



EI Leadership Insights

A companion tool for the EQ-i 2.0 Emotional Intelligence Assessment.

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Introduction

The EI Leadership Insights document is a companion to the EQ-i 2.0 Emotional Intelligence Assessment, providing the individual with insights into their Emotional Intelligence against 15 leadership capabilities.



Mapping the EQ-i 2.0 to Global Leadership Capabilities

EQ-i 2.0 Emotional Intelligence Assessment subscales (competencies) have been mapped against a series of Global Leadership Capabilities (see below).

These Leadership Capabilities were selected based on the number of times they were represented in a selection of Leadership Capability Frameworks, published by organisations across both the public and private sector in Australia, New Zealand, the U.S. and U.K.

Expertise drawn from master EQ-i 2.0 trainers and facilitators, together with internal expertise at MHS Assessments, informed the mapping of the EQ-i 2.0 against the Global Leadership Capabilities at a subscale (competency) level.

- ✓ = potential strength
- X = area for investigation
- X = potential derailer

Analysis

An analysis is conducted using a complex algorithm to identify if the capability is a supporter or possible derailer to an individual's leadership style.

Flagged	Capability
✓	Decision Making / Judgement
X	Personal Adaptability
✓	Accountability
X	Authentic Communication / Clarity
✓	Challenging thinking
X	Building Relationships
✓	Collaboration
X	Influence
✓	Performance Drive
✓	Strategic Thinking
✓	Leads Change
X	Developing Others
X	Self-Awareness
✓	Customer Centric Focus
✓	Empowering Others

Each Leadership capability is broken down into sub-capabilities where the EI subscale analysis is conducted. A leadership capability is seen as a potential strength if a green tick is present. It is flagged as a potential development opportunity if an orange or red cross is present (see table above).

This EI Leadership Insights document, when considered in parallel with your individual EQ-i 2.0 profile, provides you with powerful insights into strengths and highest priority development areas.

Reading Your Results

This report provides an extended analysis of an individual’s EQ-i 2.0 questionnaire responses in a format that enables you to understand **your** leadership against 15 key capabilities. The report provides you with the EQ-i 2.0 subscales that you may want to prioritise for development.

It is structured to present the following:

- A definition of each capability being evaluated.
- Potential strengths, derailers and behavioural indicators associated with these capabilities.
- The subscales associated with enhancing areas of strengths for you.

Analysis against the Global Leadership Capabilities

Jane Sample

Flagged	Capability
✓	Decision Making / Judgement
✓	Personal Adaptability
✗	Accountability
✓	Authentic Communication / Clarity
✓	Challenging thinking
✗	Building Relationships
✗	Collaboration
✓	Influence
✓	Performance Drive
✓	Strategic Thinking
✗	Leads Change
✗	Developing Others
✗	Self-Awareness
✓	Customer Centric Focus
✗	Empowering Others

Your profile supports eight of the Global Leadership Capabilities.

Your results have flagged five of the Global Leadership Capabilities as areas where your Emotional Intelligence may be impacting on your leadership approach.

Two capabilities have been flagged as an area for further investigation and three as potential derailers.

The subsequent pages of this report will provide more detail as to which aspects of the capabilities you may wish to review for development purposes.

Decision Making / Judgement



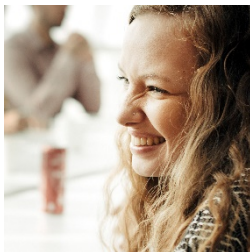
Can read a situation unconstrained by overt emotional bias. Uses flexible and adaptable thinking to make tactical decisions.

The EQ-i 2.0 suggests you will be as decisive as other professionals. You are likely to have the capability to read people and situations, as well as effectively solve problems, without being unduly influenced by others. You are unlikely to be clouded in your judgement when situations are emotionally charged.

If you wish to continue to develop your capability in this area, the subscales to further investigate that best support this EI subscale are:

- Problem Solving
- Emotional Self-Awareness
- Reality Testing
- Independence

Personal Adaptability



Ability to change opinion or perspective. Be open to new ideas. Unconstrained by strong or rigid beliefs.

The EQ-i 2.0 profile suggests you will demonstrate personal adaptability to situations and events as much as other professionals. You are likely to be comfortable with change and able to emotionally manage last-minute changes or disruptions to plans. Potentially not impulsive, you will not be too constrained when the need for a quick decision or action is required. Although you may have strong personal beliefs, you are not rigid in your perspective and are able to understand other's perspectives.

If you wish to continue to develop your capability in this area, the subscales to further investigate that best support this EI subscale are:

- Flexibility
- Emotional Self-Awareness
- Reality Testing
- Stress Tolerance
- Problem Solving

Accountability



Ability to hold others to account on all aspects of their role. Having the courage to address issues or challenges directly.

This capability has been identified as a potential development area. The table below highlights the subscale combinations that may undermine your capability and how this might be perceived by yourself and others.

Undermines Confidence Lower Self-Regard	Your internal dialogue can be overly critical May hold back on calling out or addressing inappropriate behaviour May find yourself carrying a degree of self doubt
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It is recommended you look at the related subscales below to see if any are out of balance:

- Self-Regard



Does your sense of self impact on your ability to provide people with the feedback they need to hear in a confident manner?



Does your internal voice create some self-doubt for you?



Please take some time to reflect on these results and note down your actions for development in the action plan at the back of this document.

Authentic Communication / Clarity



Being clear and forthright. Able to balance the need for emotional as well as logical motivations behind decisions. True to self and transparent.

The EQ-i 2.0 profile suggests you will be as expressive in your communication as other professionals. You are likely to provide the motivations behind your decisions assisting with gaining buy-in to your ideas. You may do well connecting with others and engaging them on both an emotional and logical level. You will connect well with your audience and adapt your style to best suit their needs.

If you wish to continue to develop your capability in this area, the subscales to further investigate that best support this EI subscale are:

- Emotional Self-Awareness
- Emotional Expression
- Assertiveness
- Empathy
- Reality Testing

Challenging Thinking



Prepared to go beyond the first question. Testing the reality and assumptions of a situation. Prepared to ask yourself and others the tough questions.

The EQ-i profile suggests you can read situations and will not avoid healthy confrontation when required. You are less likely to be directive in your approach but seek to understand through questioning and test the assumptions others may hold. Although you may have good relationships with others, you should be able to balance the desire to preserve the relationships with asking the tough questions when required.

If you wish to continue to develop your capability in this area, the subscales to further investigate that best support this EI subscale are:

- Emotional Expression
- Assertiveness
- Empathy
- Reality Testing

Building Relationships



Ability to build mutually satisfying relationships based on trust and compassion.

This capability has been identified as a potential development area. The table below highlights the subscale combinations that may undermine your capability and how this might be perceived by yourself and others.

Undermines Rapport Lower Interpersonal Relationships Higher independence	Prefers to work independently Relationships may lack sufficient depth May prefer introvertive type situations
Undermines Relationships Lower Empathy Higher independence	Prefers to work independently Relationships may lack sufficient understanding May lack the curiosity required to engage/ influence others
Undermines Credibility Lower Emotional Self Awareness Lower Interpersonal Relationships	May be unaware how emotions impact on yourself and others May miss cues that let you know a relationship is at risk May not be perceived as supportive by others

It is recommended you look at the related subscales below to see if any are out of balance:

- Empathy
- Interpersonal Relationships
- Emotional Self-Awareness



Does your level of self-reliance result in having a preference for working autonomously and investing less time into building the required relationships?



How do you think you could use self-awareness to ensure your emotions don't impact on important relationships?



Please take some time to reflect on these results and note down your actions for development in the action plan at the back of this document.

Emotional Intelligence (EI) Action Plan

The steps you take towards achieving your EI goals will determine whether or not success is realised. Use this step-by-step activity plan to help guide you closer to your goals. Remember to use the **SMART** goal setting criteria for each goal.

SPECIFIC

MEASURABLE

ACTION-ORIENTED

REALISTIC

TIMELY

1. Write down up to three EI skills and competencies that you would like to further develop (e.g. ‘reflective listening’ to build empathy, or ‘recognising how my body reacts to stress’ to raise emotional self-awareness). The SMART goals that you outline in the template should help to strengthen these EI skills and behaviours.
2. Also wrote down which leadership qualities you believe will be improved by building these EI competencies (e.g. accountability, team player, clear communicator, coaching, etc)
3. Transfer your EI competency development area into the SMART Goal table and also complete the goal commitment plan on the following pages.

EI Skill & Competency	Related Leadership Qualities
1	
2	
3	

Transfer your SMART goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
<i>Listen to others</i>	<i>In team meetings Starting from today</i>	<i>Other people will listen to me I will get to hear everyone's views</i>	<i>Feedback from the team to say that I am listening to them more Take actions that other people have suggested</i>	<i>From the team to give me honest feedback</i>	<i>Time – often do not have time to listen to views but just need to give instructions. If this is the case need to tell people at the beginning of the meeting</i>
1					
2					
3					

Personal Development Plan

The steps you take towards achieving your EI goals will determine whether or not success is realised.

1. Make a note of your development goals and commit to a deadline for achieving them.
2. Give your coach / leader a copy to help keep you accountable for reaching your personal goals.

EI Development Goals	Due Date
1.	
2.	
3.	

Signature:		Coach's / Leaders' Signature	
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