

Emotional Intelligence
Multi-Rater Assessment Report
Paul Example
1 January 2011

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About Emotional Intelligence

Emotional Intelligence involves a set of skills that define how effectively you perceive, understand, reason with and manage your own and others' feelings. These skills are important at work as emotions are an inherent part of workplace activities at all levels.

Emotions matter in your workplace

Emotions affect workplace decisions and strategies every day. Ask yourself:

- Have you ever decided not to hire someone because "something just didn't feel right"?
- Would you ask your boss for more resources when the boss is having "a bad day"?
- Do you take a different approach when dealing with a disgruntled customer?
- How might you help motivate an under-performing team member to succeed?

Emotions influence your behaviours at work

The emotions you experience at work also influence the behaviours you display to others, contributing to:

- tone of voice
- body language, and
- facial expressions.

A measurable difference

Research studies suggest that Emotional Intelligence makes a difference in the workplace, including:

- productivity and performance
- interpersonal effectiveness
- leadership capability
- sales performance
- teamwork
- customer service, and
- job satisfaction.

Enhancing your Emotional Intelligence

The suggested techniques for enhancing your Emotional Intelligence are simple and effective. You can:

- improve how you deal with your own and others' emotions
- learn how to demonstrate more emotionally intelligent behaviours
- make more informed and balanced decisions, and
- improve your workplace productivity and performance.

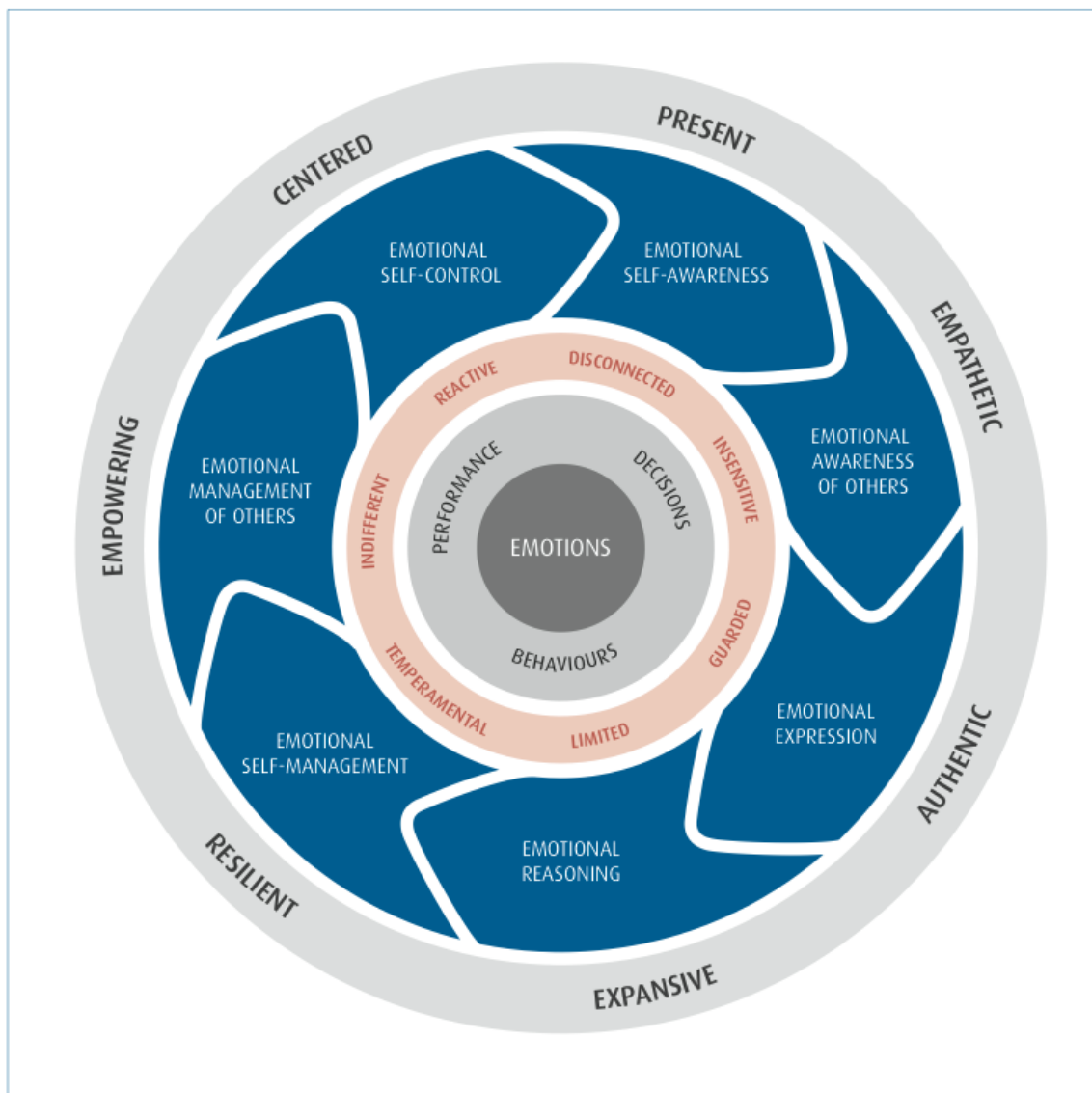
This report is an important first step. It lists your personal strengths and your opportunities for development in Emotional Intelligence. It also provides you with development activities to consider, and guides you to implement an action plan to enhance your Emotional Intelligence.

The Genos model of Emotional Intelligence

The Genos model of emotional intelligence comprises seven distinct skills, including:

- emotional self-awareness
- emotional expression
- emotional awareness of others
- emotional reasoning
- emotional self-management
- emotional management of others, and
- emotional self-control.

These are shown in the diagram below and will be explained in more detail as you go through your personal results.



- Outer circle - productive leadership being states
- Inner circle - unproductive leadership being states



Interpreting your results

What is being measured?

The Genos Emotional Intelligence Inventory does not measure your innate Emotional Intelligence. Rather it measures how often you *demonstrate emotionally intelligent workplace behaviours* aligned to the seven skills of Emotional Intelligence. This is because your outward displays and behaviours at work have the most impact on your performance.

What do the scores mean?

Your behaviours have been scored between 1 and 99 for each of the seven skills of Emotional Intelligence according to benchmarked norms.

The score is not your 'raw' score; rather, it indicates how you compare to a sample population of respondents.

Example: If your score for a particular skill is 60, it means that your raw score is higher than 60% of the sample group.

Discrepancies

There will almost always be some discrepancies between your self-scores and the scores from your raters. Large discrepancies may indicate:

- a mismatch between your own perceptions and intentions, and the behaviours that you display to others
- different behaviours being displayed to different rater categories, or
- raters seeing different aspects of your behaviour because of different workplace situations, relationships or environments.

Strengths and development opportunities

For each of the seven skills of Emotional Intelligence, the report lists:

- three strengths - your highest-scoring behaviours, and
- three opportunities for development - your lowest-scoring behaviours as rated by others.

Rater specific results

Rater-specific results are shown for each rater category, such as manager, peers or direct reports.

You can use these to identify development activities that may be particularly effective with specific rater categories.

Development activities

This Genos Emotional Intelligence Assessment Report contains development activities for you to consider. The development activities are simple yet effective techniques that can increase how often you display emotionally intelligent behaviour at work.

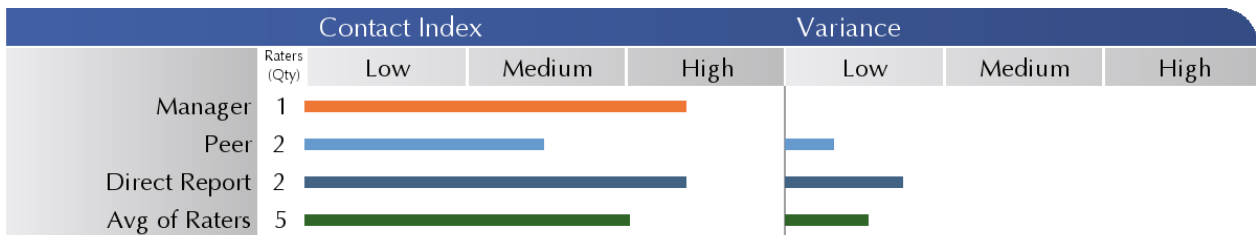


Information on raters

Your raters

The table below lists the rater categories whose responses contributed to this Assessment Report. For each rater category, the table shows the:

- number of raters in the category
- level of work-related contact you have with raters in the category, and
- level of difference between the scores ('variance') among raters in the category.



Contact index

Your raters were asked to indicate how frequently they have work-related contact with you. This indicates how familiar they are with your workplace behaviour. The table below explains how to interpret the contact index.

If the contact index is...	it means that raters...	so scores from this category are...
Low	have little contact with you and are unfamiliar with your behaviour	valuable and should not be dismissed. However, interpret these scores with caution.
Medium	have some contact with you and are familiar with your behaviour	meaningful.
High	are highly familiar with your behaviour	very meaningful. Pay close attention to the category's scores.

Variance

When there are two or more respondents in a rater category, the level of consistency in their scores is calculated. The table below explains how to interpret the variance.

If the variance is...	then the raters' scores are...
Low	highly consistent.
Medium	somewhat consistent, as might be expected from a typical group of respondents.
High	significantly inconsistent. This may be because: * you display different behaviour to individual raters within the rater category * raters within the category may be seeing different aspects of your behaviour, or * different workplace situations, relationships or environments had an impact on responses.

When there is only one rater in a rater category, there is no variance measurement.

“ Not everything that is faced can be changed, but nothing can be changed until it is faced. ”

James Baldwin





Skill 1: Emotional self-awareness

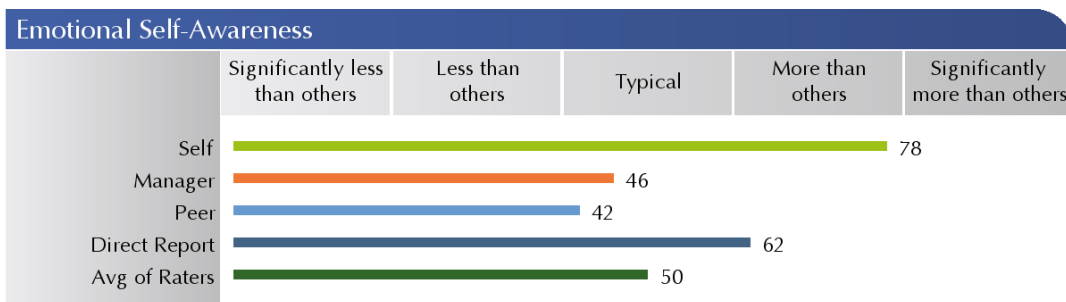
What is emotional self-awareness?

Emotional self-awareness is the skill of perceiving and understanding one's own emotions. You are rated on how frequently you are aware of:

- your feelings, moods and emotions at work
- the causes of your feelings, and
- the impact that your feelings can have on your thoughts, decisions and behaviour.

Your results

Your score for emotional self-awareness is shown below.



Your results suggest you demonstrate emotionally self-aware workplace behaviour **about the same as** others.

Your strengths

Your strengths in emotional self-awareness include:

- Being aware of your body language.
- Being aware of how you feel about issues.
- Being aware of how your feelings influence your decisions.

Your opportunities for development

You can improve your emotional self-awareness by becoming better at:

- Being aware of your negative feelings.
- Being aware of your tone of voice when communicating with people.
- Being aware of how your feelings influence your general behaviour at work.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional self-awareness help you at work?

Improving your emotional self-awareness at work can help you to:

- quickly identify changes in the way you feel about situations or events
- better recognise the impact emotions have on your decisions, behaviour and performance at work, and
- improve in some of the other skills of emotional intelligence, particularly emotional expression, self-management and control.



Skill 2: Emotional awareness of others

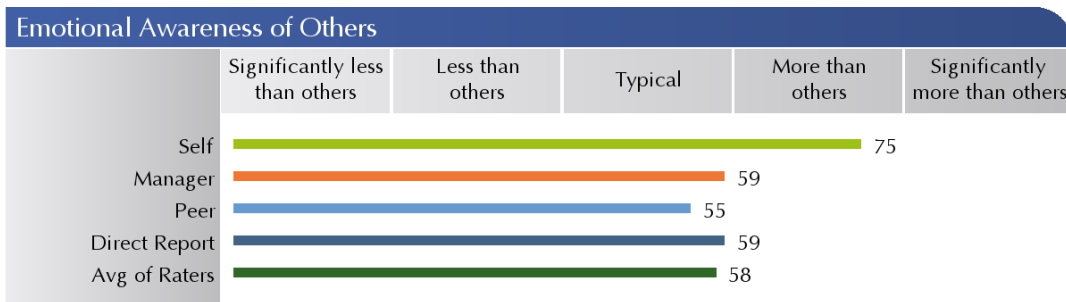
What is emotional awareness of others?

Emotional awareness of others is the skill of perceiving and understanding others' emotions. You are rated on how frequently you:

- identify the way people feel about issues at work
- understand what causes people to feel specific emotions such as concern and optimism, and
- demonstrate an understanding of others' feelings at work.

Your results

Your score for emotional awareness of others is shown below.



Your results suggest you behave in a way that demonstrates awareness of others' emotions in the workplace **about the same as** others.

Your strengths

Your strengths in emotional awareness of others include:

- Recognising how people respond when you attempt to build rapport.
- Recognising what motivates people at work.
- Understanding what makes people feel valued.

Your opportunities for development

You could improve your emotional awareness of others by becoming better at:

- Recognising how people feel about work issues.
- Recognising what makes people feel satisfied.
- Recognising when people's emotional reactions are inappropriate.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional awareness of others help you at work?

Improving your emotional awareness of others at work can help you to:

- understand what typically makes people feel various ways in the workplace
- more effectively engage, motivate and respond to others, and
- improve the quality of your professional relationships.



Skill 3: Emotional expression

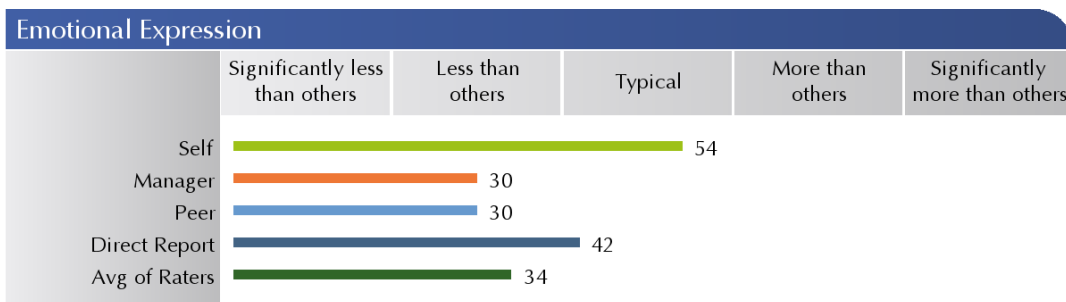
What is emotional expression?

Emotional expression is the skill of effectively expressing one's own emotions. You are rated on how frequently you:

- effectively express how you feel about issues at work
- appropriately express specific emotions at work, such as happiness and frustration
- provide positive feedback to colleagues, and
- express emotions at the right time, to the right degree and to the right people.

Your results

Your score for emotional expression is shown below.



Your results suggest you demonstrate emotionally expressive workplace behaviour **less than** others.

Your strengths

Your strengths in emotional expression include:

- Providing people with positive feedback.
- Finding the right words to express your feelings.
- Expressing how you feel about work issues.

Your opportunities for development

You can improve your emotional expression by becoming better at:

- Expressing how you feel to the right people.
- Expressing your positive feelings appropriately.
- Effectively expressing how you feel when someone upsets you.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional expression help you at work?

Improving your emotional expression at work can help you to:

- enable people to understand you better, and
- create more trusting and genuine relationships with people.

People will detect your feelings no matter how good you may think you are at disguising them. If your emotional expression is poor, people may make incorrect assumptions about the nature and cause of your feelings.



Skill 4: Emotional reasoning

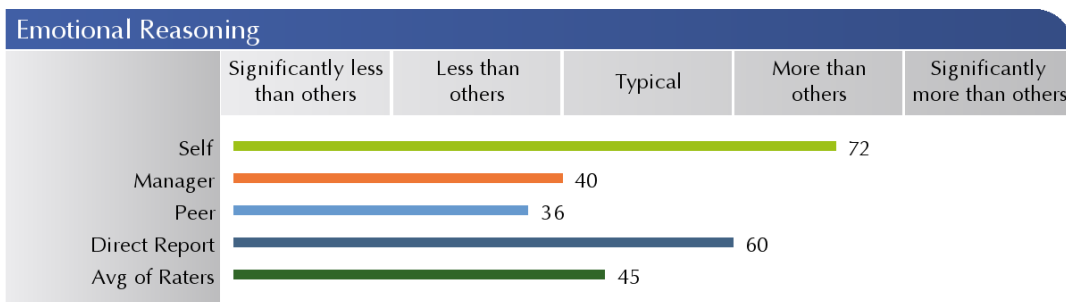
What is emotional reasoning?

Emotional reasoning is the skill of using emotional information (from yourself and others) in reasoning, planning and decision making. You are rated on how frequently you:

- consider your own and others' feelings when making decisions
- demonstrate to others that you have considered their feelings in decisions, and
- effectively communicate decisions and gain stakeholder commitment.

Your results

Your score for emotional reasoning is shown below.



Your results suggest you demonstrate emotional reasoning in the workplace **about the same as** others.

Your strengths

Your strengths in emotional reasoning include:

- Considering your organisation's values when making decisions.
- Communicating decisions in a way that captures people's attention.
- Communicating decisions appropriately to stakeholders.

Your opportunities for development

You could improve your emotional reasoning by becoming better at:

- Considering factors other than technical information when solving problems.
- Asking people how they feel about different solutions when solving problems.
- Considering how people may react when you talk with them about decisions.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional reasoning help you at work?

Improving your emotional reasoning can help you to:

- be more innovative and creative when solving problems, and
- achieve greater buy in for your workplace decisions.

Feelings are valuable in creative thinking and problem-solving. For example:

- customers' feelings about a product may help shape decisions regarding how to market the product, or
- your feelings about a job candidate may inform a hiring decision.



Skill 5: Emotional self-management

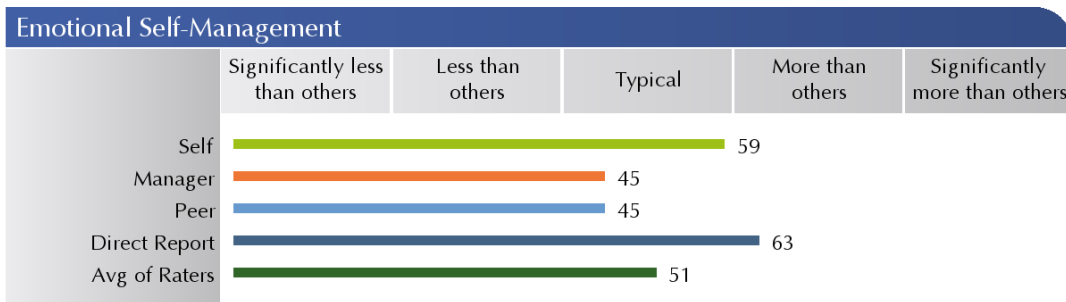
What is emotional self-management?

Emotional self-management is the skill of effectively managing your own emotions. You are rated on how frequently you:

- engage in activities that make you feel positive at work
- explore the causes of things that upset you at work, and
- move on from things that upset you.

Your results

Your score for emotional self-management is shown below.



Your results suggest you behave in a way that demonstrates emotional self-management in the workplace **about the same as** others.

Your strengths

Your strengths in emotional self-management include:

- Dealing effectively with things that annoy you.
- Handling stressful situations effectively.
- Doing things that make you feel positive.

Your opportunities for development

You could improve your emotional self-management by becoming better at:

- Exploring the causes of things that upset you.
- Responding appropriately when events frustrate you.
- Accepting criticism from people without taking it personally.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional self-management help you at work?

Improving your emotional self-management at work can help you to:

- cope more effectively with high work demands and occupational stress,
- improve your workplace performance, and
- increase your job satisfaction.



Skill 6: Emotional management of others

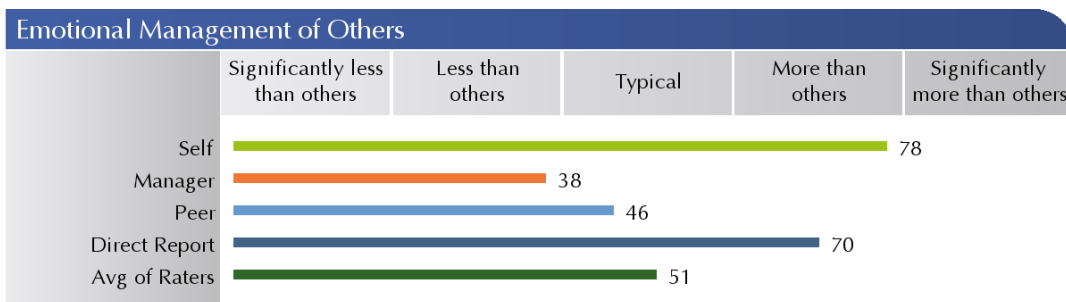
What is emotional management of others?

Emotional management of others is the skill of influencing the moods and emotions of others. You are rated on how frequently you:

- create a positive working environment for others
- help people find effective ways of responding to upsetting events, and
- effectively help people resolve issues that are affecting their performance.

Your results

Your score for emotional management of others is shown below.



Your results suggest you behave in a way that demonstrates emotional management of others in the workplace **about the same as** others.

Your strengths

Your strengths in emotional management of others include:

- Motivating people to achieve work-related goals.
- Helping people to overcome negative feelings and to feel more positive.
- Effectively demonstrating empathy to people.

Your opportunities for development

You could improve your emotional management of others by becoming better at:

- Knowing what to do or say when people are upset.
- Getting people to cooperate.
- Helping people to deal with frustrating issues.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional management of others help you at work?

Improving your emotional management of others at work can help you to:

- enhance the workplace performance of others
- effectively handle conflict in the workplace, and
- improve workplace morale and job satisfaction.



Skill 7: Emotional self-control

What is self-control?

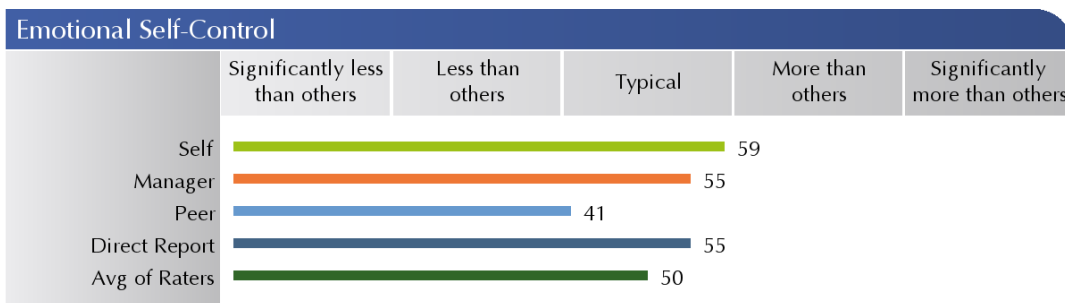
Emotional self-control is the skill of effectively controlling strong emotions that you experience. You are rated on how frequently you:

- can remain focused when anxious at work
- demonstrate anger appropriately at work
- fail to control your temper, and
- become impulsive under stress.

Emotional self-control is similar to emotional management. However, emotional self-control focuses on your threshold for coping with strong emotions.

Your results

Your score for emotional self-control is shown below.



Your results suggest you demonstrate emotional self control in the workplace **about the same as** others.

Your strengths

Your strengths in emotional self-control include:

- Controlling your temper.
- Keeping calm in difficult situations.
- Remaining focused on work when you are feeling anxious.

Your opportunities for development

You can improve your emotional self-control by becoming better at:

- Being patient when things don't get done as planned.
- Holding back your initial reaction when something upsets you.
- Not becoming impulsive when under stress.

Your Assessment Workbook suggests specific activities to help you develop in these areas.

How can improving your emotional self-control help you at work?

Improving your emotional self-control at work can help you to:

- remain focused when dealing with stressful work situations
- remain resilient in the face of strong adversity, and
- make effective decisions under pressure.

“ I've learned that people will forget what you said,
people will forget what you did, but people will
never forget how you made them feel. ”

Maya Angelou





Results from Manager Category

Your results

Your scores from raters in this category are shown below.



Your strengths

The following table lists your strengths in Emotional Intelligence according to raters in this category.

Strength	Emotional Intelligence skill
Expressing how you feel at the appropriate time.	Emotional Expression
Recognising how people feel about work issues.	Emotional Awareness of Others
Behaving appropriately when angry.	Emotional Self-Control
Controlling your temper.	Emotional Self-Control
Keeping calm in difficult situations.	Emotional Self-Control

Your opportunities for development

The following table lists your opportunities for development in Emotional Intelligence according to raters in this category.

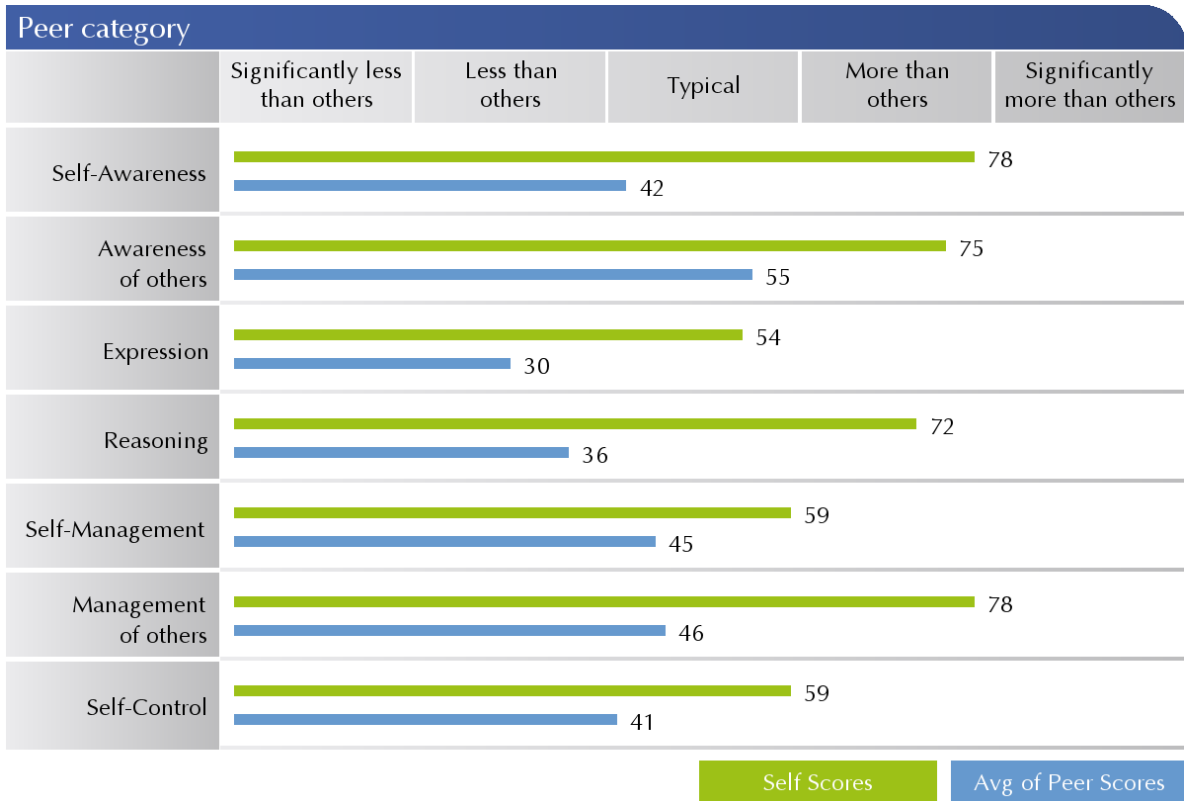
Opportunity for development	Emotional Intelligence skill
Being aware of how your feelings influence the way you interact with people.	Emotional Self-Awareness
Expressing how you feel to the right people.	Emotional Expression
Expressing your positive feelings appropriately.	Emotional Expression
Considering factors other than technical information when solving problems.	Emotional Reasoning
Knowing what to do or say when people are upset.	Emotional Management of Others



Results from Peer Category

Your results

Your scores from raters in this category are shown below.



Your strengths

The following table lists your strengths in Emotional Intelligence according to raters in this category.

Strength	Emotional Intelligence skill
Being aware of how your feelings influence the way you interact with people.	Emotional Self-Awareness
Expressing how you feel about work issues.	Emotional Expression
Considering how people may react when you talk with them about decisions.	Emotional Reasoning
Motivating people to achieve work-related goals.	Emotional Management of Others
Remaining focused on work when you are feeling anxious.	Emotional Self-Control

Your opportunities for development

The following table lists your opportunities for development in Emotional Intelligence according to raters in this category.

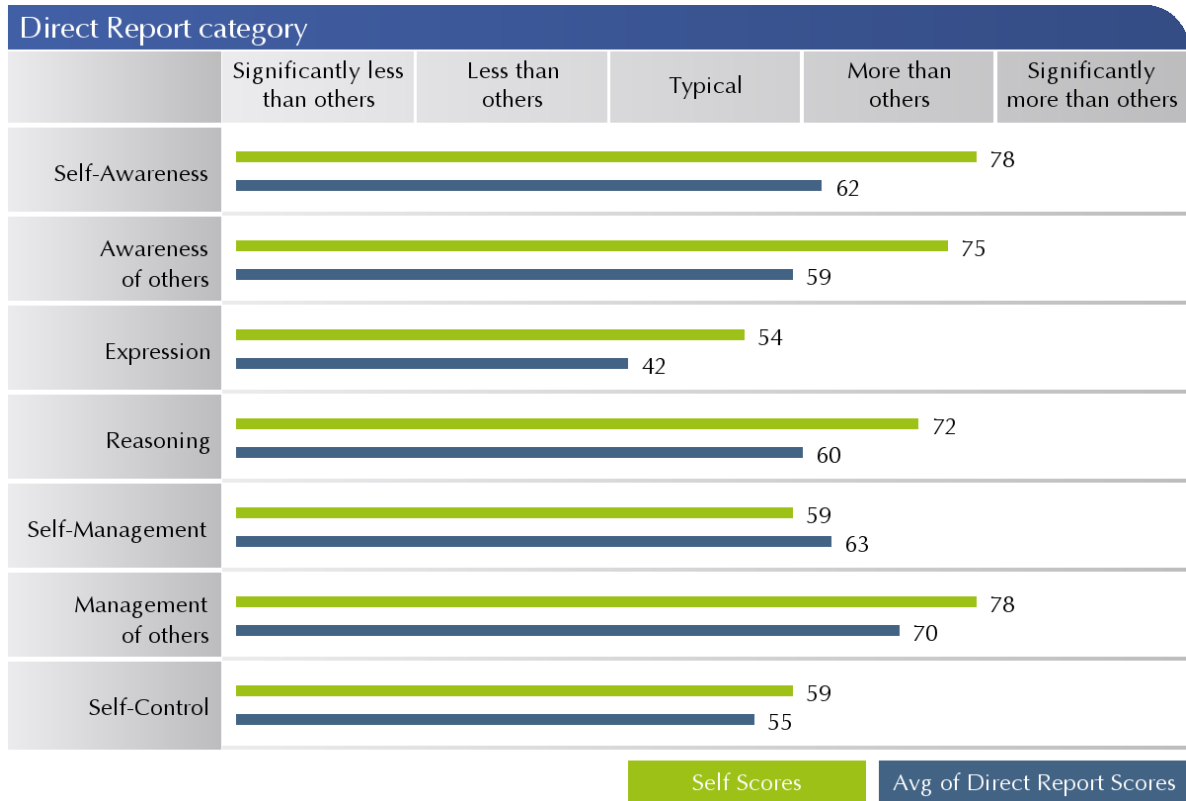
Opportunity for development	Emotional Intelligence skill
Being aware of how your feelings influence your general behaviour at work.	Emotional Self-Awareness
Expressing how you feel to the right people.	Emotional Expression
Expressing your positive feelings appropriately.	Emotional Expression
Considering factors other than technical information when solving problems.	Emotional Reasoning
Exploring the causes of things that upset you.	Emotional Self-Management



Results from Direct Report Category

Your results

Your scores from raters in this category are shown below.



Your strengths

The following table lists your strengths in Emotional Intelligence according to raters in this category.

Strength	Emotional Intelligence skill
Being aware of how your feelings influence your general behaviour at work.	Emotional Self-Awareness
Considering your organisation's values when making decisions.	Emotional Reasoning
Effectively demonstrating empathy to people.	Emotional Management of Others
Motivating people to achieve work-related goals.	Emotional Management of Others
Remaining focused on work when you are feeling anxious.	Emotional Self-Control

Your opportunities for development

The following table lists your opportunities for development in Emotional Intelligence according to raters in this category.

Opportunity for development	Emotional Intelligence skill
Being aware of your tone of voice when communicating with people.	Emotional Self-Awareness
Recognising how people feel about work issues.	Emotional Awareness of Others
Considering factors other than technical information when solving problems.	Emotional Reasoning
Considering how people may react when you talk with them about decisions.	Emotional Reasoning
Being patient when things don't get done as planned.	Emotional Self-Control



Qualitative Feedback

The feedback included in this section has been provided by the people you nominated to rate you as part of your Genos Emotional Intelligence Multi-Rater Assessment Report. For privacy reasons their comments have been printed verbatim, without any editing or spell checking by Genos or any other party. The responses to each question are also presented in a random order, meaning that the first response to the first question was probably not provided by the same person that provided the first response to the second question and so on.

You should read this feedback under the guidance of your facilitator, who will assist you in assimilating and exploring each of the comments and will provide you with a better understanding of how to address any issues raised.

What behaviours should Paul start doing or do more of?

Paul could be more proactive in team meetings. He has great insight to offer and should be more confident in voicing his opinions.

Paul should be more aware of his body language when he is presenting ideas. Sometimes the body language is not consistent with the tone or theme of the information being delivered.

Paul should communicate with more emotionally laden tones. Currently, when he speaks to the media in particular, he sounds like a robot, and not a good robot. I would encourage Paul to feel confident in who he is and where he comes from and allow this to guide his interactions with others.

I would really like to see Paul be more confident and contribute more in meetings. Paul offers great insights, suggestions and view point when he is with his team, or in a one on one. It would be helpful for the whole team if Paul can do more of the following up when other team members have expressed they need help. Although Paul is reasonably efficient in his role, at times he needs to prioritise his tasks better so that things that are important and urgent are given the necessary attention, earlier. Communicate more clearly and with patience with the team and other business units.

What behaviours should Paul stop doing or do less of?

Paul should consider inhibiting the expression of his emotions. True, he probably shouldn't break down in a mess in front of his peers or the cameras, but some emotions, some jovial banter, some humanity (rather than the bad robot I mentioned earlier).

Paul should try to take stock before responding to difficult questions/situations. Sometimes Paul has a tendency to react without first considering how his reaction may impact others.

None. Paul's behaviour in the workplace is always appropriate.

Being impatient in his communication with his team and other business units. Spending too much time in the detail - Paul needs to have a clearer understanding of the task at hand by knowing what is required and relevant and be able to deliver on time. Working back late because he has not managed his time well during the day.

What behaviours should Paul continue doing?

Paul should continue to liaise with his colleagues. He is very much in tune with the team 'mood' and as such he provides an excellent sounding board for team policy, and helps minimise misunderstandings in the workplace.

Paul does seem very dependable. If he says he'll do something, he usual does, or tries very hard. This should concern Sally Sample, as I am pretty certain that Paul wants her job.

Being dedicated to his work. Being open to ideas from others and contributing his suggestions. Being proactive while delivering on time. Being supportive to the team, manager and other business units.

Paul should continue being clear, calm and strong. For the most part, Paul is able to effectively articulate the vision for the team and generate enthusiasm and energy around that vision. Probably the most important behaviour that allows Paul to achieve this is listening to others - Paul should definitely continue doing that.

To support the further development of your Emotional Intelligence, Genos also offers the Genos Emotional Intelligence Enhancement Kit. This is a 10 module development program tailored to your results. The Enhancement Kit is available from accredited users of the Genos Emotional Intelligence Inventory.



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