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Trait Emotional Intelligence

22/10/2021

Private & Confidential

Norms: United Kingdom 2010

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

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

What is emotional intelligence and why is it important?

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

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

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

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

How to think about your report

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

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

Scores

Your scores are reported in three different banding categories:



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

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

Uses

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



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

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

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

Factor and Facet scores

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

Global score

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

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

Background

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

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

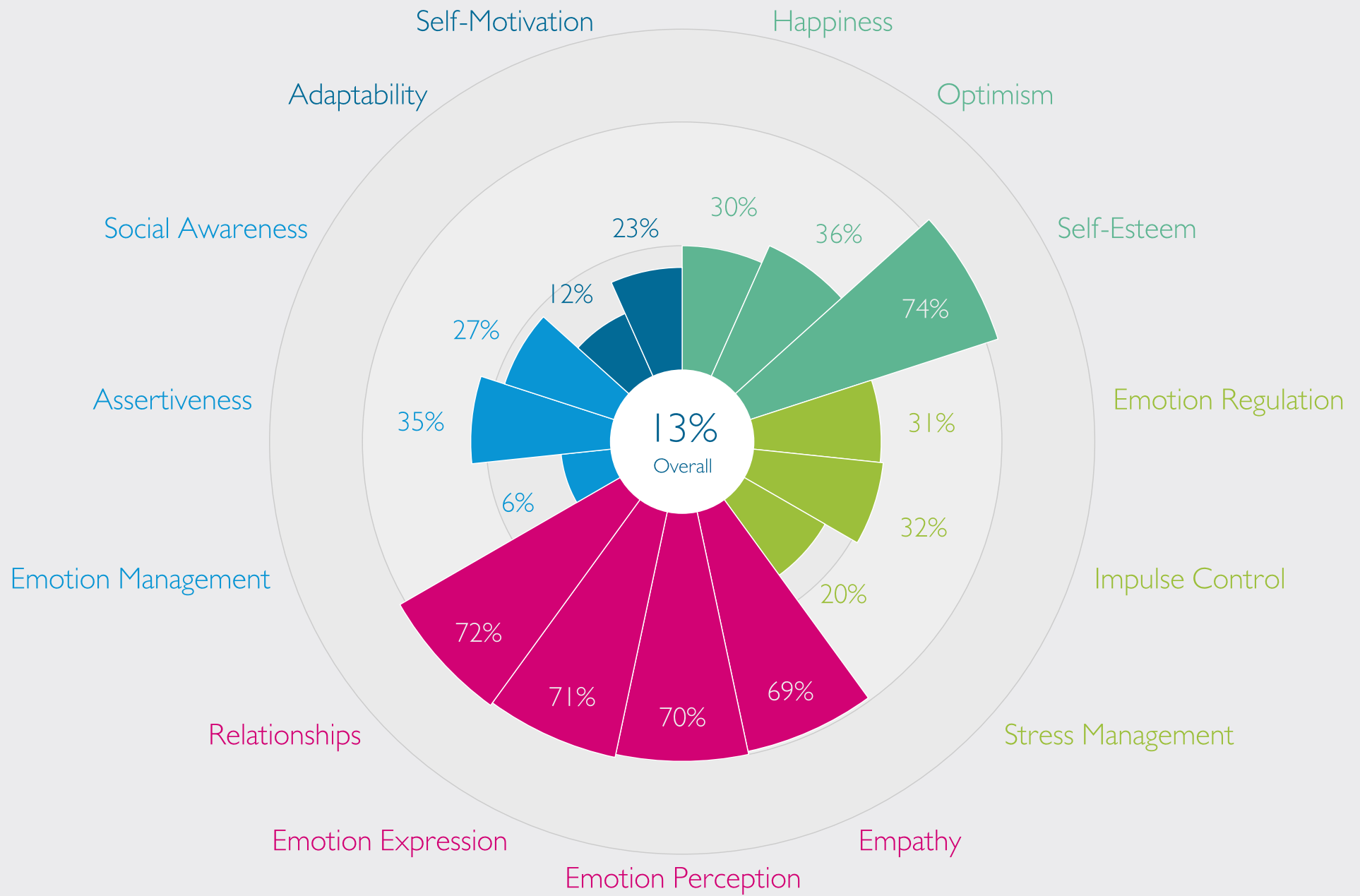
Adaptability and Self Motivation



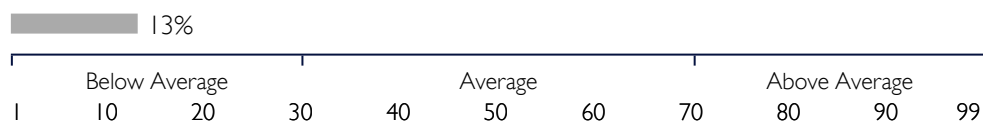
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"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power."

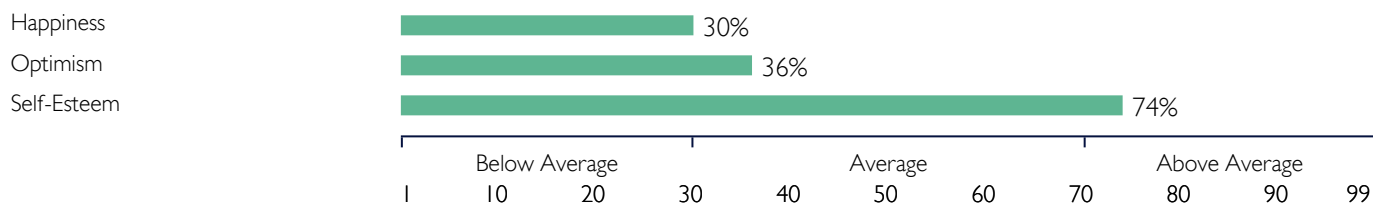
Lao Tzu



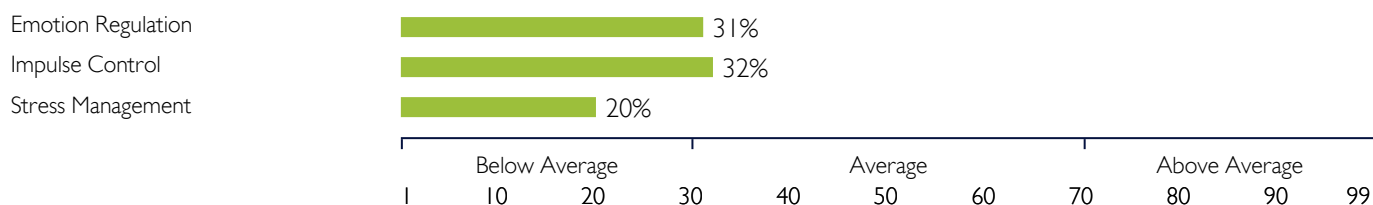
Global Score



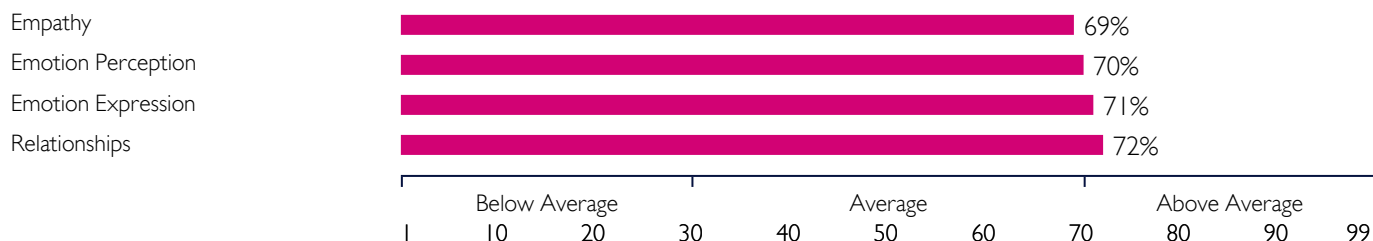
Well-Being Factor



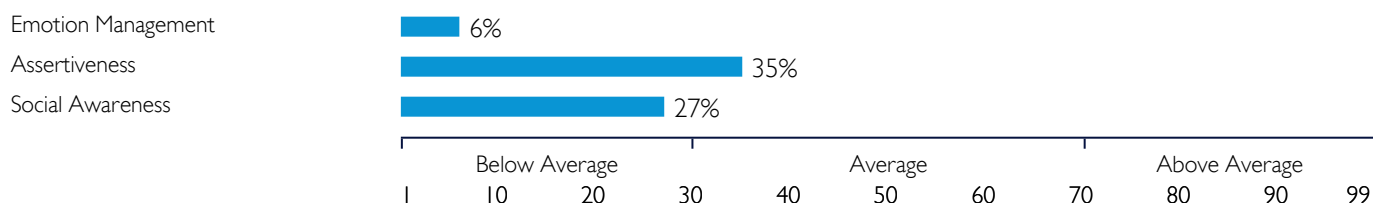
Self-Control Factor



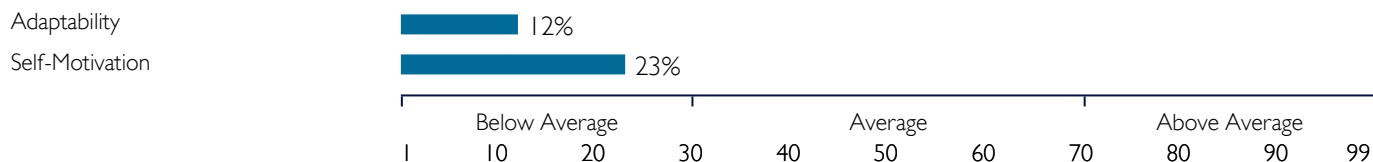
Emotionality Factor



Sociability Factor



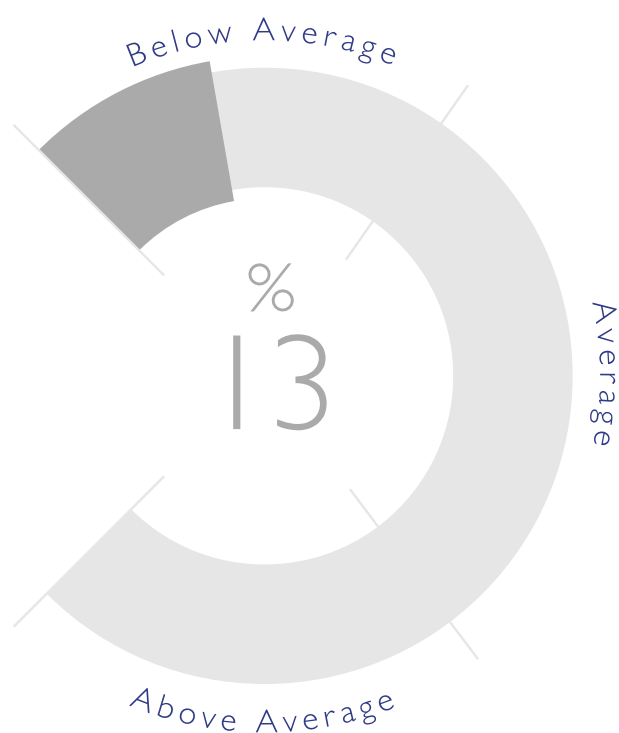
Independent Facets



GLOBAL SCORE

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

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Below Average scores

Your Global score suggests that most people see themselves as more emotionally developed than you see yourself. Your score is based on your own perceptions and suggests you feel that emotional intelligence is not one of your strengths. You may excel in areas where emotion is a less important issue. It is important to note that the Global score is very broad in comparison to the Factor and Facet scores and the associated commentaries included in this report. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Well-Being Factor

This Factor describes your overall well-being.

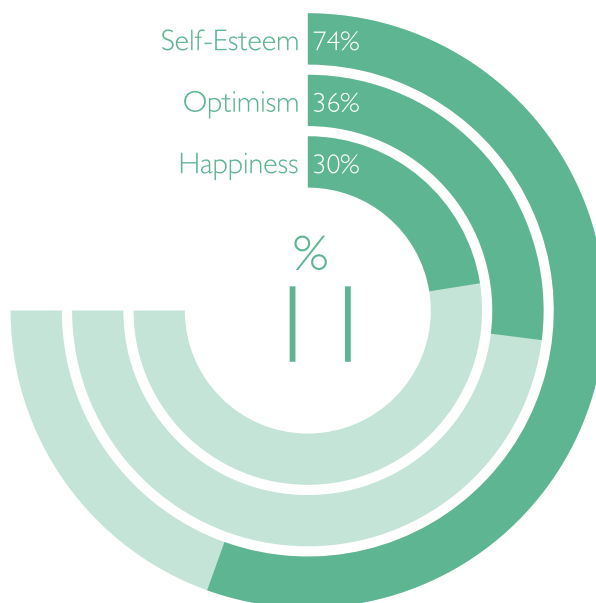
It is made up of three Facets:

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

Optimism: how positive you feel about the future;

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

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



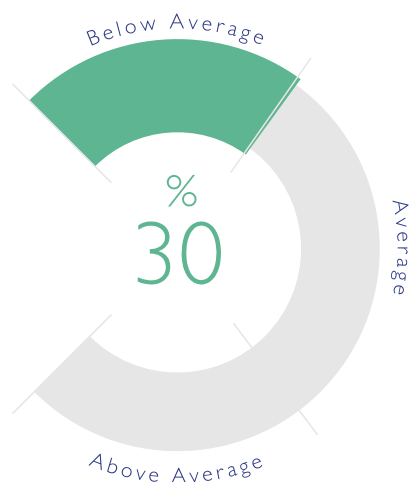
Below Average

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

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

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

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



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

Happiness measures pleasant emotional states in the present.

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

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

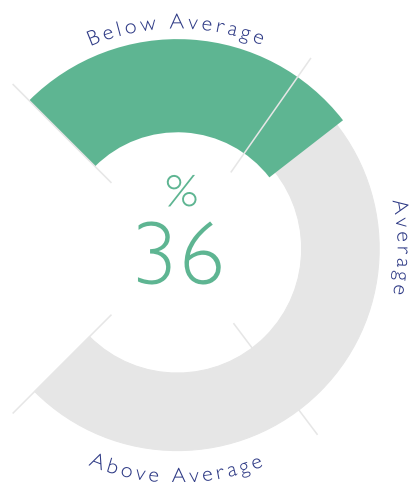
Happiness

Average scores

Your responses suggest you feel as cheerful and content about yourself as most people, although at times you feel negative. This reflects how most of us view life: it has moments that make us happy but other times when it's natural and right to feel sad.

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

- You may have little patience with naturally happy or naturally sad people. You might view the former as not taking things seriously enough, the latter as rather difficult. Both of these attitudes have positive points.
- In particularly stressful times you might find yourselves sad for a long period. Equally, continual excitement and success could make you almost hysterically happy. If you sense a long term change in your basic mood, take time to sit down and think why that is. The causes may or may not be obvious, but identifying them helps you to manage them.



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

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

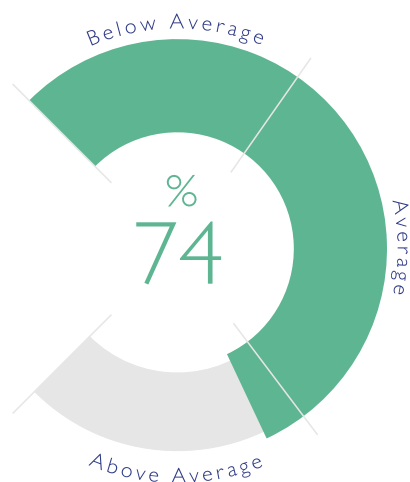
Optimism

Average scores

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

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

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



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

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

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

Self-Esteem

Above Average scores

You have a very positive view of yourself and your achievements. You seem to be happier than most people with what you have been given in life, what you have worked to achieve and who you are. This suggests you have a healthy view of life and are not prone to counter-productive worries or lack of confidence.

You will be good at jobs where you have to back your judgement and make quick decisions, and you will have a positive effect on those around you. It has been argued that high self esteem is one of the aspects that contribute to effective leadership, though it has to be coupled with other skills and personal qualities.

High self-esteem is a generally positive human quality.

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

- Your self-confidence may make you appear arrogant and this can cause colleagues to mistrust you.
- You may not be aware of the weaknesses you undoubtedly have. You may think you don't need to work at your skills or to consult people who complement your skill set.
- Make sure you listen to other people's views especially on an issue that affects them personally. They can provide you with useful information and ideas you don't have. If you ignore other people, they may stop talking to you.

Self-Control Factor

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

It is made up of:

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

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

Stress Management: how well you manage pressure and stress.

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



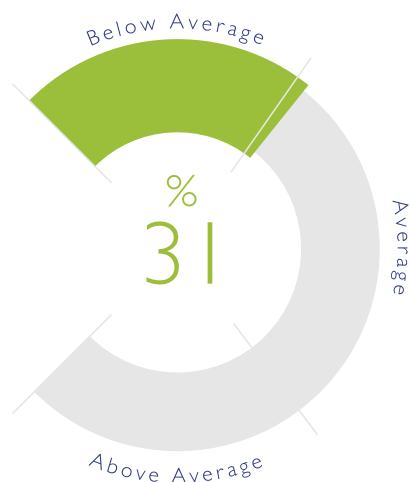
Below Average

Your Self-control score suggests that you find it difficult to regulate your emotions and deal with stresses and strains. Although some stress can help productivity, past a certain point performance may suffer. People with scores similar to yours often try to identify those people and situations which particularly raise and lower their stress levels, avoiding the former and seeking support from the latter.

Answering the following questions may give you a better understanding of your level of self-control:

- Do you find yourself giving in to impulses without thinking things through?
- Do you have a tendency to make decisions quickly without considering the consequences?

Although following impulses helps people to be open to new experiences, it may also get them involved in things that they later regret. It is important that at times you slow your decision-making down, particularly if there is a lot at stake.



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

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

Emotion Regulation

Average scores

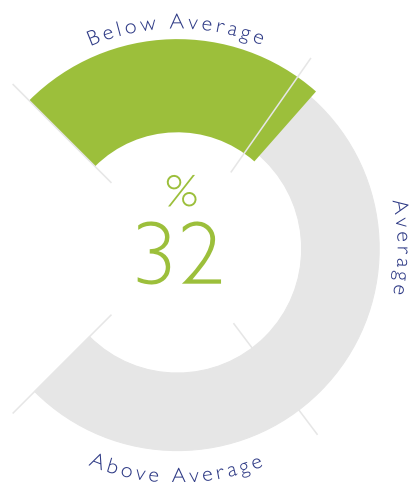
You are able to control your emotions and to allow them to develop internally as well as most people.

This allows you to stay focused and calm. You can avoid disruptive effects on your internal state which happen when emotions get out of control in stressful and confrontational situations.

Your responses indicate that you will occasionally experience uncontrolled emotions. These may express themselves in your behaviour, though not in an extreme way. This is a good balance: being controlled, but allowing emotion to affect your thinking in appropriately.

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

- You may be critical of people who are affected by emotions and show it. This sort of person can articulate the emotional aspects of a problem more quickly than someone who is very controlled.
- Emotion is important in our individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.



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

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

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

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

Impulse Control

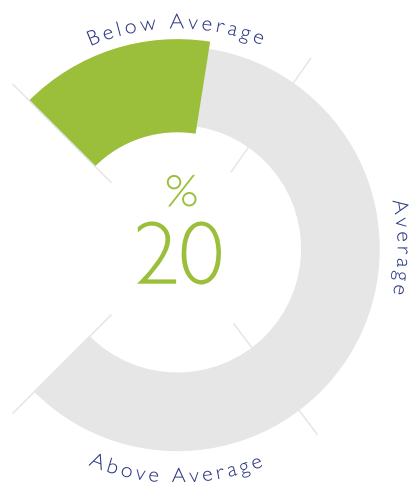
Average scores

You can plan ahead, take your time to gather evidence and evaluate arguments before deciding on any course of action as much as most people. But you can also act quickly and impulsively when the situation demands it.

You will enjoy jobs where there are different sorts of decisions to make: long-term strategic ones where you have time to gather evidence and short-term tactical ones where you need to act fast.

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

- Both extremes of this Facet are important in business and you should value having people with these different approaches in your team.
- Try to identify where it's right to be impulsive and where it's better to be more considered. It is best not to decide to change your job or emigrate on the spur of the moment, or spend months planning whether to get your hair cut.
- Try to distinguish between impulses that spring from your experience and genuinely held beliefs, as opposed to those which are to do with how you're feeling that day: bored, tired, irritated, eager to move on. The former may well help you seize opportunities; you may regret the latter.



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

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

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

Stress Management

Below Average scores

Your responses suggest that you feel less able to cope with stress than other people. There are a number of reasons why this might be the case.

- You may not have strategies for dealing with the issue.
- The techniques you use may be ineffective.
- You may not have recognised that stress is a problem.
- Many organisations fail to recognise stress in their employees and the consequent costs to individuals and companies.
- Some people see stress as a sign of weakness and try to avoid admitting that they feel it.

You may feel overtaken by events more often than you should and overreact when under pressure. Typically this may express itself in ways like:

- difficulty in prioritising your work;
- difficulty in thinking your way through fairly simple tasks;
- tiredness and sudden emotional outbursts which you find difficult to control.

But, it is worth emphasising that pressure and stress can drive performance. Sports people, actors and musicians say they need some anxiety to do their best. If you can keep stress at a reasonable level, it will help you to be a flexible worker with a sense of urgency.

At the moment you'll suit positions or situations that are highly structured and lack the types of stressors that trigger strong emotional reactions.

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

- Try to identify those situations, people and tasks which raise and reduce stress. Avoid the former, use the latter. Managing your environment can really help here.
- Find someone with whom to talk over this issue. Some people fear admitting stress is a weakness and bottle up the problem. Don't. Stress is a fact of life and can be useful. Left unaddressed it can cause problems.
- Investigate training in stress management techniques.
- Stress is caused by the way your environment affects your own tendency to feel stressed or react. You therefore need to work on external as well as internal factors. For instance, how you are managed often creates stress. Organisations can make ridiculous demands on people precisely because they are good at their job. Friends may not understand the pressure someone feels even if they always volunteer to help out with social events. Look at the systems around you. This can help improve your stress levels, company performance and your life satisfaction. The outside world creates stress and its difficult to solve high stress levels simply by concentrating on your own reactions.

Emotionality Factor

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

It is made up of:

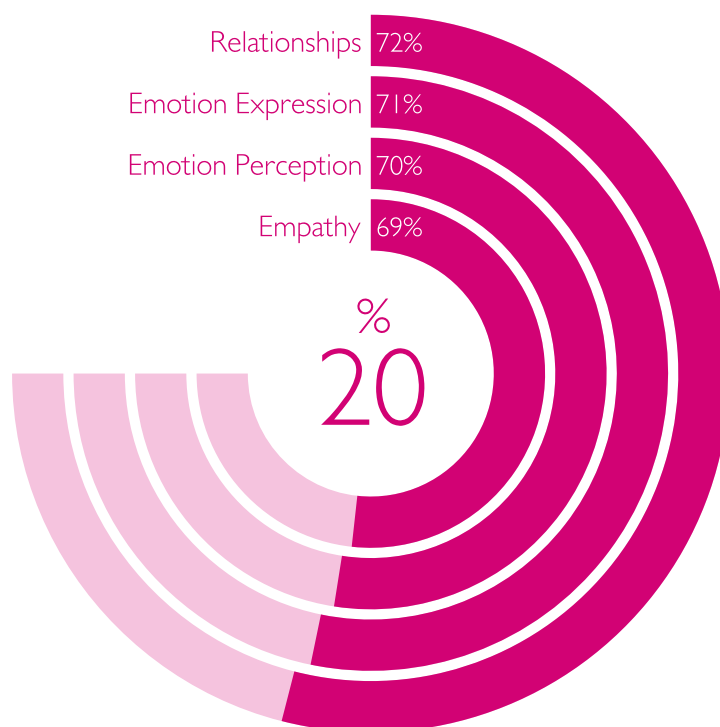
Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;

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

Emotion Expression: your capacity to express your emotions;

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

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



Below Average

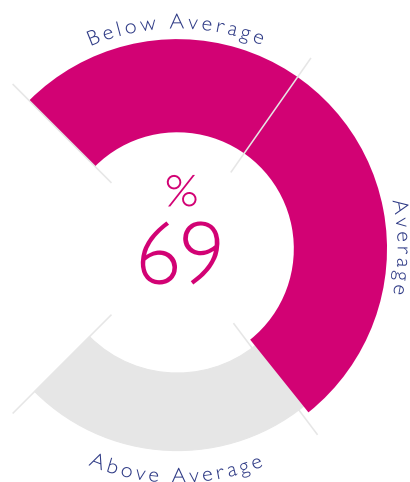
Your Emotionality score suggests that you are less likely than most people to be aware of your own and others' feelings. You may tend to overlook emotional signals. People who responded in a similar manner to you often find it easier to deal with situations where they have to make objective decisions based on facts, rather than those that involve feelings and emotions.

You may find it challenging to understand and express your feelings. Other people may be more comfortable with emotional information and may misunderstand your evasiveness.

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

- How important is it for you to express your feelings to others?
- How do you think your level of emotion expression affects the quality of your relationships?
- Can you think of situations where you have missed, ignored or misinterpreted emotional hints or signals? What were the results of this?
- In situations when your feelings overwhelm you, do you find that acknowledging them and reflecting on them helps you to get them under control?

People with similar responses to yours on the Emotionality factor are independent and less reliant on others, though others may view this as aloofness.



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

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

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

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

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

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

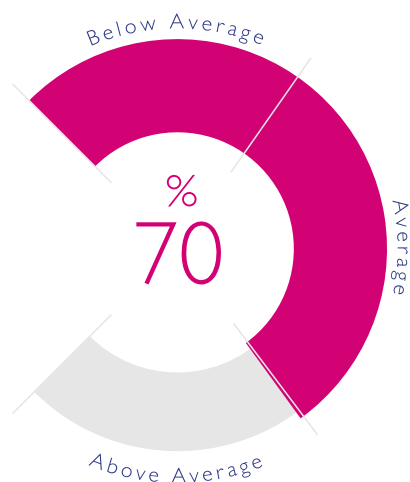
Empathy

Average scores

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

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

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



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

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

Emotion Perception

Above Average scores

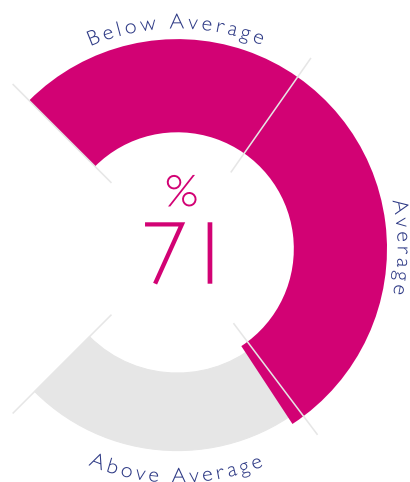
Your score indicates that you are better than most at understanding your own and other people's feelings and expressions. You rarely feel emotionally confused and find it easy to decode emotional signals as well as what you're feeling.

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

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

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

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



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

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

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

Emotion Expression

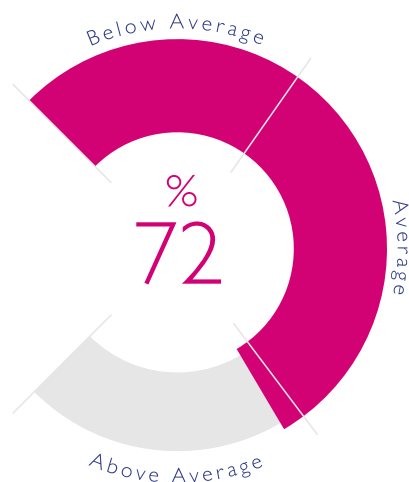
Above Average scores

You're happier than most people in communicating your feelings to others. You seem to be able to find the right words and actions to get your feelings across in a way that you're satisfied with.

This is a very important skill in a variety of leadership positions. Emotional commitment by leaders creates followership and a feeling among staff that such a leader is authentic. This is sometimes expressed as 'what you see is what you get'. In relationships, clear emotional communication can help stop minor issues getting out of control – though Emotion Perception also plays a part here.

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

- Make sure you don't talk about your emotions all the time. This can become wearing for others and may cause them to stop listening.
- You may view as 'cold' people who aren't as comfortable as you with expressing their emotions. Lack of expression, however, doesn't mean lack of emotion.
- There are unwritten social, organisational and even gender rules about feeling, admitting to and displaying emotion. Yet emotion helps people achieve what they want in work and life. Understanding the emotional rules at home, at work, and in any social situation is very important.
- In difficult times – say your organisation is having a lean sales patch, or a relationship is going through a difficult phase – constantly talking about your own emotions can seem self-serving and indulgent.
- We give a lot away about ourselves when we're emotionally expressive. In very political, competitive situations, this may be exploited by others.



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

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

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

good networkers – people with a large number of not particularly deep relationships;

a good team member – who has deeper relationships with a small group; or

loners – people who don't seem to need relationships with others and may be concentrated on specific tasks.

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

Relationships

Above Average scores

Your score suggests you believe you have more fulfilling personal relationships (in and out of work) than other people. Such relationships ensure that you have a circle of people on whom you can rely for a variety of things: information, social enjoyment and emotional support in difficult circumstances, for instance.

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

- Beware of putting your relationships before work all the time. Organisations usually understand that close relationships – particularly with families – may take priority over work in certain circumstances. But if this happens too often they may question your commitment.
- Managing through personal relationships can work very well but does have dangers. For instance disciplining or even making redundant a person you consider to be a good friend can cause real problems.
- Don't fall into the trap of wanting to be liked by everyone. At its worst this can lead to demanding affection. You often need to work or socialise with people you have nothing in common with or who may not particularly like you. Even if you don't have a close relationship with someone, you can respect each other.

Sociability Factor

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

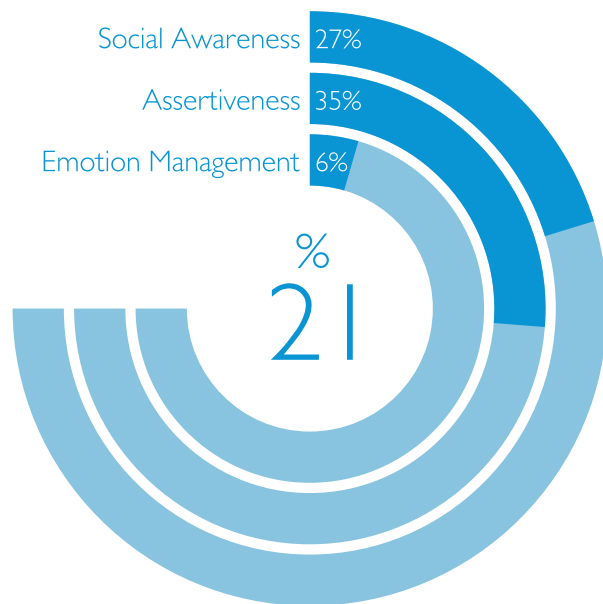
It is made up of:

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

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

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

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



Below Average

Your Sociability score suggests that you feel less comfortable in social contexts than most people. This may mean you particularly enjoy jobs which require concentration on process details and little social contact. However, in many situations, dealing with other people is unavoidable.

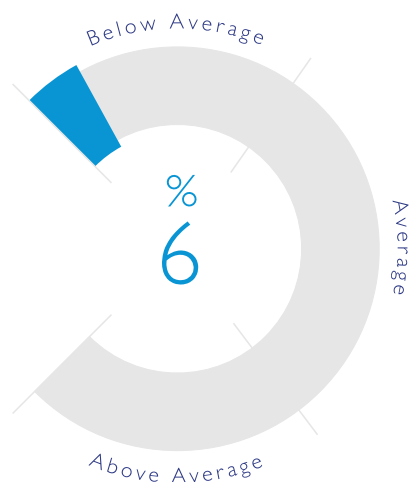
People with scores similar to yours find it beneficial to observe the way others are behaving in order to gauge the situation they are in.

You seem to be more agreeable and accommodating than other people. This can be beneficial when a compromise has to be achieved in personal or work relationships. If you find it difficult to argue for your case in front of others, try to think of other ways to get your views across.

These questions will allow you to reflect on your behaviour related to Sociability:

- Do you like interacting with people from different backgrounds, with different skills and views?
- Are there types of people you don't like interacting with?
- How confident do you feel around people you do not know well?
- Do you enjoy quieter activities or socialising with small groups of people?

- Do you always stand up for your opinions or do you give in to others who argue more? Think of some instances.



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

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

Emotion Management

Below Average scores

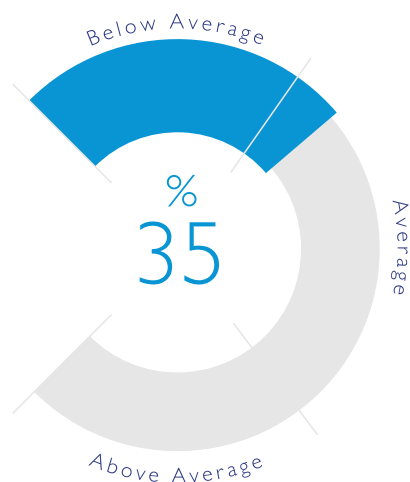
You believe you are less effective than most people at influencing how others feel.

This suggests that you should avoid, wherever possible, jobs where other people are prone to emotional outbursts. You may feel you do not have the natural skills or the interest to manage an irate customer or a friend who is too angry to think clearly.

On the other hand, you won't let other people's emotions sidetrack you from your key aims and, consequently, you are more likely to stay focussed.

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

- Try to predict possible flash points which occur when you meet people face-to-face. You can use techniques – such as delegation of certain tasks and written, rather than spoken, communication - to avoid these situations.
- Emotion management is important in senior management roles. If you get promoted, think about learning some of the main techniques, such as reflective listening, that are available to cope with highly emotional situations.



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

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

Assertiveness

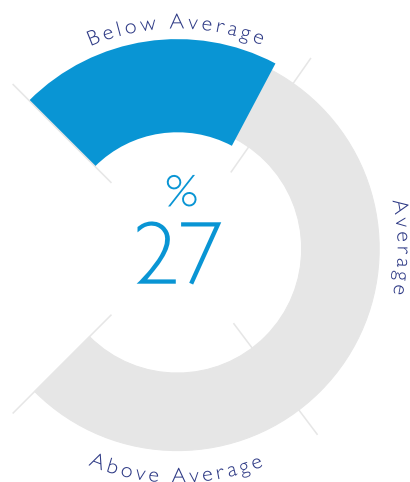
Average Scores

You are as frank and forthright as most people. In many cases you will stand up for your opinion. However, you are able to accommodate other points of views and back down, even if you believe that your position is the right one. You may be able to choose when you argue for a point, suggest a course of action, criticise or compliment other people or ask for something you believe you need.

This ability to adapt how you react to different situations is very important for managers and leaders. How a leader acts must be shaped by ultimate goals. How assertive you choose to be will vary from situation to situation. The same is true in your private life.

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

- Consistency is a very important human quality and is especially important in leadership. Some people may see your situational awareness and ability to vary your level of assertiveness as signifying a lack of inner belief.
- Choose your fights carefully. You should be in a good position to do this. Vary the extent to which you argue for your own views. It's well worth planning how you're going to approach an important meeting or a particularly crucial decision.



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

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

Social Awareness

Below Average scores

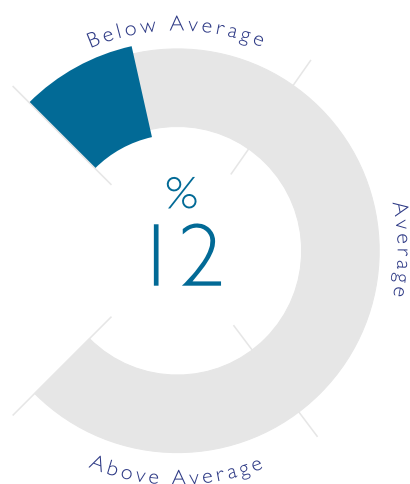
Your score indicates that you believe you find it difficult to notice social pressures and rules. This can lead to two types of behaviour.

- You may feel anxious in unfamiliar social settings and are unsure how to behave. This can make you feel uncomfortable.
- You don't adapt to differing social settings but simply act in your usual way.

You will probably prefer positions or situations that involve working in small teams or ones where you are not expected to socialise after work with a wide variety of people.

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

- You may get upset when you feel you have not adapted to a social situation correctly or there may be situations in which you have acted inappropriately without knowing it until someone made you aware of your behaviour. People often think about this and feel embarrassed. In fact, most of the time people notice such situations less than we think.
- If you want to improve your social skills there are plenty of techniques around in areas such as active listening, asking and giving help. This can enhance both your personal and your work relationships.
- Being yourself and only yourself can be a very powerful position. You will be trusted and remembered if you're not putting on an act. Many consultants and salespeople use this technique. They refuse to adapt to social norms. While some people criticise such people, others are impressed by their individuality. Equally if you're always yourself you'll find your friends genuinely like you, not the version of you you've chosen to show them.



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

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

Adaptability

Below Average scores

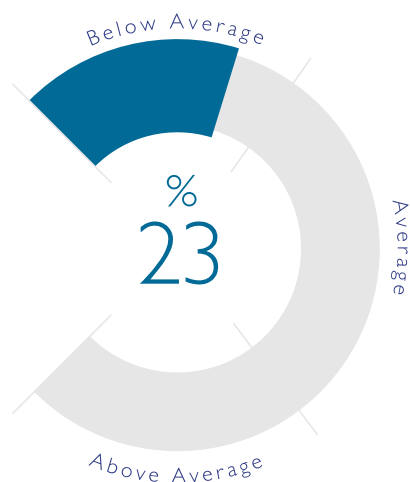
Your responses suggest you prefer to operate and live in a structured environment with well-established systems, a predictable workload and not too many surprises. You will tend to react adversely to the suggestion of change, and when change happens you may find it difficult to adapt your habits and attitudes.

Within a rapidly changing world you might see this preference as a disadvantage. However, there always need to be enduring elements operating at work or in the wider world. Some continuity is necessary in organisations and in social life.

You are in a good position to point out that change for its own sake is not a good thing, if it doesn't help achieve objectives.

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

- Try not to be labelled as a consistent brake on progress. Evaluate each new idea on its merits and work out how it affects your own work for better or worse;
- Some people are more open to change than you. Don't get into the habit of arguing against their ideas just because they don't at first strike you as practical. 'Blue sky' thinking can help transform a business for the better; it just takes more time to evaluate. Once a new initiative has been decided on, your structured approach can help make it work.



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

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

Self-Motivation

Below Average scores

Your score suggests you have lower than average levels of self-motivation and persistence. You need external factors to motivate yourself and you may feel you need incentives and encouragement to get things done. During the course of a long project with few interim results you may find your commitment flagging. Where there is a clash between doing a job correctly and other pressures – whether exerted by your manager or by your own priorities – you may well skimp on the quality of your work. You may also find yourself giving up a job before it is finished, if it is not giving you the rewards you want.

Because of this you will probably suit jobs where there is a set series of processes you have to follow.

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

- Try to find out what really makes you want to succeed, whether that's praise, money, advancement, being a member of a team or sociability. This is crucial in deciding your career;
- Working on a job that really does require high standards. Focus on the end goal and the benefits of spending quality time on the task.



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