

EMOTIONAL INTELLIGENCE

EQ

THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.

Report for Lucas Sample

ID UH503949

Date April 02, 2013

Introduction

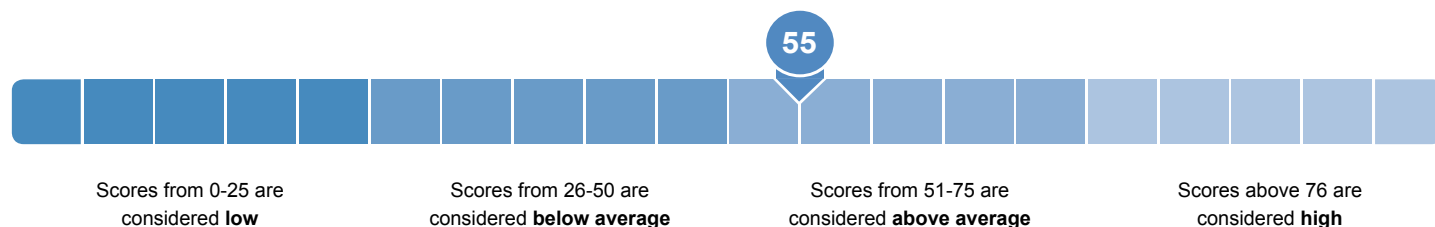
The Hogan EQ assessment measures emotional intelligence, the ability to identify and manage one’s own and others’ emotions. This report provides an overall score, as well as scores and feedback for six EQ scales:

 <p>Awareness The degree to which a person seems in touch with his or her own emotions</p>	 <p>Detection The degree to which a person seems aware of others’ emotions and thoughts</p>
 <p>Regulation The degree to which a person seems able to maintain positive emotional states</p>	 <p>Influence The degree to which a person seems able to intentionally affect others’ moods, thoughts, and behaviors</p>
 <p>Expression The degree to which a person seems able to effectively communicate desired emotional states to others</p>	 <p>Empathy The degree to which a person seems able to feel what others are feeling</p>

EQ and the workplace	Using this report
<p>Individuals with higher EQ scores have four key advantages at work:</p> <ol style="list-style-type: none"> 1 They have good interpersonal skills and quickly understand what others feel and why they behave in a certain way. 2 They are rewarding to deal with and are rarely moody or argumentative. 3 They remain calm in stressful situations and handle pressure well. 4 They are enthusiastic about work and remain optimistic. 	<p>This report provides a total EQ score, which reflects respondents’ overall emotional intelligence. The higher the score, the higher one’s EQ.</p> <p>Results are also presented on a scale-by-scale basis. For each scale, this report provides discussion points, interpretation information, a bulleted summary of likely behaviors, and a pros-and-cons list of the score as it relates to leadership, teamwork, and employability.</p> <p>As all jobs require interacting with others, EQ is an important determinant of career success. Those who can build, inspire, and maintain high-performing teams can become effective leaders. Thus, higher EQ also means greater leadership potential.</p>

Total EQ score

Mr. Sample's total EQ score of 55 indicates his emotional intelligence is **above average**.





The total EQ score is the average of the six EQ scale scores summarized below. The scores indicate the proportion of the population who score at or below Mr. Sample. For example, a score of 75 on a given scale indicates that Mr. Sample's score is higher than approximately 75% of the population.

Scale	Score	Rating
Awareness	96	High
Detection	9	Low
Regulation	79	High
Influence	55	Above average
Expression	41	Below average
Empathy	50	Below average

Awareness

The degree to which a person seems in touch with his or her own emotions

	<p>Low scorers tend to be: Uninterested in self-analysis Indifferent to own emotions Unreflective</p>		<p>High scorers tend to be: Self-aware In touch with own emotions Introspective</p>
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Mr. Sample's score on the Awareness scale is **high**. He should seem:

- Very aware of the impression he makes on others
- Very aware of own strengths and limitations
- Willing and able to reflect on own performance
- Understands the impact he has on others
- Predicts how events will impact his emotions

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Holds an accurate view of what subordinates think of him	Likely to accept negative feedback and criticism from team members	Identifies suitable career paths and ensures good fit with employer
Cons	May adopt popular decisions to be liked by subordinates	May care too much about what other team members think of him	May hesitate between too many viable career options

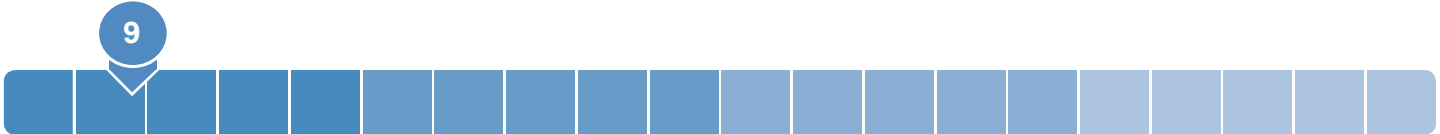
Things to discuss with Mr. Sample:

- How often do you evaluate your own moods, thoughts, and behaviors?
- How important is it for you to know what others think of you?
- Do you adjust your behaviors to conform to others' expectations of you?
- In what ways could you improve your understanding of how others see you?

Detection

The degree to which a person seems aware of others' emotions and thoughts

	<p>Low scorers tend to be: Unperceptive Unobservant Overly logical</p>		<p>High scorers tend to be: Perceptive Socially insightful Intuitive</p>
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Mr. Sample's score on the Detection scale is **low**. He should seem:

- Unperceptive of social cues
- Indifferent to social etiquette
- Unaware of when to speak and when to remain quiet
- Unskilled at reading others
- Unaware of others' body language

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Focuses on transactional relationships with subordinates; unlikely to spend much time evaluating their needs or moods	Capacity to remain focused on tasks and avoid wasting time on team politics	Has difficulty understanding the needs of colleagues or bosses which may encourage him to seek clarification
Cons	Has difficulty identifying and understanding subordinates' needs	Likely to misjudge the needs, skills, and limitations of team members	May have difficulty understanding what bosses want, even when they state it clearly

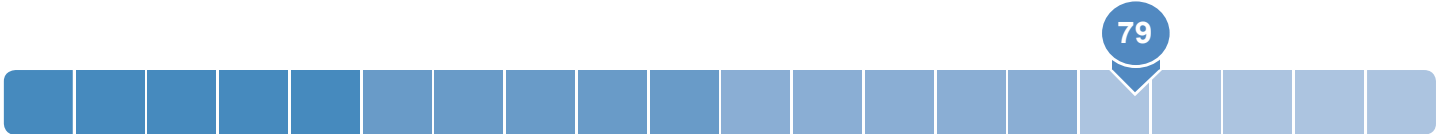
Things to discuss with Mr. Sample:

- How do you attempt to better understand others' emotions or behaviors?
- How much time do you spend trying to evaluate others' thoughts or emotions?
- Can you think of a work situation in which you benefited from accurately interpreting colleagues' or bosses' behaviors?
- What are the most challenging aspects of trying to understand what other people think or feel?

Regulation

The degree to which a person seems able to maintain positive emotional states

	<p>Low scorers tend to be:</p> <ul style="list-style-type: none"> Pessimistic Defensive Temperamental 		<p>High scorers tend to be:</p> <ul style="list-style-type: none"> Optimistic Cool-headed Even-tempered
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Mr. Sample's score on the Regulation scale is **high**. He should seem:

- Handles pressure without becoming upset, moody, or anxious
- Cool-headed and calm, even under stress
- Keeps emotions under control, even in challenging situations
- Patient with colleagues, subordinates, and managers, even when they make mistakes or act unfairly
- Remains resilient, even in the face of adversity

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:



	Leadership	Teamwork	Employability
Pros	Acts as calming influence on subordinates during stressful times	Avoids arguments and conflicts with other team members	Rewarding to deal with, dependable, and easy to manage
Cons	May not empathize with anxious or insecure subordinates	May appear to lack passion or motivation	Unresponsive to coaching because he is too content with himself

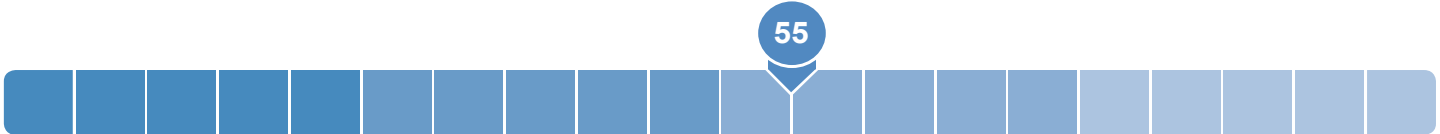
Things to discuss with Mr. Sample:

- How often do you make emotional decisions?
- Do work colleagues and bosses find you unpredictable?
- In what ways could you improve your emotional response to others?
- Do you adjust your behavior or emotions around others?

Influence

The degree to which a person seems able to intentionally affect others' moods, thoughts, and behaviors

	<p>Low scorers tend to be: Non-charismatic Unable to influence Reserved</p>		<p>High scorers tend to be: Charming Persuasive Enthusiastic networkers</p>
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Mr. Sample's score on the Influence scale is **above average**. He should seem:

- Makes favorable impressions on most people
- Usually able to instill trust and confidence in others
- Willing to learn social cues to better influence people
- Pleasant and easygoing
- Fairly friendly and charming to others

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Often persuades and changes subordinates' feelings, thoughts, and behaviors	Is often able to persuade and convince team members	Uses self-promotion effectively for own career progression
Cons	May use charisma to advance own popularity at times	May use persuasion techniques on team members for own benefit	Tends to rely too much on self-promotion tactics

Things to discuss with Mr. Sample:

- How easy is it for you to convince others of your ideas and opinions?
- Do you often dominate group discussions when you are in a team setting?
- How important is for you to alter others' behaviors or opinions?
- In what ways can you improve your ability to influence others?



Expression

The degree to which a person seems able to effectively communicate desired emotional states to others

	<p>Low scorers tend to be: Emotionally volatile Indifferent communicators Emotionally restrained</p>		<p>High scorers tend to be: Able to appropriately display emotions Engaged communicators Emotionally expressive</p>
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Mr. Sample's score on the Expression scale is **below average**. He should seem:

- Often unenthusiastic about positive work events
- Unlikely to display compassion or warmth when necessary
- Slightly unmotivated and somewhat unenergetic
- Dispassionate and somewhat lethargic
- Occasionally unable to hide negative emotions

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Objectively communicates messages to subordinates	Communicates fairly well with team members over short periods of time	Employers may be unable to read his true intentions
Cons	At times, subordinates may perceive a lack of emotion in his communication style	Often unable to communicate important emotions when team politics are involved	Colleagues may misinterpret his feelings



Things to discuss with Mr. Sample:

- How easy is it for others to understand what you feel?
- How often do you allow your emotions to be visible to others?
- Do you adjust your emotions depending on whom you are with?
- In what ways could you better convey your emotions to others?



Empathy

The degree to which a person seems able to feel what others are feeling

	<p>Low scorers tend to be: Unconcerned with others' feelings Blunt and direct Indifferent to others' moods</p>		<p>High scorers tend to be: Attuned to others' feelings Tactful Responsive to others' moods</p>
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Mr. Sample's score on the Empathy scale is **below average**. He should seem:

- Largely indifferent to others' emotions
- Uninterested in others' needs
- Occasionally selfish and rarely supportive of others
- Unlikely to calm others
- More individualistic than a team player

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Makes objective decisions that may be unpopular	Rarely unduly influenced by other team members	Strikes a good balance between showing interest in others while pursuing own interests
Cons	At times can be insensitive to subordinates' problems or not attuned to their needs	At times may prioritize own interests over those of the team	May be seen as self-centered and unapproachable by colleagues and managers

Things to discuss with Mr. Sample:

- When were you last deeply affected by someone else's sadness?
- How often do the feelings or moods of others influence you?
- How important is it for you to put yourself in other people's shoes?
- Do others see you as caring and altruistic?