



Feedback Report

The EI Plus Questionnaire

Susan Sample

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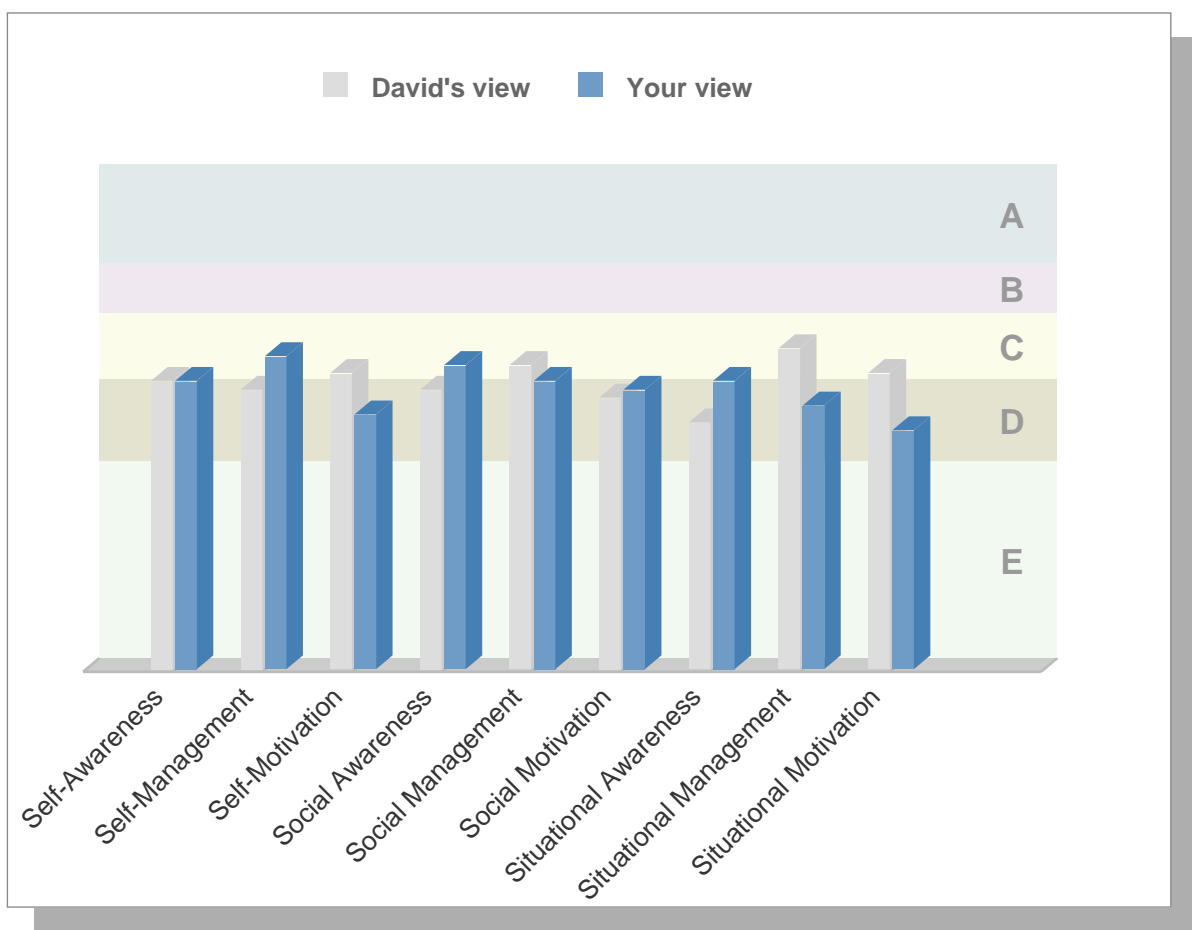
Feedback Report for Susan Sample

(with feedback from David Demonstration)

The EI Plus Questionnaire

This report presents your results on the EI Questionnaire which is a self-report questionnaire assessing 'Emotional Intelligence'. This questionnaire assesses your own view of your abilities in a number of areas of social functioning and generates scores across 9 broad areas of emotional intelligence. In addition, a further person, David Demonstration, has completed a feedback version of the EI questionnaire in which he has given his views about how he sees you in relation to each of the 9 areas of social functioning. David's detailed feedback is also provided in this report.

Your overall results are shown in the chart below.



The coloured bands (A-E) indicate the extent to which you and David believe you show the competency characteristics described in the questionnaire. The bands are defined as follows:

- A: shows these characteristics very consistently
- B: shows these characteristics consistently
- C: generally shows these characteristics
- D: is not consistent in showing these characteristics
- E: rarely shows these characteristics

The Competency Model





The chart below shows how the questionnaire is based on 9 major competency areas. Each major area is broken down into two individual competencies. Both your own scores and those of David are shown by the bars to the right of the competency name. These scores convey how you personally judge yourself on each competency and also how David sees you.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Self-Awareness	Self-Understanding	D C		
	Self-Value	C C		
Self-Management	Self-Regulation	C D		
	Openness	C C		
Self-Motivation	Drives for Results	D C		
	Drives for Change	D C		
Social Awareness	Understands Others	C C		
	Appreciates Others	C D		
Social Management	Exerts Influence	C D		
	Builds Relationships	D B		
Social Motivation	Leads for Results	D C		
	Inspires Commitment	C D		
Situational Awareness	Understands Context	D D		
	Appreciates Diversity	C D		
Situational Management	Manages diplomatically	C C		
	Demonstrates Flexibility	D C		
Situational Motivation	Energises Change	C C		
	Inspires Ownership	E C		

The remainder of this report breaks down each of the above areas in more detail and provides further information on both the nature of the EI scales and also your responses in each area. In reading this report, remember that the EI Questionnaire is a self-report instrument and the validity of the results is entirely dependent on how accurately you answered the questions.

SELF-AWARENESS

Self-Awareness explores the degree to which a person understands and values him/herself. Without this understanding people are prone to react to events in an emotional and habitual way which may not always be appropriate or useful. Greater self-awareness moves people away from automatically responding to events, to consciously attending to what is happening and acting in a way that fits their self image. This area is composed of two competency groups, 'Self-Understanding' and 'Self-Value', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Self-Awareness	Self-Understanding	D	 3.67	
		C		 4.00
	Self-Value	C	 4.17	
		C		 3.83

Self-Understanding

Your responses to the questionnaire suggest that you do not find it especially easy to discuss any shortcomings and limitations you may have with other people. Also, it seems that you do not spend a great deal of time thinking about and analysing your own inner feelings. It also seems that you do not always understand why people react to you in the way they do.

In general, you may need to spend more time trying to understand yourself and your reactions and perhaps also try to be more willing to learn by being open to feedback. You may need to be less guarded about your limitations - especially when you are under pressure. It may also help to consider how your own reactions can affect others. Perhaps sometimes you may react or express your opinions too fast without thinking through the consequences first of all or taking other peoples' feelings into consideration.

David feels that you are reasonably well aware of your own strengths and limitations and will usually be prepared to acknowledge when you do not possess all the skills or knowledge that may sometimes be needed or expected in particular situations. Furthermore, he sees you as having a reasonable level of awareness about your feelings and emotions and how these affect other people. He thinks you are reasonably comfortable dealing with the emotional side of life.

On balance, David sees you as being an open person, aware of her limitations and with a good understanding of her own moods, reactions and emotions.

Self-Value

Your questionnaire responses suggest that you have a good level of self-confidence and a sense of purpose which you feel you can express without becoming arrogant or over-demanding and rarely being swayed by short-term pressures. On the other hand though, it seems that it is not always easy for you to be 'up front' about things. Sometimes you may prefer to conceal what you think or how you feel. Perhaps you recognise that you could be a little more open about things or you realise that you do not feel strongly motivated to take stands on 'principles' and prefer to act more according to what you see as the requirements of the situation.

If this is true, then people will admire your confidence and considerable sense of purpose and your ability not be swayed by short-term pressure. Nevertheless, they may expect you to be rather more open about things than you currently are. You may like to consider whether, at times, your words and your deeds do not always match. For example, have there been times when you have not always done what you said you would, perhaps occasionally leaving people feeling let down?

David sees you as being someone who is trustworthy and sincere and who will generally express her true and genuine opinion. However, although he sees you as possibly being confident on the surface, he wonders if you may feel less self-confidence and self-belief at a deeper level.

If David's view is correct, then although you will generally come across as an honest and genuine person, it may still be that you allow yourself to be swayed by short-term pressures when the expectation of those around you is for you to take a firmer stand or a longer-term position.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Self-Understanding

There were some aspects of this competency area on which you tended to rate yourself less highly than David did. It could be that David is recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

Check your feelings. Rate yourself on an imaginary 10-point 'ready for anything - ready for nothing' scale every morning and reflect on the reasons for your rating.

Know your strengths. Imagine that you are going to an interview and will be asked about your five key strengths. What are they? How will you 'sell' them to the interviewer?

Learn from criticism. Think about a time when someone has rightly criticised your work. After the initial shock, what did you realise about yourself?

Test your comfort level. Now and then vary your pace of work and activities and assess what feels good and what less uncomfortable. Ask yourself why.

Recognise your default mode. Routinely ask yourself how you are feeling: anxious or relaxed, tired or energetic, bored or excited etc. Do you have a dominant emotion? Why?

Is your mood fit for purpose? Get into the habit of asking yourself how you appear to other people. Are your moods and reactions helping or hindering what you do

Self-Value

There were some aspects of 'Self-Value' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Self-Value' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

Accept your good points. Offer honest and positive feedback to others: pointing out the good points in others can encourage you to do so to yourself.

Realise we are all human. Research or get to know people you consider successful. You will often find they have the same problems, self image and vulnerabilities as you.

Esto quod es (Be what you are). Stick to who you are and what you believe in. Genuine confidence comes from being able to justify your decisions to yourself.





Identify your values. Think about and explore your spoken (espoused) and unspoken values. What standards do you really expect of yourself and others?

Make sure you deliver. Ensure you are realistic when making a promise to do something. It is better to decline than to have genuine problems fulfilling a commitment.

Be resonant with your inner self. Think of the most genuine person you know. What shines through? And what does this tell you about 'authenticity'?

SELF-MANAGEMENT

Self-Management concerns the ability to express one's innermost thoughts and feelings whilst remaining in control and meeting commitments. It also involves continually listening, learning and adapting to life. Without this ability people can find themselves reacting impulsively and having their judgement clouded by emotion. Increased self-management enables greater flexibility in thought and feeling, and the capacity to take on board constructive feedback from others. This area is composed of two competency groups, 'Self-Regulation' and 'Openness', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Self-Management	Self-Regulation	C	 4.00	
		D	 3.50	
	Openness	C	 4.33	
		C	 4.17	

Self-Regulation

You see yourself as being fairly conscientiousness in terms of taking decisions and making commitments and generally feel that you fulfil your responsibilities and follow through on your promises. Nevertheless, it seems that certain kinds of 'difficult situations' can make you feel a little anxious and defensive. Perhaps you tend to react to difficult situations at an emotional level rather than staying detached and perhaps from time to time your emotions will cloud your judgement.

As a consequence, although you appear generally comfortable with taking decisions and following through on your responsibilities, it may be useful for you to consider how you typically react to short-term pressures and obstacles? Are there occasions when you have allowed your emotions to affect your judgement and your actions - perhaps reducing your ability to remain effective under pressure? Such considerations may help you to understand better how you come across to others and may help you manage future situations to fit better with peoples' expectations and needs.

David's view in relation to this area was broadly in agreement with your own view.

Openness

You appear to thrive on change and to be a very flexible person, able to adapt your plans easily in the light of new information or modified circumstances. In contrast, your responses to the questionnaire suggest you do not always encourage open dialogue. On the whole, you do not enjoy receiving feedback on your own behaviour and are not particularly happy about having to give feedback to others.

You are therefore likely to be continually listening and learning, seeking new and relevant information and avoiding becoming stuck into old ways of working and outdated processes. Such exceptional levels of receptivity to new information allow a person to easily change outdated perceptions and to manage evolving situations with great flexibility. However, it may also be that people will expect you to be more willing to listen and learn via feedback from them. Perhaps you do not seek enough feedback, especially if you think it is not going to show you in a positive light. Perhaps also you avoid giving or neglect to give open and honest feedback yourself to all the people who want and expect it from you.

David thinks that you have a positive attitude to change and are a reasonably flexible person who is willing to adapt if the circumstances require. In addition, he sees you as someone who willing to listen and learn and who is happy to receive feedback on your opinions and actions from others.

Overall, David sees you as enjoying learning and seeking out new information which is relevant to your current situation, so enabling you to update your perceptions and to manage evolving situations with flexibility. Furthermore, he will trust the feedback you give as being open and honest.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Self-Regulation

Both you and David see 'Self-Regulation' as an area for potential development. And so this may be an opportunity to explore a competency that you have not really thought about developing. Have a look at the following and see what it triggers:

Take five. When you feel yourself about to give into an impulse, stop for a few seconds and take a deep breath.

Learn from the past. Take time to reflect on past situations where your emotional reactions have had negative consequences.

Monitor your emotions. Think of the other reactions you can choose from when you feel yourself becoming angry, irritable or overly emotional.

Don't forget the reality check. Before you make a firm commitment to a course of action, ask yourself if what you are promising is realistic.

Learn to say 'no'. It's easy to say 'yes' to everything, much harder to say 'no'. But sometimes the most responsible thing to say is 'no'

Openness

There were some aspects of 'Openness' which you rated more highly than David. This could mean either that there are things about you of which David is not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Openness' which David rated more highly than you did yourself. Perhaps David sees something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

See change as opportunity. Think about some form of change that you resisted, but which actually turned out to be a good idea.





Give something of yourself. If you are uncomfortable talking about yourself, ask yourself why. Perhaps you find it difficult because you are not in the habit of sharing your thoughts with others.

Embrace your mistakes. Everyone learns from their mistakes, and everyone makes mistakes. Acknowledge that the best learning often occurs when things do not go to plan.

Help others to talk openly. Encourage more open communication by using language such as 'Sometimes I find it difficult to...'

SELF-MOTIVATION

Self-Motivation centres on a person's drive to get going, sustain their energy levels and grow as an individual. In contrast a low level of engagement and motivation can lead to a lack of direction, resistance to change and ultimately wasted effort. Thus increased self-motivation typically shows itself through greater positivity and determination, and a thirst for taking on new ideas and challenges. This area is composed of two competency groups, 'Drives for Results' and 'Drives for Change', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Self-Motivation	Drives for Results	D	 3.67	
		C		 4.17
	Drives for Change	D	 3.50	
		C		 3.83

Drives for Results

Your self-perception is of a person with a fair amount of energy and will to succeed. You feel that you are concerned about standards and quality of work and will try to meet those standards wherever you can. In spite of this, your answers to the questionnaire suggest that you do not see yourself as someone who is constantly taking initiatives of your own accord. You tend to take a rather more passive approach, perhaps ready to respond when asked but not actively going out of your way to take action. Where you feel action is necessary, you may still find yourself easily put off or demotivated by any difficulties which arise along the way.

If your questionnaire responses are an accurate reflection of your actual behaviour, then people would probably describe you as someone who may need to develop greater self-motivation, adopt higher standards and put more energy into improving the areas, activities and results which affect them. You may like to make a comparison between those situations where you have shown considerable initiative and determination to overcome obstacles and those where you may have taken an over-relaxed approach which allowed standards to slip. Perhaps you are too selective about the situations you seek to improve and perhaps you could put a little more energy into developing your environment, getting results and improving your own capabilities.

In David's opinion, you happily take the initiative when something needs doing. He sees you as keen to make things happen, often showing ingenuity and resourcefulness in overcoming obstacles that get in the way. On the other hand though, in his view, you do not pay as much attention to standards and quality of work as you could. He feels that achieving goals and setting targets for your own self-development may not be one of your main priorities.

If David's perception is accurate, it may be useful for you to try to make a distinction between, on the one hand, simply getting things done and, on the other, making sure that what is done is done well and meets the expectations of those that are affected.

Drives for Change

It seems from some of your answers to the questionnaire that you do not always find it easy to remain positive and optimistic. In really difficult situations, you may let things get on top of you and feel negative, especially when you encounter obstacles to what you want to achieve. Also, you do not appear to see yourself as particularly imaginative or creative. On the whole, you are not someone who rushes forward with new solutions to problems or who is constantly looking for new ways of doing things.

If this self-perception is accurate, then it is likely that that people will see you as needing to be more encouraging and supportive, especially during difficult times. They may feel you could do quite a lot more to help them remain positive and that a first step on your part would be to be more positive yourself. You may like to consider therefore how you could be proactive in helping to create a more optimistic mood in which there is belief that things will change for the better. Perhaps you need to develop your own enthusiasm and energy and use this as a means of encouraging others. Or perhaps you could contribute more to the development of new ideas designed to bring about a change for the better.

It seems to David that, on the whole, you try to remain reasonably optimistic in the face of difficulties. You will try

not to let things get on top of you and will also try to encourage others to cope with whatever problems they face. However, he does not see you as particularly imaginative or creative. He feels that, on the whole, you are not someone who rushes forward with new solutions to problems or who is constantly looking for new ways of doing things.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Drives for Results

There were some aspects of 'Drives for Results' which you rated more highly than David and others which David rated more highly than you. In the former case, aspects of how you behave may be hidden from David (or alternatively, you may be overestimating some of your competencies). In the latter case, it could be that David is recognising something in you that you take for granted and do not really see as a strength or consider to be particularly important. You might like to think about the following:

Open up the options. Given a particular assignment, make yourself think of at least two distinctly different ways of fulfilling it.

Navigate round difficulties. Be brave enough to use your knowledge and initiative to bypass problems.

Challenge the status quo. If you don't agree with something, object. Sometimes a different viewpoint really is required.

Set targets. Make sure that you establish clear and measurable targets so that you know when you have achieved your objectives.

Focus. Once you have decided what you want to achieve, make arrangements for all other projects and distractions to keep to a minimum

Stretch yourself. Move yourself out of your comfort zone as personal development depends on personal challenge

Drives for Change

You tended to rate yourself less highly on 'Drives for Change' than David did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe David values something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

Get things in proportion. Break tasks down into digestible chunks and deal with problems one at a time. You will become more optimistic about the outcome.

Stop negative self-talk. Challenge your negative self-talk or attitude of self-blame. Guard against pessimism turning into self-pity.

Check your Eeyore factor! What do you like about having negative thoughts? In the past have you enjoyed being sad, has it made you feel more self-righteous or gained you sympathy?





Look to the future. Endeavour to look beyond the here and now and consider what you can do to create a better future.

Practice brainstorming. List all the ideas that come in to your head about something, and weigh up all of them, even if some seem a little crazy.

Voice your ideas. Get behind your ideas and sell them to other people. Creativity can only make a difference if it is embraced by your colleagues

SOCIAL AWARENESS

Social Awareness looks at the way in which someone understands and respects other people. Without the ability to genuinely appreciate and value someone there is a danger of misreading their needs and concerns and of coming to judgement too quickly. Increased social awareness takes people from a superficial interest in others, and possibly a degree of suspicion of their motives, to a more open, empathic and trusting style of interaction. This area is composed of two competency groups, 'Understands Others' and 'Appreciates Others', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Social Awareness	Understands Others	C	 4.33	
		C		 4.17
	Appreciates Others	C	 3.83	
		D		 3.50

Understands Others

You see yourself as being a reasonably good judge of people and quite often able to identify people's strengths and weaknesses. Furthermore, you feel that you are fairly aware of the needs and feelings of other people. You will do your best to understand what is personally important to them and this will help you to understand things better from their point of view.

If this self-perception is correct, these qualities will help you to deal effectively with other people. You will be good at empathising with people and will understand their motivations and their reactions, so helping them to feel that they are being understood and appreciated.

David thinks that you have a good awareness of the needs and feelings of other people. He sees you as listening, observing and taking the time to understand what is personally important to others, so enabling you to understand things from their point of view. Nevertheless, when it comes to other people, he does not see you as being particularly perceptive. He feels that you sometimes find it hard to judge people's strengths and weaknesses accurately and that your personal relationships with people might sometimes influence your judgement about them.

If this is so, then although your high level of interpersonal empathy will certainly enhance your ability to deal with other people, there may still be times where you need to spend just a little longer getting to know someone before drawing conclusions about them so that you can be sure that your judgements are based on a more informed knowledge of the person rather than just on your initial impressions.

Appreciates Others

You see yourself as someone who generally feels concern and respect for other people and who would like to help them feel valued. In contrast, it seems that sometimes you do not find it particularly easy to trust people. On the whole, you are fairly quick to form an opinion about another person and may not be prepared to give them too many chances to change your mind about them.

If this is so, then the fact that you do not easily trust others may make it difficult for them to trust you and this could be an obstacle in your relationships with them. It may be worthwhile exploring in greater depth your feelings about other people and trying to identify what circumstances in the past may have led you to not trust people easily. This may help you to see that in reality, at least some of the people who you deal with at present may be more deserving of your trust than you imagine.

In David's view, you sometimes do not seem to be especially concerned for or interested in other people. You appear to him not to take a great interest in how other people feel, nor to really see it as your responsibility to enhance other peoples' sense of self-value. In addition, he feels that sometimes you do not find it particularly easy to trust people. He thinks that, on the whole, you are fairly quick to form an opinion about another person and may not be prepared to give them too many chances to change your mind about them.

If this is so, it is possible that people will feel that you do not value them, so making them reluctant to place their

trust in you. You might therefore like to consider whether it would be worthwhile trying to develop a little more sensitivity towards the views, ideas and emotions of people whom you may currently not be taking as seriously as you could.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Understands Others

There were some aspects of 'Understands Others' which you rated more highly than David and others which David rated more highly than you. In the former case, aspects of how you behave may be hidden from David (or alternatively, you may be overestimating some of your competencies). In the latter case, it could be that David is recognising something in you that you take for granted and do not really see as a strength or consider to be particularly important. You might like to think about the following:

Become a people watcher. Take some time to sit and observe people. Speculate about what they may be thinking or feeling, and consider what the clues/evidence might be that you are using.

Don't rush to judgement. Reflect on times when you have misjudged people. What did you miss? Were you stereotyping? What could you have spotted earlier?

Take an interest in people. Spend time getting to know what is important in a person's life. This is often the key to understanding what motivates them.

Meet the needs of others. Ask yourself what others would like from you and what would make them give their best

Appreciates Others

Although David saw 'Appreciates Others' as an area which you may possibly need to develop, you rated yourself more positively than he did. Perhaps there are aspects of how you function in this area of which David is not aware. On the other hand, you might possibly be overestimating some of your competencies. Whichever is the case, you might want to explore the following ideas:

Hand out rewards. Find something genuinely positive to say to each person you see during the day. Notice how it affects their mood and willingness to cooperate.

Develop your empathy. Put yourself in other people's shoes and consider how they might be affected by the way you interact with them.

See the unique value in people. When feeling negative towards someone try telling yourself that they are doing the best they can given the attitudes and abilities they have developed.





Look for good. Make a point of finding the positive in people you know and people you meet.

Talk about trust. Be honest with someone if you do not trust them and allow them the chance to explain themselves and change their behaviour, if necessary.

Give people a chance. Give everyone the opportunity to show you their best side. If they are always on the defensive they will not be so ready to cooperate with you

SOCIAL MANAGEMENT

Social Management revolves around interpersonal skill and the ability to build relationships that feel positive and collaborative. Without this ability others can feel manipulated, unsupported and excluded from decision making. So the power of social management comes from being able to persuade in a sensitive yet flexible manner, to develop bridges that encourage mutual contribution, whilst at the same time having the will to confront difficult situations. This area is composed of two competency groups, 'Exerts Influence' and 'Builds Relationships', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Social Management	Exerts Influence	C	 4.17	
		D	 3.50	
	Builds Relationships	D	 3.67	
		B	 4.67	

Exerts Influence

Even in difficult situations where there are varying points of view, you feel you are able address issues directly, able to challenge others if necessary and are generally very good at managing conflict promptly and fairly. In spite of this, your questionnaire results suggest that you do see yourself as being particularly skilled when it comes to persuading others. On the whole, you do not feel that it is particularly important to adjust your style of persuasion according to whom you are trying to influence and do not seem to devote very much attention to the 'arts and skills' of persuasion.

Your ability to deal with conflict will help you to manage interpersonal situations and will contribute to your ability to win others round to your point of view. Nevertheless, your approach to communication may sometimes let you down. Maybe you need to consider different approaches to persuading people, perhaps varying your methods according to whom you happen to be addressing.

David thinks you are reasonably good when it comes to persuading others. He sees you as varying your style of persuasion according to whom you are addressing in order to find a way of bringing people round to your point of view. On the other hand though, in his view, you do not particularly like to deal with conflict situations in which people take varying points of view. He feels that you may sometimes avoid such issues or may not address them directly.

If David's view is correct, then despite your interpersonal skills, such a difficulty in dealing with conflict could reduce your ability to bring others around to your point of view, since one often has to deal with opposing points of view when presenting one's case. It may help to consider how you feel when confronted with difficult interpersonal issues. For example, how you would feel if you had to challenge people or their performance? How you would feel when you have to deal with a conflict between others? Do you feel that people will view you less positively if you criticise what they have done or said?

Builds Relationships

Your questionnaire responses suggest that you prefer not to allocate a great deal of time to helping people grow and learn. You do not seem greatly interested in providing people with learning opportunities nor do you often delegate tasks simply for the purpose of helping others develop their skills. Also, on the whole, collaboration with others does not seem to be especially important to you. You do not seem to want to devote a great deal of time to building collaborative relationships or developing your network of contacts. Generally speaking, you tend not to look for opportunities to collaborate with others or to create a collaborative climate for other people to work in.

If this is true, it is possible that others may see you as not having sufficient interest in their development. You may like to consider whether there could be benefits both for you and for others if you were to devote more of your time to coaching and supporting people. You might also consider whether you should spend more time maintaining and building your network of useful contacts so that there could be more opportunities for collaboration. It may be that so far you have not had the opportunity to appreciate the mutual benefits that collaboration with others can bring.

David thinks you are skilled in building collaborative relationships - spending time helping people to build and maintain a network of useful contacts and bringing people together for mutual collaboration and gain. Furthermore, he believes that that you quite like to provide people with opportunities to learn and develop. He feels that you will allocate at least some of your time to coaching and supporting people and will sometimes delegate responsibilities to others to help them learn.

Overall, David sees you as someone who shows concern for those for whom he is directly responsible. He believes you have particularly good social skills and are strongly motivated towards working with others and creating a climate of collaboration within the organisation.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Exerts Influence

There were some aspects of 'Exerts Influence' which you rated more highly than David and others which David rated more highly than you. In the former case, aspects of how you behave may be hidden from David (or alternatively, you may be overestimating some of your competencies). In the latter case, it could be that David is recognising something in you that you take for granted and do not really see as a strength or consider to be particularly important. You might like to think about the following:

Different strokes for different folks. People respond to different styles of influence. Match your style (directive, supportive, coaching, delegative etc) to each individual separately.

Find the right channel. Are you talking numbers to numerical people, using words with verbal people etc, and all at an understandable level?

What's the source of your power? Make sure that others are responding to you as an individual and not to your position.

Know what you want. Be aware of what it is you wish to do and the benefits that will accrue from your actions.

Be fair and consistent. Treat everyone in the same way and ensure that all recognise a particular course of action as being measured and fair.

Confront difficult situations. People want different things and this leads to discontent. Being able to 'grasp the nettle' and handle conflict is a key part of relationship building

Builds Relationships

You tended to rate yourself less highly on 'Builds Relationships' than David did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe David values something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

Tune your evaluation skills. Work on your ability to decide if people have the competence and confidence to take on bigger roles.

Empower people. When you delegate make sure that you also pass on the responsibility to make decisions.

Encourage personal growth. Reflect on the thought that a test of the success of development is whether it makes people attractive to other potential employers.





Network, network, network. Even if it does not come naturally to you, treat networking as a work task and set goals for attendance at social events.

Stay in touch. Productive relationships require regular maintenance and long term collaboration requires long term contact!

Invite everyone into your tent. Work to get different sorts of people to collaborate and consider that sometimes we learn the most from those that irritate us

SOCIAL MOTIVATION

Social Motivation is about having a vision for the future. People who are motivated in this way work with others to generate a compelling view of how things can be, as opposed to being rooted in the present and having an ambivalence to progress. A commitment to social motivation also implies the ability to kindle co-operation, and to engender a strong sense of belonging within a group, through an engaging and enthusiastic communication style. This area is composed of two competency groups, 'Leads for Results' and 'Inspires Commitment', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Social Motivation	Leads for Results	D	 3.67	
		C		 3.83
	Inspires Commitment	C	 4.00	
		D		 3.67

Leads for Results

It seems that you do show some concern for the future and for how things could change for the better. You would like to be able to make a difference if possible and you will quite often communicate your ideas to other people. However, when change is needed, you do not seem feel it is particularly your responsibility to bring it about or to initiate the change process, either by your own actions or via other people. On the whole, this is a responsibility which it seems you would prefer to leave to others.

If this is accurate, then perhaps others will expect rather more direction from you - either in the form of clearer plans for change or by encouraging them to be more involved themselves in the change process. Overall, people may expect you to take a stronger lead in guiding the direction of change and turning the vision into reality.

David's view in relation to this area was broadly in agreement with your own view.

Inspires Commitment

You see yourself as are able to create a sense of team spirit in which commitment and participation are the norm. You like to encourage others to interact with one another and feel you are able to inject your own enthusiasm into the entire process. Nevertheless, it seems that you do not feel communication skills to be one of your greatest strengths and that your style of communication would not be described as particularly engaging or inspirational.

If this is accurate, then people will describe you as someone who will use enthusiasm to generate high levels of participation in and commitment from those around . Nevertheless, you might be able to increase the enthusiasm of others yet further by trying to vary your communication style. It might help to spend some time observing others who you feel are more capable in this area and see if this might give you some ideas for approaches you could try yourself.

It seems to David that you do not make great efforts to create a climate of interaction and enthusiastic collaboration within a team. 'Team spirit', he feels, is not your greatest priority and you do not devote a great deal of time to creating a sense of co-operation amongst team members or to injecting your own enthusiasm into team interactions. In addition, he feels that communication skills is not one of your greatest strengths and that your style of communication would not be described as particularly engaging or inspirational.

If David's view is correct, it may simply be that you do not see involvement of this sort with the team as an area of great importance to your work. But if you do feel it is important and part of your responsibility, then you may want to explore ways of creating a greater sense of involvement and enthusiasm within the team.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Leads for Results

Both you and David see 'Leads for Results' as an area for potential development. And so this may be an opportunity to explore a competency that you have not really thought about developing. Have a look at the following and see what it triggers:

Parachute yourself forwards. What does the future look like and how are you going to get there?

Get everyone on board. Look for the common ground and build on it. Work towards developing a shared purpose in which everyone has a stake.

Build a reputation for change. Be the person that others know to be open to new ideas, change and flexible thinking.

Become a catalyst. Actively encourage people to contribute ideas and support them when they do.

Deal with resistance. Think of ways of defusing resistance and getting those who are less committed to change to think more broadly

Inspires Commitment

Although David saw 'Inspires Commitment' as an area which you may possibly need to develop, you rated yourself more positively than he did. Perhaps there are aspects of how you function in this area of which David is not aware. On the other hand, you might possibly be overestimating some of your competencies. Whichever is the case, you might want to explore the following ideas:

Create a productive climate. Teams are more than just groups of individuals. Make sure that you give people time to get to know each other and a special place to meet.

Make it fun. People often under-estimate the power that fun has to make tasks both more enjoyable and participants more productive.

It's the taking part that's important. If you are a naturally competitive character rein back on your desire to make the biggest impact and work at being more collaborative.





Be passionate. Convey your enthusiasm and use it to energise other people. If you are not a demonstrative person think of ways of showing that something has emotional meaning.

Get to the point. If you have something to say, say it. Influential communication is about grasping the moment and having great clarity.

Speak with sincerity. Even difficult messages become palatable if people believe that you are speaking from the heart. Let others know that you are sincere

SITUATIONAL AWARENESS

Situational Awareness describes how well a person understands and appreciates variety and diversity. People with higher situational awareness are more able to go beyond the narrow lens of their own experience and to evaluate situations more objectively. They are interested in the differences between people and cultures and view such differences as opportunities for creating better ideas and more durable solutions. This area is composed of two competency groups, 'Understands Context' and 'Appreciates Diversity', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Situational Awareness	Understands Context	D	 3.67	
		D		 3.50
	Appreciates Diversity	C	 4.17	
		D		 3.50

Understands Context

You believe that you are quite good at getting 'under the skin' of a situation and are reasonably quick to pick up on what is not obvious or explicit. You appear able to sum up what is important and appropriate in diverse situations based on quick or intuitive understanding of the unwritten rules or protocols. In contrast, on the basis of your questionnaire responses, you believe that you can be quite good at reading diverse situations. This would suggest that you can be sensitive to different people and cultures and can sometimes identify what is important and what is appropriate. However, you recognise that you do not always get this right and that, in some circumstances, you simply misread or misjudge some important signals.

If your self-perception is accurate, then you can be fairly well tuned to the 'politics' of many diverse situations, but somehow you appear to miss the subtleties of what is important in a situation and what is not.

David feels that you can be quite good at reading diverse situations and can be sensitive to different people and cultures. He thinks that you are often able to identify what is important and appropriate, but maybe do not always get this right and may sometimes misread or misjudge some important signals. Also, he believes that you although you can sometimes get 'under the skin' of a situation and pick up on what is not obvious or explicit, you do not do this particularly consistently. He feels that you are not always accurate enough when judging what is important and appropriate and that you could be a little quicker to recognise the unwritten rules, protocols or 'hidden agendas' in a situation.

It may therefore be worth considering how you can improve your understanding of the politics which often underly situations. Discussing particular situations which have occurred with colleagues or friends might help you to do this.

Appreciates Diversity

You can express curiosity and interest in people from different backgrounds and cultures and you are often stimulated by alternative ideas, especially when you can see an opportunity for increasing creativity and performance. Furthermore, it seems that you can be quite open-minded and tend to see differences of opinion – even those you disagree with – as worthy of consideration. In fact you encourage alternative views and promote open discussions thus helping to create an atmosphere of trust and tolerance.

If your self-perception is accurate, then you are likely to be seen as a fairly open-minded person who is interested in and encourages new ideas. You also recognise that people have different cultures and values and, for the most part, you can be respectful of these differences, although failing to do this could make you less effective at creating harmony and encouraging change.

In David's view, you can show a degree of curiosity and interest in people from different backgrounds and cultures. However, whilst you are sometimes stimulated by alternative ideas, he feels there are times when you may close your mind a little early and disregard some legitimate views and opinions. In addition, he feels that you can be quite open-minded much of the time – but also feels that there are times when you become less tolerant and do not always give differences of opinion the consideration they may deserve.

If this is so, then it might be important for you to try to find out a little more about people who come from backgrounds and cultures that are different from your own, as we can often be a little blinkered by our own upbringing and our cultural values. It might also be worthwhile spending a little more time considering other people's points of view, even though they may be different from your own. If we reject an idea at the outset simply because it is different from our own point of view, then we may never actually get to understand it and to appreciate its value.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Understands Context

There were some aspects of this competency area on which you tended to rate yourself more highly than David who saw this as an area for possible development. This suggests either that aspects of how you behave may be hidden from David or that you are possibly overestimating some of your competencies. Either way you might like to think about the following:

Become an OWL. The OWLS principle is Observe, Wait, Listen and then Speak – and when you speak, ask a question. Think carefully about what are the right questions in this situation. Is it strategic or operational? Does it encourage or discourage open inquiry? If you think you understand what is going on, ask yourself 'what have I missed' and then look again. Take more time before you make assumptions or jump to conclusions.

Reanalyse situations from your past. Reflect back over situations that you either didn't fully understand or felt uncomfortable about. What do you know now that would have helped you then? Try and draw parallels with any of your current circumstances.

Consider the wider context and stakeholders. What is particularly relevant to people in this situation at this point in time? Are there differences between the various groups in terms of what each thinks is relevant or important? What might each group be particularly sensitive about? Notice how this increases your understanding of the situation.

Define what you mean by 'politics'. Identify how much of this is about other people doing things you do not like. Describe what you do when such things happen. Write a list of things you could do differently? Try putting some of these ideas into practice.

Identify people you see as good at 'managing the politics'. Ask yourself what they are trying to achieve and what they do differently from you. What might they be aware of that you are not? Consider what you could learn and what you could try doing (but without compromising your own self image).

Identify all the ways that you exert influence. Are these based on superior knowledge and expertise, relationships and networks, energy and drive, verbal fluency and persuasiveness, etc? Think about how you use these and whether you could increase the range of methods you personally use in order to manage politics better

Appreciates Diversity

Although David saw 'Appreciates Diversity' as an area which you may possibly need to develop, you rated yourself more positively than he did. Perhaps there are aspects of how you function in this area of which David is not aware. On the other hand, you might possibly be overestimating some of your competencies. Whichever is the case, you might want to explore the following ideas:

Identify your own prejudices and stereotypes. Write down as many diverse groups as you can. Identify any that are important (because you work or live with/near them). Now write down what you see as positive and negative about them. Challenge yourself about how well founded your thoughts really are?

Find out what different groups, cultures or religions really believe in. See yourself as a detective and set about finding out as much as you can – by reading books, asking people you know or visiting places that will inform you.

Make contact with a person or group that is very different from yourself. Spend some time with them and try to see the world through their eyes.

Write down what you do when you feel negative, critical or intolerant towards a group of people. Put yourself in their shoes. Imagine what you would feel like meeting yourself. In what ways could you do things





differently to help in such situations?

Identify things you don't like about certain 'types'. Now try and see what the positive side of that could be (e.g. a 'stubborn' person who might alternatively be seen as 'firm' or 'independent', or a 'dictatorial' person who could be seen as 'clear' and 'directive' in a crisis).

Identify past or recent situations when you have been hard on yourself. Ask yourself whether there are particular things which you do not value in yourself and which makes you critical of yourself and consider what, if anything, might trigger you to be self-critical. Now consider what a truly considerate and supportive friend would do or say to help you in such a situation. Practice being more supportive with yourself – and then try using this same skill to be more supportive with others

SITUATIONAL MANAGEMENT

Situational Management describes how easily a person can move between different and diverse situations. People with higher situational management have developed ways of managing situations both diplomatically and with the appropriate level of flexibility – and without simply acquiescing to the dominant forces. In other words, they can be tough when needed but still show genuine understanding and respect. They have a picture of what the future holds and are good at anticipating change and next steps. This area is composed of two competency groups, 'Manages diplomatically' and 'Demonstrates Flexibility', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Situational Management	Manages diplomatically	C	 3.83	
		C		 4.33
	Demonstrates Flexibility	D	 3.50	
		C		 4.17

Manages diplomatically

It seems that you are very effective at building bridges and creating a better understanding between diverse – and sometimes opposing – groups and views. You are skilled at helping people to focus on their common interests rather than areas of potential conflict. In spite of this, your responses to the questionnaire suggest that you sometimes have a good grasp of situations but that there are occasions when you do not get this right. This can lead to you making the wrong kind of input – perhaps by saying or doing the wrong thing – which may offend people or make you appear somewhat insensitive.

If your self-perception is accurate, then it is very likely that you find it hard to manage situations with tact and diplomacy. However, your style appears to work in some situations and it is likely that, in these situations, you have the skills for being highly effective at reducing conflict and building harmony.

David thinks that you often have a good grasp of situations – of what the issues are and how best to manage them. He feels that you can show sensitivity about what is important and that you have the skill to make the right kind of input in an acceptable way without avoiding difficult issues. Also, he believes that you are quite effective at building bridges and creating a better understanding between diverse – and sometimes opposing – groups and views. He feels that at times you can be quite skilled at helping people to focus on their common interests rather than areas of potential conflict, even though you may not always have all the skills required.

Overall, David sees you as someone who manages situations with a reasonable degree of diplomacy and who is able to be fair and tactful with others, even though this may not always be particularly easy for you to do.

Demonstrates Flexibility

Your responses to the questionnaire suggest that you see yourself as someone who is not particularly excited by the challenge of new situations and changing circumstances. You are willing to be flexible at times – perhaps by changing your approach or by re-prioritising what you do – but generally you appear to prefer a little more stability or predictability. As a consequence, you may sometimes come across as a little inflexible or even rigid. Furthermore, you may not be the greatest enthusiast for change and you may be a little slow to accept the 'new realities' of a changing world. This can make it hard for you to feel positive about change and you may not always be willing to do what is needed so that you and others adapt and contribute positively to meet changing demands.

If this self-perception is accurate, then you may be fairly inflexible and unenthusiastic about change. Furthermore, you may be reluctant to embrace any vision of a 'new future' even when it appears inevitable. Perhaps you drag your heels or simply do not put in as much effort to make it happen as others might like?

In David's opinion, you are someone who is adaptable and ready to meet the challenge of new situations and changing circumstances. He sees you as often being energised by change and able to be flexible – either by changing your approach or by re-prioritising what you do. On the other hand, he feels that there are times when this may be more difficult for you and that you might sometimes be a little more rigid than you usually are. In addition, he believes that you appear to enjoy change: something which comes from your own vision of how things can be different and your preparedness to accept 'changing realities.' He sees you as feeling positive

about new ideas and procedures most of the time and willing to do what is needed so that you and others can positively adapt to changing demands.

On balance, David feels that you although you may be a little inflexible and unenthusiastic about change, you are someone who can become quite positive once you have recognised that a change is worthwhile (or inevitable) and will work to make it happen.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Manages diplomatically

There were some aspects of 'Manages diplomatically' which you rated more highly than David and others which David rated more highly than you. In the former case, aspects of how you behave may be hidden from David (or alternatively, you may be overestimating some of your competencies). In the latter case, it could be that David is recognising something in you that you take for granted and do not really see as a strength or consider to be particularly important. You might like to think about the following:

Consider a delicate situation that you managed well. What did you do? Describe the sensitivities involved in terms of the people and/or the situation? How did you manage to read the situation accurately? What did you do that was particularly effective?

Consider a delicate situation that you did not manage well. What did you do? Describe the sensitivities involved in terms of the people and/or the situation? With hindsight, what did you miss? What could you do in the future?

Consider situations where you have been dealt with sensitively/insensitively. What did people do or say? What would have been a more appropriate way for them to react? Does thinking about this example give you some insight into how you might yourself manage similar situations better in the future?

Identify a situation where people were in conflict? What were the immediate triggers (e.g. resources, pressure, communication, values and beliefs)? Was there a more fundamental issue at the root of the conflict? What did you do? What do you normally do in such situations? What else could you do? What do people who are effective in such situations do? What would be a more effective approach? If you cannot answer these questions, make a note to explore this further

Demonstrates Flexibility

You tended to rate yourself less highly on 'Demonstrates Flexibility' than David did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe David values something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

Think of times when you have become inappropriately rigid and reluctant to change. Contrast this with times when you find it easy to be spontaneous and flexible. Consider the differences. What can you learn that will help you in both situations?

Think of a fast-changing situation that stretched you emotionally. What did you find difficult? What do you normally do in such situations to relieve the pressure? Could you have done more of that earlier?

Invite people to give you feedback about how you react to pressure. Do you recognise what they say? Is there a theme? Do you become a little too rigid? What would make it easier for you? Think of situations where you are more spontaneous and flexible and see whether that gives you ideas for dealing with other types of situations.

Picture any changes ahead that concern you. Now imagine that it all turns out well. What does it look like? Identify any negative thoughts and feelings you may still have. Write them down and ask whether they still make sense. Do you think these negative thoughts could be obstacles and, if so, can you think of ways of dealing with them?





Consider situations in which you have not been sufficiently prepared for changes that have happened. Consider what you could have done better.

Construct a lifeline for the past 10 years. Identify the key changes you have been through each year and the circumstances at the time. Identify in what ways you have changed and in what ways you have stayed the same. What are you prepared to change? Consider the 'givens' in your life and what you do not want to

change. What can you learn from this about how you adapt in changing situations?

SITUATIONAL MOTIVATION

Situational Motivation describes the ability to transform people's reactions to change from a potentially negative perception to one that is positive. It involves the ability to recognise when change is needed and being able to communicate in a way that is clear and persuasive. It often requires the courage to change what needs to be changed, the serenity to accept what cannot be changed and the wisdom to know the difference. It also requires an understanding and appreciation of people's hopes and fears in order to pitch the communication at the right level and with the right tone such that it helps to transform perceptions into something positive yet realistic. People high in Situational Motivation understand the delicate balance between people's need for autonomy and guidance such that they create positive energy and a sense of shared responsibility combined with high levels of motivation. This area is composed of two competency groups, 'Energises Change' and 'Inspires Ownership', and your scores in this area are shown below.

Area	Competency	Range	Blue = Your own view	Grey = David's view
Situational Motivation	Energises Change	C	 4.00	
		C		 3.83
	Inspires Ownership	E	 2.83	
		C		 4.17

Energises Change

You see yourself as someone who is capable at communicating difficult messages to people. You can often take an idea and explain it clearly and quite persuasively. This helps people to transform their neutral or even their negative perception into something that is a positive opportunity and to which they can feel a sense of personal commitment. Also, you can often be quite good at converting abstract ideas into pragmatic steps that help people to take action and make things happen in a positive way.

If this self-perception is accurate, you are likely to be a good communicator who can transform people's perceptions. You create the motivation for taking clear and practical action which makes you quite effective at getting things done with enthusiasm.

David thinks that you can often be quite good at converting abstract ideas into pragmatic steps that help people to take action and make things happen in a positive way. On the other hand though, he sees you as someone who is not always capable at communicating difficult messages to people. When you take an idea and try to explain it clearly and persuasively, he feels it does not always work, leaving you with people who are not as committed as you had hoped and whose negative perceptions will make it hard to generate positive enthusiasm.

If this is so, then you may need to focus on how you go about explaining things to people and persuading them of your point of view. This could be a question of simply improving your presentation skills but it could also be a question of understanding your audience better. Do they have the technical or background knowledge to understand what you are trying to explain? Do they already 'speak your language' or do you need to explain some of the basics first of all? Do they have pre-existing views which you will need to challenge? What are the objections they are likely to raise? And can you build their objections into your argument to show that you acknowledge them but still have a way round them?

Inspires Ownership

Your responses to the questionnaire suggest that you see yourself as someone who is not usually very participative and you don't always manage to create a sense of 'being in it together'. You sometimes struggle to get others to feel involved as an integral member of the team and this can have a negative effect on their involvement and sense of shared responsibility. Furthermore, you don't always recognise people's need for autonomy and hence you find it hard to give them an appropriate amount of personal responsibility. This probably manifests itself as a difficulty in judging when to stay in the background and when to give guidance and direction. This can confuse people and make it harder for them to take initiatives and to feel a sense of empowerment.

If this self-perception is accurate, then it seems that you do not find it easy to create a sense of shared responsibility in other people. Perhaps also you do not always provide sufficient encouragement to others to act independently. What is important is knowing when to provide guidance and when to hold back and not interfere,

thus allowing people to take initiatives without feeling abandoned. Maybe you feel you have to remain in control of what others are doing – which may arise from having too great a sense of your own responsibility for making sure things are done correctly. If so, then you may want to consider the impact this could have on other people's sense of involvement and ownership.

In David's opinion, you are usually quite participative and capable of creating a sense of 'being in it together'. He thinks you are good at getting others to be involved and feeling genuinely part of a team in which they are heard and in which they have a sense of shared responsibility. In addition, he feels that you are quite good at recognising people's need for autonomy and, as a consequence, you allow them to take an appropriate amount of personal responsibility while still remaining available to give appropriate guidance and direction. In his view, your 'light touch' management style enables people to take initiatives without being out of control and so contributes to their sense of empowerment.

Overall, David sees you as someone who is able to create a sense of shared responsibility and who also usually knows when to get involved without meddling. He thinks that, on the whole, you know how to provide guidance without being over-controlling and when to hold people to account without turning mistakes into blame.

Additional Points

As well as any development suggestions made above you might like to consider the following:

Energises Change

There were some aspects of this competency area on which you tended to rate yourself more highly than David who saw this as an area for possible development. This suggests either that aspects of how you behave may be hidden from David or that you are possibly overestimating some of your competencies. Either way you might like to think about the following:

Take a difficult situation where people lack enthusiasm and commitment. Consider how Henry V turned the perception of being outnumbered by 5 to 1 into a positive. He took the "Oh that we now had here but one ten thousand of those men in England that do no work to-day" and made it "If we are mark'd to die, we are enough to do our country loss; and if to live, the fewer men, the greater share of honour we few, we happy few, we band of brothers". Think of how you might be able to do the same thing in the situation you are considering? Be imaginative and then try it.

Practice taking negative ideas and seeing the positive. For example, consider the shoe manufacturer who sent two sales people to Africa. The first phoned home and said "It's no good, they don't wear shoes here – I am coming home." The other said "What an opportunity, nobody has any shoes here yet!" Which is most like you? Are there times when it would be better to be (even) more like the second?

Act symbolically! Nelson Mandela transformed perception by wearing the 'hated' Springbok Rugby shirt during the 1995 rugby world cup. He didn't say 'reconciliation' - he symbolised 'reconciliation'. What symbolic acts could you do in your context? It may help to begin by asking yourself "How could I....." and then to extend this list. Spend time with lower ranking staff; praise those whose work is essential but who are undervalued; give more voice to the unheard;

Consider a situation where people were initially reluctant to engage. What was their resistance? What was needed to convince them to accept and take action? How was that achieved? What part did you play? With hindsight, what could have been more effective? What have you learnt that would make you more effective in a similar situation?

Consider a group that is being somewhat 'sluggish'. Maybe you could try joining them to find out why they lack motivation. What could you do to help them become more motivated and thus more active. Evaluate what seems to work best

Inspires Ownership

You tended to rate yourself less highly on 'Inspires Ownership' than David did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe David values something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

Use the strengths and weaknesses of your team. Detail the strengths and weaknesses of individuals in your team and then at the team as a whole? Draw up a plan for individuals that could/should be developed.

Consider what you feel responsible for in the team and what would be useful to share/delegate. Decide what you could share that would help you with your workload and help them with their development?

Consider situations where you have too high a workload. Imagine you were ill tomorrow and off work – what would happen? Who would pick it up? How might you plan for this situation in advance, rather than waiting till it actually happens?

Priority versus delegation. Consider your current workload and decide firstly what things you really have to do. Then consider the things you don't have time to do. Will the latter simply not get done or will you delegate them? Which would be would be the worst option?

Relinquish some control. Consider times where you feel you are indispensable? Now imagine what would happen if you simply weren't there. How would other people handle things? Do you think you might actually be able to let them handle a little more even when you are around?

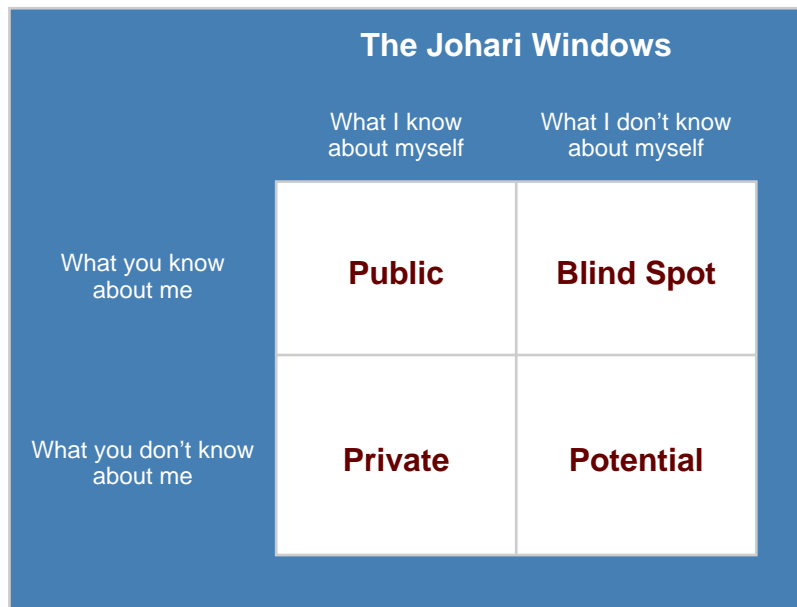
Think of a situation where you have been critical of someone's efforts. Imagine how you would react to your own criticism. Ask yourself whether the person actually meant to do the job badly or whether they were in fact doing the best they could. If so, was there an alternative way of handling the situation which could have helped the person?

Re-evaluate situations where you try to help. Write down all the ways in which you help people – physically, problem solving, giving advice etc. Now consider ways of helping in a less direct way – such as asking questions and encouraging them to find their own solutions

Using the Johari Windows for Self-Development

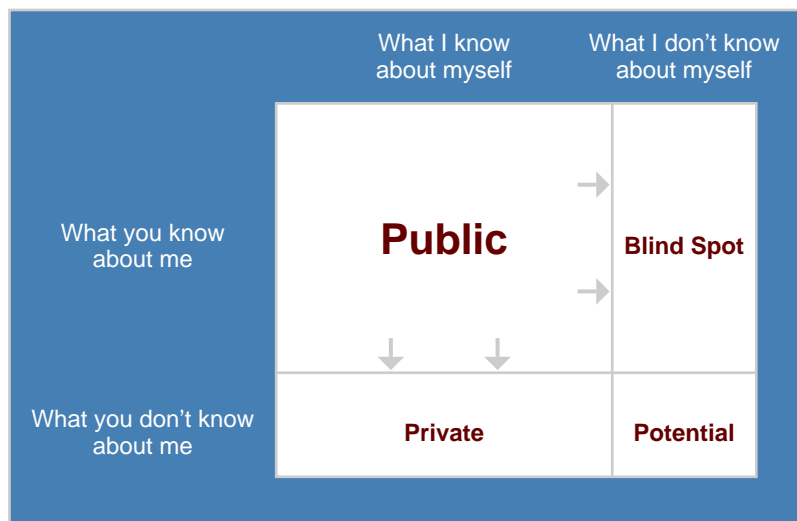
It is useful to think about what any differences between your results, and those of your co-respondent, David, might mean. One way of looking at this is to use the 'Johari Windows' model. This helps to explain how differences in self-disclosure and feedback can increase personal awareness.

The model consists of four windows which are labelled Public, Private, Blind Spot and Potential. Thus it draws a distinction between what you know about yourself and may or may not be willing to share (the Public or Private windows), and what someone else knows about you, but which you may not realise (the Blind Spot).



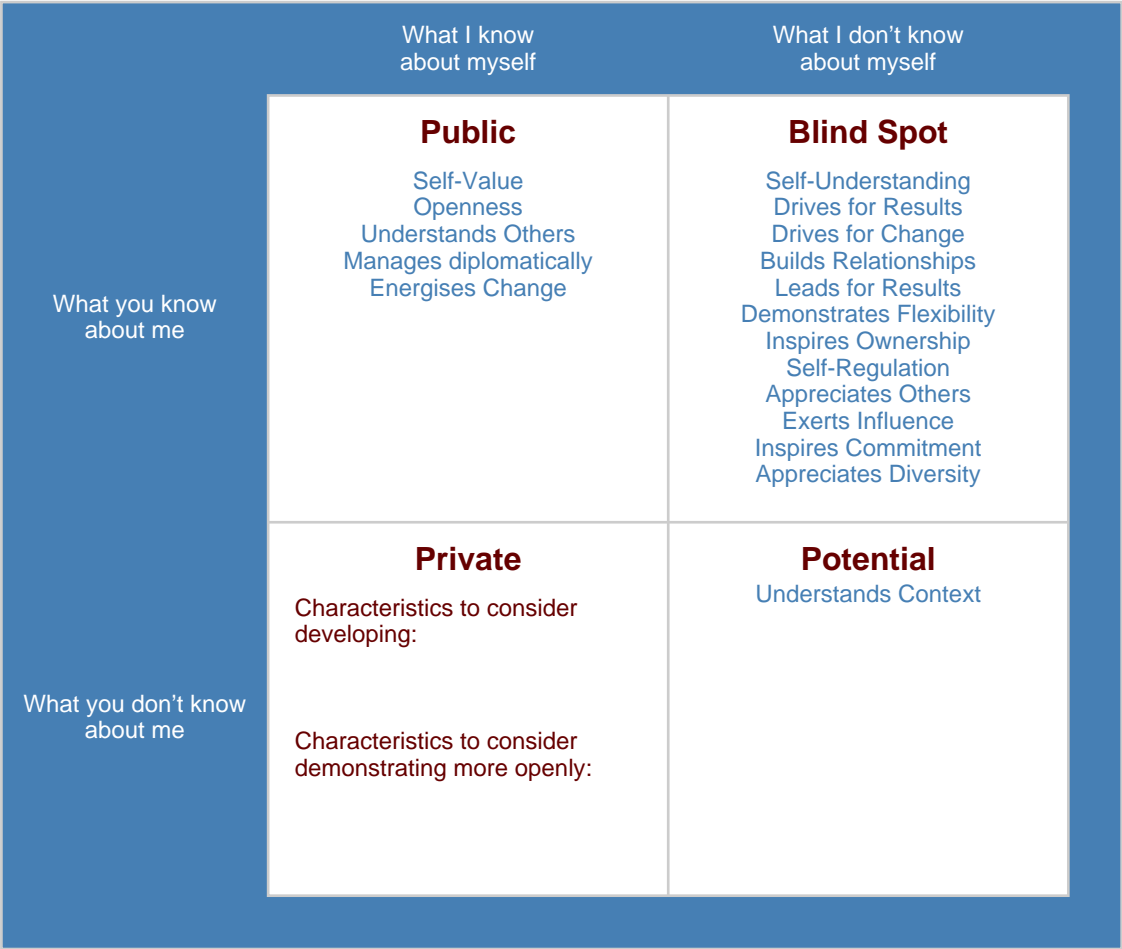
Practically, this model has been used to generate any additional points that are included in this report. For example, a mismatch between you and David could indicate that David is seeing something in you that you may not recognise or value because it's in your Blind Spot; or that you are over-estimating or under-estimating your competencies, compared to David, because David does not know what you are keeping Private. Likewise you might both be in the dark, in the Potential space, because neither of you have enough information on which to judge a particular competency.

Ultimately the aim of any feedback process is to open up discussions that tap into your Private area, shine light into your Blind Spot, and start to reveal any hidden Potential that you may have (as illustrated by the arrows in the second diagram below). This is achieved by disclosing more about yourself and/or receiving constructive feedback from another person.



The competencies assessed by the EIQ have been allocated to the four Johari Windows as shown in the diagram below. Wherever there was a discrepancy between your own ratings and David's, the assumption has been made that David's ratings are the most accurate. Whilst this is not necessarily true, it places the emphasis on you to challenge David's view and to think carefully about why and how he has formed his opinion of you and in what respects he might be right or wrong. For those competencies where you think David might be mistaken in his view of you, you might want to transfer them to another window: for instance, from the Blind Spot window to the Private window.

Please note that the assumption that David's view of you is accurate is only for the sake of this exercise since we have no way of knowing the truth. Ultimately therefore, this must be a matter for your own personal reflection.



The competencies that are placed in the Blind Spot window can be considered in terms of those where your ratings were lower than David's and those where David's ratings were higher than your own.

Competencies you rate lower than David

David sees the following competencies as characteristic of you, but you disagree with him:

- Self-Understanding
- Drives for Results
- Drives for Change
- Builds Relationships
- Leads for Results
- Demonstrates Flexibility
- Inspires Ownership

These discrepancies could have arisen because you are genuinely unaware of how good you are in these areas. If so, then this is why these competencies are in your 'blind spot' and you may like to consider how you could appreciate (and use) them more fully. However, there are alternative interpretations as follows:

- Perhaps you were being unduly modest when answering the questionnaire. If the truth is that you do recognise some of the competencies as being qualities, then they should be transferred to the PUBLIC window.
- Perhaps you have successfully managed to disguise some weaknesses which you know are less developed than David believes. For those competencies where this is the case you should consider transferring them to the PRIVATE window under the heading 'Characteristics to consider developing'.

Competencies you rate higher than David

David does not see the following competencies as characteristic of you, but you think they are:

- [Self-Regulation](#)
- [Appreciates Others](#)
- [Exerts Influence](#)
- [Inspires Commitment](#)
- [Appreciates Diversity](#)

These discrepancies could have arisen because you have never received good honest feedback and never realised the standards that others apply. If so, then these competencies are appropriately placed in your 'blind spot'. However, there are alternative interpretations as follows:

- Perhaps you were consciously exaggerating your qualities when answering the questionnaire but the truth is that you recognise these as weaknesses. If so, these competencies should be transferred to the "Potential" window.
- Perhaps you have successfully managed to disguise particular strengths such that David has a misguided view of your qualities. Where this is the case you should consider transferring these competencies to the PRIVATE window under the heading 'Characteristics to consider demonstrating more openly'.

Competencies where David felt he had limited knowledge

The table below shows, for each of the 18 competencies, the number of questions on which David indicated that he was not confident about the response he gave due to limited knowledge of you in the area in question. In each case, the number is out of 6. For example, if the number 2 appears next to one of the competencies, that would mean that David felt uncertain about his responses on 2 out of the 6 questions relating to that competency.

For those competencies where the number is high (e.g. 8 or greater), any data or results presented in this report concerning David's view of you in relation to that competency should be viewed with caution as they will be based on a relatively low level of confidence on his part.

Competencies	No. of 'uncertain' items
Self-Understanding	0
Self-Value	0
Self-Regulation	1
Openness	1
Drives for Results	0
Drives for Change	1
Understands Others	0
Appreciates Others	0
Exerts Influence	0
Builds Relationships	0
Leads for Results	0
Inspires Commitment	0
Understands Context	0
Appreciates Diversity	1
Manages diplomatically	0
Demonstrates Flexibility	1
Energises Change	1
Inspires Ownership	0

Comparing your scores to those obtained by other people

The previous sections of the report have provided your scores for each of the competencies covered by the EI Questionnaire. The scores were reported in terms of the average of the ratings for each of the questions for a given competency and so will have given you an idea of how you stand on each competency, in terms of the 1 to 6 rating scale.

In addition to this, it is also useful to see how your scores compare to those obtained by other people. For example, if you obtained a score of 4.8 on a given scale, then that suggests that you perform reasonably well on that competency. However, if the majority of other people obtained scores above 5.0, then compared to them your score would be relatively low.

The diagram below shows how your scores compare to those of other people. Where the bar for a competency moves from the centre line towards the right, your score for that competency is higher than that obtained by the typical person. Where your score moves from the centre line towards the left, your score for that competency is lower than that obtained by the typical person. The orange bars represent your own self-ratings and the grey bars represent David's ratings.

The numbers in the Sten column express this quantitatively. A sten score for a competency of 7 or over would indicate that you perform better in that competency area than most other people. A sten score of 4 or less would indicate that you perform less well than most other people. The group to which your responses were compared (the 'norm group') is indicated below the diagram. The white numbers show your own sten scores and the grey numbers show David's scores. The group to which your responses were compared (the 'norm group') is indicated below the diagram.



Norms used: Development participants (1405 people in a development programme [Situational Intelligence temporary norms N = 92])

Date tested: 17/12/2014

Norm group used: Development participants