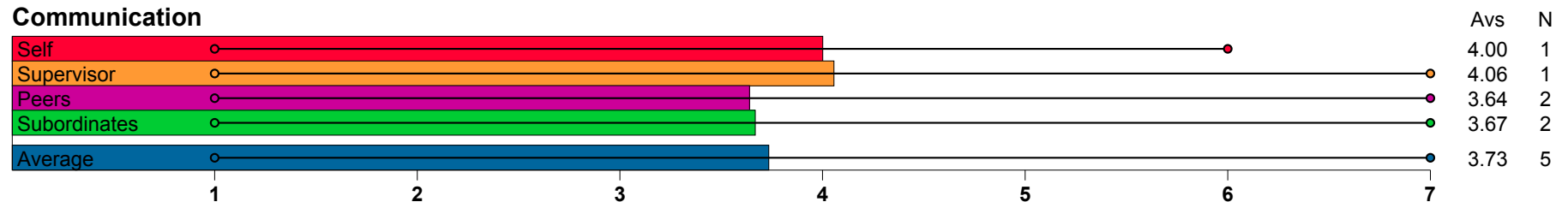
Competency Summary

The average score for each Emotional Intelligence View360 competency group and specific competency are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Competencies	Self	Supervisor	Peers	Subordinates	Average
Relationship Management	**3.62 (0.40)**	**4.10 (0.40)**	**4.07 (0.43)**	**4.50 (0.43)**	**4.25 (0.42)**
Building Strategic Relationships	4.33 (0.32)	4.00 (0.28)	4.00 (0.67)	5.83 (0.55)	4.73 (0.44)
Interpersonal Sensitivity/Empathy	3.20 (0.47)	3.80 (0.43)	4.40 (0.44)	5.50 (0.50)	4.72 (0.41)
Conflict Management	3.00 (0.63)	5.40 (0.55)	3.90 (0.43)	3.80 (0.49)	4.16 (0.44)
Team/Interpersonal Support	4.60 (0.46)	4.20 (0.51)	4.50 (0.50)	3.70 (0.48)	4.12 (0.48)
Leadership/Influence	3.20 (0.43)	4.40 (0.50)	4.10 (0.34)	3.80 (0.56)	4.04 (0.45)
Collaboration	3.67 (0.34)	3.00 (0.42)	3.58 (0.40)	4.83 (0.44)	3.97 (0.37)
Self Management	**4.70 (0.51)**	**4.70 (0.45)**	**3.50 (0.47)**	**3.87 (0.38)**	**3.89 (0.41)**
Achievement Orientation	5.00 (0.76)	5.25 (0.64)	4.38 (0.56)	3.50 (0.40)	4.20 (0.46)
Adaptability/Stress Tolerance	6.20 (0.75)	4.60 (0.55)	4.10 (0.54)	3.70 (0.40)	4.04 (0.47)
Self-Control	3.80 (0.61)	5.00 (0.58)	2.90 (0.50)	4.50 (0.44)	3.96 (0.41)
Strategic Problem Solving	4.80 (0.75)	4.80 (0.32)	3.20 (0.45)	4.00 (0.37)	3.84 (0.36)

Competency Summary Continued

Competencies	Self	Supervisor	Peers	Subordinates	Average
Self Management	**4.70 (0.51)**	**4.70 (0.45)**	**3.50 (0.47)**	**3.87 (0.38)**	**3.89 (0.41)**
Self-Development	3.75 (0.57)	3.75 (0.36)	3.38 (0.40)	4.13 (0.39)	3.75 (0.38)
Trustworthiness	4.50 (0.31)	4.75 (0.45)	3.13 (0.61)	3.25 (0.38)	3.50 (0.44)
Communication	**4.00 (0.50)**	**4.06 (0.28)**	**3.64 (0.41)**	**3.67 (0.42)**	**3.73 (0.38)**
Two-Way Feedback	4.33 (0.84)	5.33 (0.21)	4.33 (0.40)	4.00 (0.46)	4.40 (0.36)
Oral Presentation	2.75 (0.64)	5.00 (0.42)	3.75 (0.48)	4.75 (0.64)	4.40 (0.49)
Listening	4.00 (0.59)	4.00 (0.15)	3.25 (0.54)	3.63 (0.31)	3.55 (0.35)
Oral Communication	4.50 (0.50)	3.75 (0.64)	3.50 (0.45)	2.88 (0.52)	3.30 (0.49)
Written Communication	4.67 (0.37)	2.00 (0.73)	3.50 (0.21)	3.00 (0.46)	3.00 (0.36)

Most Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively builds relationships and partnerships with others outside the organisation	**Building Strategic Relationships**	**5.60**	0	0	0	[2]	0	1	2
Encourages others to express contrary views, ideas and opinions	**Conflict Management**	**5.60**	0	0	0	[2]	0	1	2
Provides timely and ongoing feedback to others regarding working relationships and job performance	**Team/Interpersonal Support**	**5.40**	0	0	0	1	2	1	[1]
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	**Interpersonal Sensitivity/Empathy**	**5.40**	0	[0]	1	0	1	2	1
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	**Conflict Management**	**5.40**	0	0	[0]	1	1	3	0

Most Frequent Behaviours - All Raters

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	5.00	0	0	0	3	0	1	1
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	5.00	0	0	2	0	1	0	2
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	5.00	0	0	1	1	1	1	1
Restates and clarifies important points and questions from others during presentations	Oral Presentation	5.00	0	0	0	1	3	1	0
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	4.80	0	1	0	1	1	1	1
Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence	4.80	0	1	0	1	0	3	0
Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation	4.80	0	1	0	1	0	3	0
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	Building Strategic Relationships	4.80	0	0	1	1	1	2	0
Is prepared and organised for meetings, discussions and presentations	Oral Presentation	4.80	0	0	0	3	0	2	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	4.80	0	0	1	2	0	1	1

Most Frequent Behaviours - Supervisor

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Encourages others to express contrary views, ideas and opinions	Conflict Management	7.00	0	0	0	[0]	0	0	1
Performs work in a conscientious and dependable manner	Achievement Orientation	7.00	0	0	0	0	[0]	0	1
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	7.00	0	0	0	0	[0]	0	1
Maintains eye contact and attentive non-verbal behaviour when being spoken to	Listening	7.00	0	0	[0]	0	0	0	1
Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving	7.00	0	0	0	0	[0]	0	1
Makes decisions confidently and quickly when necessary	Strategic Problem Solving	7.00	0	0	0	[0]	0	0	1

Most Frequent Behaviours - Supervisor

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	7.00	0	0	0	0	0	0	1
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	7.00	0	0	0	0	0	0	1
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	7.00	0	0	0	0	0	0	1
Demonstrates flexibility and resilience in response to adversity and challenge	Adaptability/Stress Tolerance	6.00	0	0	0	0	0	1	0
Summarises and paraphrases what others have said in order to clarify understanding	Listening	6.00	0	0	0	0	0	1	0
Seeks and applies feedback and constructive criticism from others	Self-Development	6.00	0	0	0	0	0	1	0
Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management	6.00	0	0	0	0	0	1	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	6.00	0	0	0	0	0	1	0
Effectively builds relationships and partnerships with others outside the organisation	Building Strategic Relationships	6.00	0	0	0	0	0	1	0

Most Frequent Behaviours - Supervisor

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Restates and clarifies important points and questions from others during presentations	**Oral Presentation**	**6.00**	0	0	0	0	0	1	0
Confidently delivers oral presentations that are persuasive, clear, and logically organised	**Oral Presentation**	**6.00**	0	0	0	0	0	1	0
Is prepared and organised for meetings, discussions and presentations	**Oral Presentation**	**6.00**	0	0	0	0	0	1	0
Convinces and persuades others to see his/her perspective and ideas	**Leadership/Influence**	**6.00**	0	0	0	0	0	1	0
Communicates and expresses ideas in a manner that persuades and influences others	**Leadership/Influence**	**6.00**	0	0	0	0	0	1	0
Maintains openness, honesty and candor in interpersonal relationships	**Trustworthiness**	**6.00**	0	0	0	0	0	1	0
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	**Trustworthiness**	**6.00**	0	0	0	0	0	1	0
Handles tense situations without overreacting, becoming overly emotional or defensive	**Self-Control**	**6.00**	0	0	0	0	0	1	0
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	**Self-Control**	**6.00**	0	0	0	0	0	1	0

Most Frequent Behaviours - Supervisor

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or get impatient with others)	**Self-Control**	**6.00**	0	0	0	0	0	1	0

Most Frequent Behaviours - Peers

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Modifies his/her leadership style to persuade, motivate and influence others	**Leadership/Influence**	**6.50**	0	0	0	[0]	0	1	1
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	**Leadership/Influence**	**6.00**	0	[0]	0	0	1	0	1
Works hard to achieve and accomplish tasks, projects, assignments and goals	**Achievement Orientation**	**6.00**	0	0	0	0	[0]	2	0
Expresses confidence in the skills and abilities of others	**Team/Interpersonal Support**	**6.00**	0	0	[0]	0	0	2	0
Provides clear, succinct and logical answers to questions from others	**Oral Communication**	**5.50**	0	0	0	0	[1]	1	0

Most Frequent Behaviours - Peers

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy	5.50	0	0	0	0	1	1	0
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behaviour)	Adaptability/Stress Tolerance	5.50	0	0	0	0	1	1	0
Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support	5.50	0	0	0	0	1	1	0
Encourages others to express contrary views, ideas and opinions	Conflict Management	5.50	0	0	0	1	0	0	1
Uses appropriate grammar, tense, and language in all written communications	Written Communication	5.00	0	0	0	1	0	1	0
Follows through on stated commitments and promises	Achievement Orientation	5.00	0	0	0	1	0	1	0
Takes initiative and offers formal and informal assistance, training and coaching to others	Team/Interpersonal Support	5.00	0	0	0	1	0	1	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	Conflict Management	5.00	0	0	0	1	0	1	0
Makes high quality and logical decisions based on adequate data and information	Strategic Problem Solving	5.00	0	0	0	1	0	1	0

Most Frequent Behaviours - Peers

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance	5.00	0	0	0	1	0	1	0
Is prepared and organised for meetings, discussions and presentations	Oral Presentation	5.00	0	0	0	1	0	1	0
Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback	5.00	0	0	1	0	0	0	1
Manages time effectively and efficiently	Self-Development	5.00	0	0	0	0	2	0	0
Seeks and applies feedback and constructive criticism from others	Self-Development	5.00	0	0	0	1	0	1	0
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	5.00	0	0	0	1	0	1	0
Shows an interest in and is considerate of the feelings and needs of others	Interpersonal Sensitivity/Empathy	5.00	0	0	0	1	0	1	0
Develops and maintains warm, friendly, and sensitive relationships with others	Interpersonal Sensitivity/Empathy	5.00	0	0	0	1	0	1	0

Most Frequent Behaviours - Subordinates

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively builds relationships and partnerships with others outside the organisation	**Building Strategic Relationships**	**7.00**	0	0	0	[0]	0	0	2
Solicits and values the thoughts, opinions, feedback, and ideas of others	**Collaboration**	**6.50**	0	[0]	0	0	0	1	1
Makes an effort to understand and take an interest in how others are feeling	**Interpersonal Sensitivity/Empathy**	**6.50**	0	0	0	0	[0]	1	1
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	**Interpersonal Sensitivity/Empathy**	**6.50**	0	[0]	0	0	0	1	1
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	**Self-Control**	**6.00**	0	0	0	0	0	[2]	0

Most Frequent Behaviours - Subordinates

Most Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Generates and considers multiple options before making a decision	**Strategic Problem Solving**	**6.00**	0	0	0	0	0	2	0
Communicates and expresses ideas in a manner that persuades and influences others	**Leadership/Influence**	**6.00**	0	0	0	0	0	2	0
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	**Building Strategic Relationships**	**6.00**	0	0	0	0	0	2	0
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	**Collaboration**	**5.50**	0	0	0	0	1	1	0
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	**Conflict Management**	**5.50**	0	0	0	0	1	1	0
Realistically appraises one's own strengths and development areas (i.e., accurate perceives skills and abilities)	**Self-Development**	**5.50**	0	0	0	0	1	1	0

Least Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practicing these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Uses written communications effectively and appropriately (e.g., email)	**Written Communication**	**1.40**	3	2	0	0	0	[0]	0
Demonstrates and practices high standards of personal and professional integrity	**Trustworthiness**	**1.60**	3	1	1	0	0	[0]	0
Articulates and enunciates clearly when speaking and communicating	**Oral Communication**	**2.20**	1	[3]	0	1	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	**Leadership/Influence**	**2.20**	[0]	4	1	0	0	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	**Conflict Management**	**2.40**	1	1	[3]	0	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills	**Self-Development**	**2.60**	1	1	2	1	0	[0]	0

Least Frequent Behaviours - All Raters

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Maintains eye contact when communicating with others	**Oral Communication**	**2.80**	2	1	0	0	2	0	0
Allows for disagreements to emerge and to be discussed openly	**Conflict Management**	**3.00**	1	1	1	1	1	0	0
Maintains an effective balance between work, family and personal life	**Adaptability/Stress Tolerance**	**3.00**	0	2	2	0	1	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	**Team/Interpersonal Support**	**3.00**	0	2	2	0	1	0	0

Least Frequent Behaviours - Supervisor

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practicing these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organisation	**Building Strategic Relationships**	**1.00**	1	0	0	0	0	0	[0]
Solicits and values the thoughts, opinions, feedback, and ideas of others	**Collaboration**	**1.00**	1	[0]	0	0	0	0	0
Works collaboratively and non-competitively with others	**Collaboration**	**1.00**	1	0	[0]	0	0	0	0
Uses written communications effectively and appropriately (e.g., email)	**Written Communication**	**1.00**	1	0	0	0	0	[0]	0
Realistically appraises one's own strengths and development areas (i.e., accurate perceives skills and abilities)	**Self-Development**	**1.00**	1	0	[0]	0	0	0	0
Waits out silences and listens patiently without interrupting others	**Listening**	**1.00**	1	0	0	0	0	[0]	0

Least Frequent Behaviours - Supervisor

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy	2.00	0	1	0	0	0	0	0
Maintains eye contact when communicating with others	Oral Communication	2.00	0	1	0	0	0	0	0
Develops cooperative, rather than competitive, working relationships with others	Collaboration	2.00	0	1	0	0	0	0	0
Uses appropriate grammar, tense, and language in all written communications	Written Communication	2.00	0	1	0	0	0	0	0
Generates and considers multiple options before making a decision	Strategic Problem Solving	2.00	0	1	0	0	0	0	0
Demonstrates and practices high standards of personal and professional integrity	Trustworthiness	2.00	0	1	0	0	0	0	0
Communicates information needed by others in a prompt and timely manner	Two-Way Feedback	2.00	0	1	0	0	0	0	0
Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation	2.00	0	1	0	0	0	0	0
Takes the time to understand and listen to others	Listening	2.00	0	1	0	0	0	0	0
Maintains an effective balance between work, family and personal life	Adaptability/Stress Tolerance	2.00	0	1	0	0	0	0	0

Least Frequent Behaviours - Supervisor

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	**Leadership/Influence**	**2.00**	0	1	0	0	0	0	0

Least Frequent Behaviours - Peers

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practicing these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development	1.50	1	1	0	0	0	[0]	0
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control	1.50	1	1	0	[0]	0	0	0
Uses written communications effectively and appropriately (e.g., email)	Written Communication	1.50	1	1	0	0	0	[0]	0
Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy	1.50	1	1	0	0	[0]	0	0
Articulates and enunciates clearly when speaking and communicating	Oral Communication	2.00	0	[2]	0	0	0	0	0
Realistically appraises one's own strengths and development areas (i.e., accurate perceives skills and abilities)	Self-Development	2.00	1	0	[1]	0	0	0	0

Least Frequent Behaviours - Peers

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Generates and considers multiple options before making a decision	**Strategic Problem Solving**	**2.00**	1	0	1	0	0	0	0
Encourages cooperation and teamwork among people who depend on each other to get work done	**Team/Interpersonal Support**	**2.00**	0	2	0	0	0	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	**Conflict Management**	**2.00**	1	0	1	0	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	**Leadership/Influence**	**2.00**	0	2	0	0	0	0	0
Demonstrates and practices high standards of personal and professional integrity	**Trustworthiness**	**2.00**	1	0	1	0	0	0	0

Least Frequent Behaviours - Subordinates

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour.   A box indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practicing these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Demonstrates and practices high standards of personal and professional integrity	**Trustworthiness**	**1.00**	2	0	0	0	0	[0]	0
Articulates and enunciates clearly when speaking and communicating	**Oral Communication**	**1.50**	1	[1]	0	0	0	0	0
Uses written communications effectively and appropriately (e.g., email)	**Written Communication**	**1.50**	1	1	0	0	0	[0]	0
Makes high quality and logical decisions based on adequate data and information	**Strategic Problem Solving**	**2.00**	0	2	0	0	[0]	0	0
Allows for disagreements to emerge and to be discussed openly	**Conflict Management**	**2.50**	1	0	0	[1]	0	0	0
Resists reacting defensively and keeps an open mind when others disagree with him/her	**Conflict Management**	**2.50**	0	1	[1]	0	0	0	0

Least Frequent Behaviours - Subordinates

Least Frequent Behaviours	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Takes the time to understand and listen to others	**Listening**	**2.50**	1	0	0	1	0	0	0
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	**Leadership/Influence**	**2.50**	0	1	1	0	0	0	0
Expresses confidence in the skills and abilities of others	**Team/Interpersonal Support**	**2.50**	0	1	1	0	0	0	0
Maintains eye contact when communicating with others	**Oral Communication**	**3.00**	1	0	0	0	1	0	0
Provides clear, succinct and logical answers to questions from others	**Oral Communication**	**3.00**	0	0	2	0	0	0	0
Maintains optimism and makes the most out of situations whether good or bad	**Adaptability/Stress Tolerance**	**3.00**	0	1	0	1	0	0	0
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	**Trustworthiness**	**3.00**	0	1	0	1	0	0	0
Convinces and persuades others to see his/her perspective and ideas	**Leadership/Influence**	**3.00**	0	1	0	1	0	0	0
Acknowledges and recognises the contributions and accomplishments of others	**Team/Interpersonal Support**	**3.00**	0	1	0	1	0	0	0
Performs work in a conscientious and dependable manner	**Achievement Orientation**	**3.00**	0	0	2	0	0	0	0
Researches and utilises available information in order to understand and solve issues and problems	**Strategic Problem Solving**	**3.00**	1	0	0	0	1	0	0

Behaviour Summary

The average score for each Emotional Intelligence View360 competency and specific questions are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Supervisor	Peers	Subordinates	Average
Building Strategic Relationships	**4.33 (0.32)**	**4.00 (0.28)**	**4.00 (0.67)**	**5.83 (0.55)**	**4.73 (0.44)**
Effectively builds relationships and partnerships with others outside the organisation	4.00 (1.00)	6.00 (1.00)	4.00 (1.00)	7.00 (1.00)	5.60 (0.55)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	2.00 (1.00)	5.00 (1.00)	3.50 (0.83)	6.00 (1.00)	4.80 (0.61)
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organisation	7.00 (1.00)	1.00 (1.00)	4.50 (0.50)	4.50 (0.50)	3.80 (0.35)
Interpersonal Sensitivity/Empathy	**3.20 (0.47)**	**3.80 (0.43)**	**4.40 (0.44)**	**5.50 (0.50)**	**4.72 (0.41)**
Demonstrates understanding, tolerance and sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	2.00 (1.00)	3.00 (1.00)	5.50 (0.83)	6.50 (0.83)	5.40 (0.55)
Shows an interest in and is considerate of the feelings and needs of others	5.00 (1.00)	4.00 (1.00)	5.00 (0.67)	5.00 (0.33)	4.80 (0.51)

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Interpersonal Sensitivity/Empathy	**3.20 (0.47)**	**3.80 (0.43)**	**4.40 (0.44)**	**5.50 (0.50)**	**4.72 (0.41)**
Makes an effort to understand and take an interest in how others are feeling	5.00 (1.00)	7.00 (1.00)	1.50 (0.83)	6.50 (0.83)	4.60 (0.14)
Develops and maintains warm, friendly, and sensitive relationships with others	3.00 (1.00)	3.00 (1.00)	5.00 (0.67)	5.00 (0.67)	4.60 (0.60)
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	1.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.50 (0.50)	4.20 (0.47)
Oral Presentation	**2.75 (0.64)**	**5.00 (0.42)**	**3.75 (0.48)**	**4.75 (0.64)**	**4.40 (0.49)**
Restates and clarifies important points and questions from others during presentations	3.00 (1.00)	6.00 (1.00)	4.50 (0.83)	5.00 (1.00)	5.00 (0.79)
Is prepared and organised for meetings, discussions and presentations	4.00 (1.00)	6.00 (1.00)	5.00 (0.67)	4.00 (1.00)	4.80 (0.67)
Confidently delivers oral presentations that are persuasive, clear, and logically organised	3.00 (1.00)	6.00 (1.00)	2.50 (0.83)	5.00 (0.33)	4.20 (0.35)
Handles questions in meetings and presentations in a responsive and diplomatic manner	1.00 (1.00)	2.00 (1.00)	3.00 (0.33)	5.00 (1.00)	3.60 (0.42)
Two-Way Feedback	**4.33 (0.84)**	**5.33 (0.21)**	**4.33 (0.40)**	**4.00 (0.46)**	**4.40 (0.36)**
Maintains close contact and communications with others (i.e., keeps others well informed)	4.00 (1.00)	7.00 (1.00)	5.00 (0.33)	4.00 (0.67)	5.00 (0.40)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	4.00 (1.00)	7.00 (1.00)	4.50 (0.50)	4.50 (0.83)	5.00 (0.53)
Communicates information needed by others in a prompt and timely manner	5.00 (1.00)	2.00 (1.00)	3.50 (0.50)	3.50 (0.17)	3.20 (0.35)
Achievement Orientation	**5.00 (0.76)**	**5.25 (0.64)**	**4.38 (0.56)**	**3.50 (0.40)**	**4.20 (0.46)**
Works hard to achieve and accomplish tasks, projects, assignments and goals	5.00 (1.00)	4.00 (1.00)	6.00 (1.00)	4.00 (0.33)	4.80 (0.47)
Follows through on stated commitments and promises	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	3.50 (0.17)	4.40 (0.38)
Performs work in a conscientious and dependable manner	5.00 (1.00)	7.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.80 (0.47)

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Achievement Orientation	**5.00 (0.76)**	**5.25 (0.64)**	**4.38 (0.56)**	**3.50 (0.40)**	**4.20 (0.46)**
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	4.00 (1.00)	5.00 (1.00)	3.50 (0.83)	3.50 (0.50)	3.80 (0.61)
Conflict Management	**3.00 (0.63)**	**5.40 (0.55)**	**3.90 (0.43)**	**3.80 (0.49)**	**4.16 (0.44)**
Encourages others to express contrary views, ideas and opinions	4.00 (1.00)	7.00 (1.00)	5.50 (0.50)	5.00 (0.67)	5.60 (0.55)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	3.00 (1.00)	6.00 (1.00)	5.00 (0.67)	5.50 (0.83)	5.40 (0.73)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	1.00 (1.00)	6.00 (1.00)	4.50 (0.83)	3.50 (0.83)	4.40 (0.66)
Allows for disagreements to emerge and to be discussed openly	4.00 (1.00)	5.00 (1.00)	2.50 (0.83)	2.50 (0.50)	3.00 (0.53)
Resists reacting defensively and keeps an open mind when others disagree with him/her	3.00 (1.00)	3.00 (1.00)	2.00 (0.67)	2.50 (0.83)	2.40 (0.73)
Team/Interpersonal Support	**4.60 (0.46)**	**4.20 (0.51)**	**4.50 (0.50)**	**3.70 (0.48)**	**4.12 (0.48)**
Provides timely and ongoing feedback to others regarding working relationships and job performance	7.00 (1.00)	7.00 (1.00)	5.50 (0.83)	4.50 (0.83)	5.40 (0.66)
Takes initiative and offers formal and informal assistance, training and coaching to others	3.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.50 (0.17)	4.60 (0.42)
Expresses confidence in the skills and abilities of others	3.00 (1.00)	3.00 (1.00)	6.00 (1.00)	2.50 (0.83)	4.00 (0.44)
Acknowledges and recognises the contributions and accomplishments of others	4.00 (1.00)	4.00 (1.00)	4.00 (1.00)	3.00 (0.67)	3.60 (0.73)
Encourages cooperation and teamwork among people who depend on each other to get work done	6.00 (1.00)	3.00 (1.00)	2.00 (1.00)	4.00 (0.67)	3.00 (0.63)
Adaptability/Stress Tolerance	**6.20 (0.75)**	**4.60 (0.55)**	**4.10 (0.54)**	**3.70 (0.40)**	**4.04 (0.47)**

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Adaptability/Stress Tolerance	**6.20 (0.75)**	**4.60 (0.55)**	**4.10 (0.54)**	**3.70 (0.40)**	**4.04 (0.47)**
Maintains a positive and constructive outlook even when plans or decisions are thwarted	7.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.50 (0.17)	4.80 (0.43)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behaviour)	6.00 (1.00)	5.00 (1.00)	5.50 (0.83)	3.50 (0.17)	4.60 (0.38)
Demonstrates flexibility and resilience in response to adversity and challenge	5.00 (1.00)	6.00 (1.00)	3.50 (0.50)	3.50 (0.83)	4.00 (0.53)
Maintains optimism and makes the most out of situations whether good or bad	6.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.00 (0.67)	3.80 (0.67)
Maintains an effective balance between work, family and personal life	7.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.67)	3.00 (0.63)
Leadership/Influence	**3.20 (0.43)**	**4.40 (0.50)**	**4.10 (0.34)**	**3.80 (0.56)**	**4.04 (0.45)**
Modifies his/her leadership style to persuade, motivate and influence others	4.00 (1.00)	4.00 (1.00)	6.50 (0.83)	4.00 (1.00)	5.00 (0.58)
Communicates and expresses ideas in a manner that persuades and influences others	3.00 (1.00)	6.00 (1.00)	3.00 (0.67)	6.00 (1.00)	4.80 (0.47)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	2.00 (1.00)	4.00 (1.00)	6.00 (0.67)	3.50 (0.83)	4.60 (0.55)
Convinces and persuades others to see his/her perspective and ideas	6.00 (1.00)	6.00 (1.00)	3.00 (0.67)	3.00 (0.67)	3.60 (0.50)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	1.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.50 (0.83)	2.20 (0.87)
Collaboration	**3.67 (0.34)**	**3.00 (0.42)**	**3.58 (0.40)**	**4.83 (0.44)**	**3.97 (0.37)**
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	1.00 (1.00)	5.00 (1.00)	3.00 (0.67)	5.50 (0.83)	4.40 (0.55)
Solicits and values the thoughts, opinions, feedback, and ideas of others	2.00 (1.00)	1.00 (1.00)	4.00 (0.33)	6.50 (0.83)	4.40 (0.19)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	5.00 (1.00)	5.00 (1.00)	3.00 (0.67)	4.50 (0.50)	4.00 (0.53)

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Collaboration	**3.67 (0.34)**	**3.00 (0.42)**	**3.58 (0.40)**	**4.83 (0.44)**	**3.97 (0.37)**
Works collaboratively and non-competitively with others	3.00 (1.00)	1.00 (1.00)	4.50 (0.17)	4.50 (0.83)	3.80 (0.29)
Develops cooperative, rather than competitive, working relationships with others	7.00 (1.00)	2.00 (1.00)	4.00 (0.67)	4.50 (0.50)	3.80 (0.51)
Develops supportive, helpful, and friendly working relationships with others	4.00 (1.00)	4.00 (1.00)	3.00 (0.33)	3.50 (0.17)	3.40 (0.31)
Self-Control	**3.80 (0.61)**	**5.00 (0.58)**	**2.90 (0.50)**	**4.50 (0.44)**	**3.96 (0.41)**
Resists the desire to speak or act when it will not be helpful to the situation (i.e., able to control emotions and behavior when necessary)	3.00 (1.00)	6.00 (1.00)	3.50 (0.50)	4.00 (0.33)	4.20 (0.39)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	6.00 (1.00)	3.00 (1.00)	3.00 (1.00)	6.00 (1.00)	4.20 (0.51)
Handles tense situations without overreacting, becoming overly emotional or defensive	3.00 (1.00)	6.00 (1.00)	3.50 (0.50)	4.00 (0.33)	4.20 (0.39)
Maintains poise, composure and control of behaviours in the face of interpersonal challenge or threat	3.00 (1.00)	4.00 (1.00)	3.00 (0.33)	5.00 (1.00)	4.00 (0.48)
Refrains from expressing frustration or anger towards others when upset (e.g., does not raise his/her voice or get impatient with others)	4.00 (1.00)	6.00 (1.00)	1.50 (0.83)	3.50 (0.50)	3.20 (0.35)
Strategic Problem Solving	**4.80 (0.75)**	**4.80 (0.32)**	**3.20 (0.45)**	**4.00 (0.37)**	**3.84 (0.36)**
Makes decisions confidently and quickly when necessary	4.00 (1.00)	7.00 (1.00)	3.00 (0.33)	5.00 (1.00)	4.60 (0.35)
Sticks with a decision or course of action unless it is obvious that it is incorrect	4.00 (1.00)	7.00 (1.00)	3.50 (0.50)	4.00 (0.33)	4.40 (0.31)
Generates and considers multiple options before making a decision	5.00 (1.00)	2.00 (1.00)	2.00 (0.67)	6.00 (1.00)	3.60 (0.31)
Makes high quality and logical decisions based on adequate data and information	5.00 (1.00)	3.00 (1.00)	5.00 (0.67)	2.00 (1.00)	3.40 (0.50)

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Strategic Problem Solving	**4.80 (0.75)**	**4.80 (0.32)**	**3.20 (0.45)**	**4.00 (0.37)**	**3.84 (0.36)**
Researches and utilises available information in order to understand and solve issues and problems	6.00 (1.00)	5.00 (1.00)	2.50 (0.83)	3.00 (0.33)	3.20 (0.47)
Self-Development	**3.75 (0.57)**	**3.75 (0.36)**	**3.38 (0.40)**	**4.13 (0.39)**	**3.75 (0.38)**
Manages time effectively and efficiently	3.00 (1.00)	5.00 (1.00)	5.00 (1.00)	4.00 (0.33)	4.60 (0.55)
Seeks and applies feedback and constructive criticism from others	3.00 (1.00)	6.00 (1.00)	5.00 (0.67)	3.50 (0.17)	4.60 (0.35)
Realistically appraises one's own strengths and development areas (i.e., accurate perceives skills and abilities)	3.00 (1.00)	1.00 (1.00)	2.00 (0.67)	5.50 (0.83)	3.20 (0.32)
Pursues continuous learning and self-development of knowledge, experiences and skills	6.00 (1.00)	3.00 (1.00)	1.50 (0.83)	3.50 (0.83)	2.60 (0.66)
Listening	**4.00 (0.59)**	**4.00 (0.15)**	**3.25 (0.54)**	**3.63 (0.31)**	**3.55 (0.35)**
Maintains eye contact and attentive non-verbal behaviour when being spoken to	3.00 (1.00)	7.00 (1.00)	3.00 (0.33)	4.00 (0.33)	4.20 (0.23)
Summarises and paraphrases what others have said in order to clarify understanding	3.00 (1.00)	6.00 (1.00)	2.50 (0.83)	3.50 (0.17)	3.60 (0.31)
Waits out silences and listens patiently without interrupting others	6.00 (1.00)	1.00 (1.00)	3.00 (0.67)	4.50 (0.50)	3.20 (0.43)
Takes the time to understand and listen to others	4.00 (1.00)	2.00 (1.00)	4.50 (0.83)	2.50 (0.50)	3.20 (0.51)
Trustworthiness	**4.50 (0.31)**	**4.75 (0.45)**	**3.13 (0.61)**	**3.25 (0.38)**	**3.50 (0.44)**
Maintains openness, honesty and candor in interpersonal relationships	2.00 (1.00)	6.00 (1.00)	4.00 (0.67)	4.50 (0.50)	4.60 (0.55)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	3.00 (1.00)	6.00 (1.00)	3.50 (0.83)	4.50 (0.50)	4.40 (0.55)

Behaviour Summary Continued

Questions	Self	Supervisor	Peers	Subordinates	Average
Trustworthiness	**4.50 (0.31)**	**4.75 (0.45)**	**3.13 (0.61)**	**3.25 (0.38)**	**3.50 (0.44)**
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	7.00 (1.00)	5.00 (1.00)	3.00 (0.67)	3.00 (0.67)	3.40 (0.60)
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	2.00 (1.00)	2.00 (0.67)	1.00 (1.00)	1.60 (0.73)
Oral Communication	**4.50 (0.50)**	**3.75 (0.64)**	**3.50 (0.45)**	**2.88 (0.52)**	**3.30 (0.49)**
Provides clear, succinct and logical answers to questions from others	5.00 (1.00)	4.00 (1.00)	5.50 (0.83)	3.00 (1.00)	4.20 (0.61)
Clearly expresses and requests information from others	5.00 (1.00)	5.00 (1.00)	3.50 (0.83)	4.00 (0.67)	4.00 (0.70)
Maintains eye contact when communicating with others	6.00 (1.00)	2.00 (1.00)	3.00 (0.33)	3.00 (0.33)	2.80 (0.39)
Articulates and enunciates clearly when speaking and communicating	2.00 (1.00)	4.00 (1.00)	2.00 (1.00)	1.50 (0.83)	2.20 (0.67)
Written Communication	**4.67 (0.37)**	**2.00 (0.73)**	**3.50 (0.21)**	**3.00 (0.46)**	**3.00 (0.36)**
Uses appropriate grammar, tense, and language in all written communications	6.00 (1.00)	2.00 (1.00)	5.00 (0.67)	4.00 (0.33)	4.00 (0.40)
Writes in a logical, organised, and clear manner	2.00 (1.00)	3.00 (1.00)	4.00 (0.00)	3.50 (0.83)	3.60 (0.35)
Uses written communications effectively and appropriately (e.g., email)	6.00 (1.00)	1.00 (1.00)	1.50 (0.83)	1.50 (0.83)	1.40 (0.84)

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

✔ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
✔ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

✔ Are the comments consistent and reinforce the other feedback you have received?
✔ Do they add any new information or insight about your performance and effectiveness?
✔ Do you see any trends across the open-ended comments?
✔ How can you leverage your strengths?
✔ What areas are you committed to focus on as part of your executive development plan?

Open Ended Comments Summary
STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT AREAS

Development Planning Guide

Examining Your Emotional Intelligence View360 Feedback Report

Your reactions to your Emotional Intelligence View360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

_____

_____

What is it about your results that lead you to feel this way?

_____

_____

What new insights, if any, do you get from your results?

_____

_____

How do your perceptions compare to those of other rater groups? Are there any important trends?

_____

_____

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

_____

_____

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarises the 17 Emotional Intelligence View360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Self Management	Self-Development		
	Adaptability/Stress Tolerance		
	Self-Control		
	Trustworthiness		
	Strategic Problem Solving		
	Achievement Orientation		
Relationship Management	Building Strategic Relationships		
	Conflict Management		
	Leadership/Influence		
	Interpersonal Sensitivity/Empathy		
	Team/Interpersonal Support		
	Collaboration		
Communication	Written Communication		
	Two-Way Feedback		
	Oral Communication		
	Oral Presentation		
	Listening		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your Emotional Intelligence View360 results below:

1. _____

2. _____

3. _____

List three possible development scales based upon your Emotional Intelligence View360 results below:

1. _____

2. _____

3. _____

Developing skills can be challenging because it almost always means replacing current behaviour with a new pattern of behaviour. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✔ The desired skills and behaviours are specifically defined
- ✔ There is commitment and motivation to change
- ✔ An action plan is developed and shared with others
- ✔ An analysis is made of reasons for lack of success
- ✔ Other people support the change in observable ways
- ✔ The outcomes are visible and can be measured

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your Emotional Intelligence View360 Questionnaire. As you begin work on your action plan, consider the following:

✔ Focus on a single specific skill or skill area

✔ Use the recommendations in your report as a basis for your plan

✔ Keep your plan simple and put it in writing

✔ Define how you will monitor and evaluate progress

Development Planning Guide Continued

Competency:	

Development Activities:	Target Dates:

Support/Resources Required:

Measures of Success:

Results Achieved: