

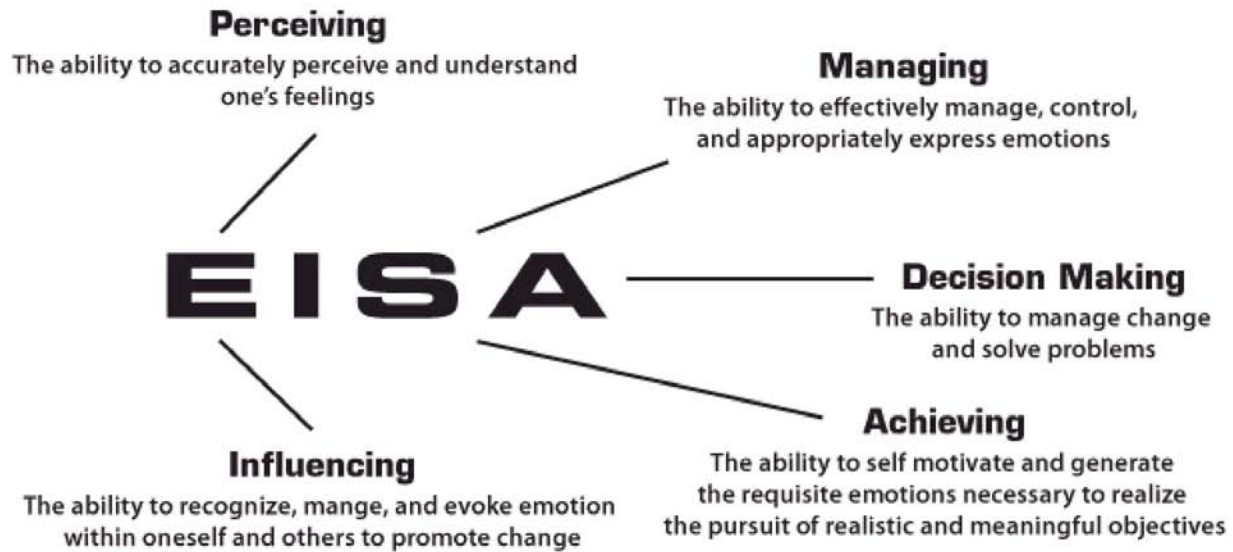
EISA 360

Emotional Intelligence Skills Assessment

The first step in maximizing your emotional and social intelligence

Client Name: John Doe
Raters: Managers (3)
Peers (3)
Direct Reports (3)
Report Date: December 09, 2008

Welcome to the Emotional Intelligence Skills Assessment (EISA). EISA is designed to provide you with feedback on your perceived frequency of emotionally and socially intelligent behavior as well as to help you better understand how these skills impact the quality of your personal and professional performance. This report highlights your emotional and social skills across five dimensions. The model includes:



The EISA Advantage

Emotional and social functioning plays a key role in your personal and professional success. Each of the five dimensions of the EISA can be developed in order to maximize your performance. Although the EISA is a brief instrument, it represents a valid and reliable tool that quantitatively determines emotional skills that are likely to be relied upon under periods of heightened stress, and identifies those areas with the greatest opportunity for improvement. Further, development strategies are provided (See EISA Workbook) to assist you in improving and leveraging your EI functioning for personal, social, and professional success.

Using EISA 360

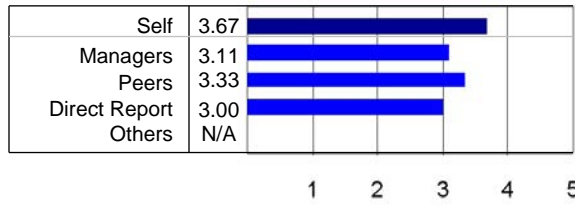
The EISA 360 is a multirater measure of emotional intelligence (EI) designed to complement the EISA. The EISA 360 prompts raters to provide valuable information about an individual's level of emotional and social functioning within the assessment context. This summary report combines the EISA self-report results with that of the designated EISA 360 raters, creating a complete "360-degree" overview of emotional and social functioning. This report presents EISA 360 scores for five different levels of analysis which are: Perceiving, Managing, Decision-Making, Achievement, and Influencing.

This feedback report reflects the unique relationship between your self-reported EISA scores and your raters' assessments. If consensus is high between self and raters, identification of personal strengths and development areas should be fairly straightforward based on the general profile. When there is low consensus between the self and the raters, notable score discrepancies might emerge. These differences might occur for a variety of reasons. Possible explanations could include the fact that certain raters are less familiar with the ratee's skill level and have not had adequate opportunity to observe the necessary range of EI behaviors. An alternate explanation might be, however, that the ratee interacts differently with others around him/her. Proper interpretation of conflicting results requires careful investigation into factors that might have contributed to the observed disparities. An informed understanding of the underlying reasons for observed differences will greatly assist in placing this feedback into proper context.

The EISA report was designed to provide you with insight into your current level of personal and professional emotional and social functioning. When reading through your report, various emotions may surface. Please remember, the EISA 360 report is only one piece of information and is best used in conjunction with other sources of relevant information. This may include, but is not limited to additional 360-degree assessments, objective behavioral ratings, and performance ratings. The process of growth begins with awareness, followed by determining what course of action is necessary to evoke long lasting change. The EISA 360 report is one instrumental component for initiating this change.

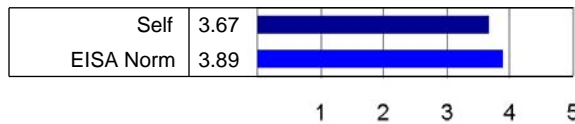
PERCEIVING

“The ability to accurately perceive and understand one’s feelings”.



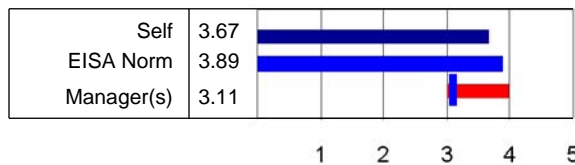
The Perceiving section provides valuable information regarding the implications of EISA results from a multi-rater perspective. The first graph examines your EISA self results as compared to the general population. The subsequent graphs provide a detailed account of your EISA results as compared to your respective rater groups. The vertical bar indicates the rater group average. The range is indicated by the thin horizontal bar and provides an index for the consistency of the raters in each respective group. The shorter the bar, the more consistent your rater group is.

Self



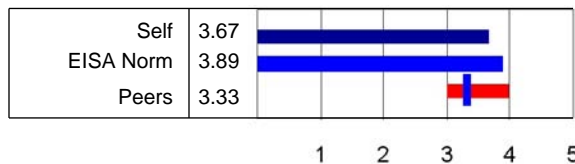
Perceiving emotions is the ability to be aware of, understand, and pay attention to emotions. Emotions contain valuable information about other people, relationships, and our surroundings. The ability to perceive emotions starts with being aware of emotional signals, accurately identifying what they mean, and then applying them to a given situation. The better someone is at reading and understanding emotions, the more appropriately that person will be able to respond. Your score suggests that you are good at gauging your own emotions and the emotions of others. You generally understand what emotions mean and the differentiation between them (e.g., discriminating between fear and anger). However, it’s possible that you may miss more subtle cues at certain times or in certain individuals, or there may be certain emotions that make you uncomfortable.

Manager(s)



Your manager can offer a valuable perspective towards your Perceiving emotions ability since he or she has formal account of both your technical and interpersonal performance. Given this relationship, you can gain critical insight into your leadership skills based on how your manager perceives your ability to understand the environment around you. Your EISA-360 results indicate that your manager rated you significantly lower than you rated yourself.

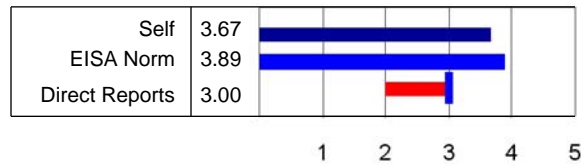
Peers



Peers, on the other hand, can offer more of an “outsider” perspective since they do not have any direct accountability for you or your work. They may, however, work with you in cross functional groups and can

observe your performance first hand. The Peer group can observe your ability to perceive emotions in one-to-one communications, as well as in group encounters (e.g., cross-functional teams). Your EISA-360 results indicate that the Peer group rated you in a fashion that is similar to the way in which you rated yourself. This group may have scored you a bit higher or lower; however this difference is not significant and shows little discrepancy between yourself and this rater group

Direct Reports



Direct reports often intently observe the behaviors of others holding higher positions of authority, especially those behaviors relating to business situations. As a result of this learning, you should carefully consider how your staff recognizes your Perceiving emotions skills. Being able to pay attention to and understand the emotions expressed by your direct reports goes a long way in gaining their support and loyalty. Your EISA-360 results indicate that the Direct Report group rated you significantly lower than you rated yourself.

RESULT IMPLICATIONS for PERCEIVING MANAGER

Your manager believes that you perceive emotions less frequently than you do. Your manager may have witnessed you not using your ability to its fullest. Your manager may recall instances when you have not read emotional signals (your own or those of others) effectively, which may have compromised your ability to apply this information in different situations. It is recommended that you speak to your manager in person to fully understand where the difference in scores lies and how to fully leverage your ability to Perceive emotions. Understanding your strengths and areas in which you can develop is extremely important to leadership success. Your manager will be a great resource for you when trying to understand your performance gaps.

PEERS

If you and your Peer group perceived you as frequently using this skill, consider this to be a very good sign. You and this group recognize in you a high level of perceiving emotional signals and an ability to be in tune with your environment. For continued success, be sure to follow up with members of this group in order to discuss your performance in a more detailed way. If you and the Peer group perceived you as regularly using this skill, consider this to be a good sign. You and this group recognize that you effectively perceive emotional signals and are in tune with your environment most of the time. In order to achieve a higher level of emotions perception it would be helpful to talk with members of this group in order to find out where and when you perceive the emotions of others effectively and times when you are inaccurate.

If you and the Peer group perceived an under used skill in the area of emotions perception, there is a need for follow up with your manager in order to find out how to improve this area. Specifically, a follow up meeting with your manager would be helpful in determining where and when you need to perceive emotions more accurately.

DIRECT REPORTS

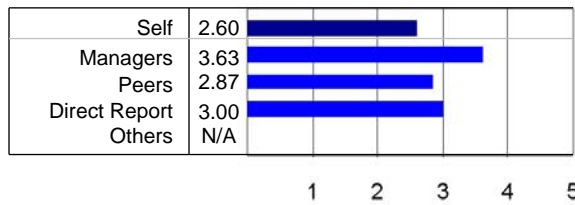
There is evidence of a slight disconnect between you and your Direct Reports when describing your ability to Perceive emotions. As a whole, this group believes that there is some room for growth in this area and at times there may be a lack of accuracy when assessing your surroundings or in interpreting and understanding pertinent information about your environment. This disconnect between you and members of this rater group may at times lead to the perception of you as an ineffective leader who is not in touch with your work environment. Because of this, your direct reports may be reluctant to follow through on tasks given by you. You may need to pay a bit more attention to the needs of your subordinates in the future. This involves, for example, sensing when a subordinate needs more or less support, needs to be motivated, or just needs to be listened to.

DEVELOPMENT STRATEGIES

1. Make a point of watching other people's emotional reactions during interactions. As well, listen to words others use that may have emotional content to it. This will allow you to perceive and understand other people's emotional information more accurately.
2. Genuinely listen to others without any distractions. Listen to the emotional content in the words they use and try not to superimpose your values and beliefs on what the person is saying. This will allow you to remain unbiased and present in the conversation.
3. When listening to others, pay close attention to non-verbal cues like facial expressions and body posture. For facial expressions, emotional changes are evident in someone's forehead, eyebrows, mouth, and wrinkles around the eyes. This added information will allow you to perceive and understand other people's emotional information more accurately.
4. In order to improve your active listening skills, practice paraphrasing what other's are saying to you. Do not simply repeat what was conversed, but use different words that express the same meaning. This will make people feel like you are actively engaged in the conversation.
5. Remember to look at which group is rating you significantly lower than you rated yourself. Ask them for specific examples of when you did not use this ability to its optimum. This will allow them to comment on your emotional and social functioning in more detail and will enable you to monitor your level of performance more closely.

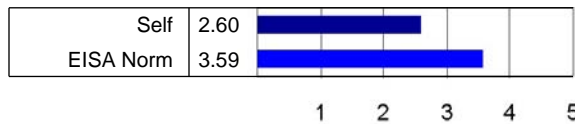
Managing

“The ability to effectively manage, control, and appropriately express emotions.”



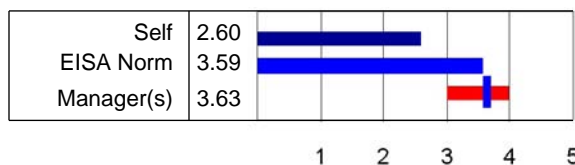
The Managing section provides valuable information regarding the implications of EISA results from a multi-rater perspective. The first graph examines your EISA self results as compared to the general population. The subsequent graphs provide a detailed account of your EISA results as compared to your respective rater groups. The vertical bar indicates the rater group average. The range is indicated by the thin horizontal bar and provides an index for the consistency of the raters in each respective group. The shorter the bar, the more consistent your rater group is.

Self



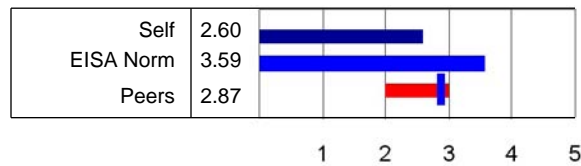
The ability to effectively manage, control, and express emotions is perhaps the most important factor of emotional intelligence. That is, emotions are influential in directing our attention, our thoughts, feelings, and the decisions we make and the actions we take. However we are not merely products of our emotions, but rather it is our appraisal/interpretation of our emotions that impacts the level/intensity of the emotion both experienced and expressed. Your scores indicate that you do not use your ability to manage, control, and express emotions in a socially acceptable and constructive manner. This underdeveloped ability has direct implications on the growth and quality of your interpersonal relationships, personal stress, health, decision-making, and professional success. For example, individuals that recognize when they feel frustrated, sad, irritable or elated, and perceive how these feelings alter their behavior are often viewed as empathic, composed, and approachable, which can lead to greater personal and professional opportunities. However, you have difficulty regulating and expressing emotions, which can result in you acting inappropriately when under stress, resulting in ineffective interpersonal relationships.

Manager(s)



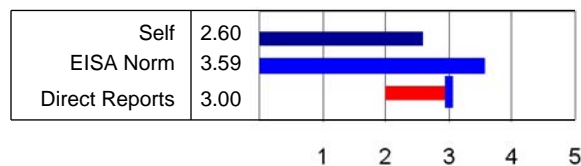
There are many expectations that are placed on individuals in the workplace, with one of the most important being the ability to manage emotions. Your manager will be able to give you some constructive feedback in this area since he or she will be able to observe your management of emotions in interactions with others (peers, direct reports, customers/clients), as well as in planning, decision making, and task execution. Your EISA-360 results indicate that your manager rated you significantly higher than you rated yourself on this scale.

Peers



Your Peer group represents a valuable source of information given that they operate with a similar level of authority and can provide another perspective on how well you manage your emotions. The Peer group is essential when forming working alliances and partnerships (e.g., cross-functional teams), as well as when trying to implement changes that will improve the organization as a whole. An inability to manage your emotions may limit opportunities for collaboration with this group. EISA-360 results indicate that the Peer group rated you in a fashion that is similar to the way that you rated yourself. This group may have scored you a bit higher or lower; however this difference is not significant and the results reflect that your ratings and those of this rater group are relatively aligned.

Direct Reports



Direct reports often notice and then internalize the behaviors of those holding positions of authority. Being able to manage emotions goes a very long way to gaining the trust and support of direct reports, as well as in getting them to buy-in to the vision that is being articulated to them. The management of emotions also enhances the perception of being a centered and grounded leader. Leaders who cannot control their emotions are sometimes viewed as impulsive, inconsistent, and erratic. EISA-360 results indicate that the Direct Report group rated you in a fashion that is similar to the way in which you rated yourself. This group may have scored you a bit higher or lower; however this difference is not significant and the results reflect that your ratings and those of this rater group are relatively aligned.

RESULT IMPLICATIONS for MANAGING MANAGER

You may be more adept at managing your emotions than you think. Your manager perceives you as being capable of managing your own emotions and the emotions of others. This result is a good sign, as your manager probably feels comfortable with your ability to handle situations where you are interacting with others as well as circumstances involving heightened emotions such as tight deadlines, projects in which there are high expectations, and potentially stressful moments. The score discrepancy between you and your manager may also be influenced by the amount of observation he or she has over your performance. For example, your manager may have an opportunity to observe your management of emotions when interacting with peers, but not with your direct reports or clients. Therefore, your manager views your skill use from one perspective, while you examine it from several. If you feel that there are areas of managing emotions that could be improved, be sure to visit the strategies section of the workbook in order to find out ways in which to leverage your skills on a more consistent basis.

PEERS

If you and your Peer group both perceived you as frequently using your Managing skills consider this to be a very good sign, as you and this group both recognize a high level of performance in this area. For continued success, please follow up with members of this group in order to discuss your performance in a more detailed way so that you can leverage this strength. If you and your Peer group both perceived you as regularly using your Managing skills consider this to be a good sign. You and this group both recognize a good ability in managing emotions in a socially accepted and constructed manner. In order to achieve a higher level of emotional management it would be helpful to talk with members of this group in order to find out where and when you are able to manage your emotions effectively and times when you are not.

If you and your Peer group perceived an under utilization of your Managing skills there is a need for follow-up with members of this group in order to find out how to improve this area. Specifically, a follow up meeting with members of your peer group would be helpful in order to find out, in particular, where and when you need to manage your emotions more effectively.

DIRECT REPORTS

If you and the Direct Report group both perceived you as frequently using your Managing emotions skill consider this to be a very good sign, as you and this group both recognize a high level of performance in this area. For continued success, be sure to follow up with members of this group in order to discuss your performance in a more detailed way. If you and the Direct Report group perceived you as regularly using your Managing emotions skill consider this to be a good sign. You and this group both recognize a good ability in managing emotions in a socially accepted and constructed manner. In order to achieve a higher level of emotional management it would be helpful to talk with members of this group in order to find out where and when you are able to manage your emotions effectively and times when you are not.

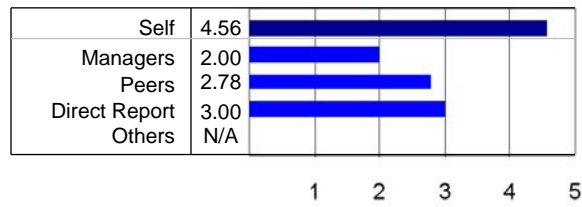
If you and the Direct Report group both perceived an under utilization of your Managing emotions skill there is a need for follow up with this group in order to find out how to improve this area. A follow up meeting with your direct reports would be helpful in order to find out specifically where and when you need to manage your emotions more effectively.

DEVELOPMENT STRATEGIES

1. How do you respond to stressful situations? Research has shown that in stressful situations your body responds to your emotions before your mind does. Ask yourself, what message is my body sending to me? Make a note of any physical reactions that you've had at the time or shortly after feeling stressed.
2. Are you able to manage your emotions effectively during conflict? In order to deal with conflict effectively, you must be aware of stimuli that result in negative emotional reactions. If negative emotions do occur, what skills do you have at your disposal to put you in the right frame of mind to tackle the issue at hand.
3. Conduct a self-inventory on controlling your emotions. Have there been times when you have made rash decisions because you were overwhelmed by emotions or were biased by them. If so, look to see if there are any patterns to when you have made impulsive decisions.
4. Remember the times when your performance has suffered because you felt overwhelmed. Try to understand how the feeling of being stressed has effected your planning, problem solving and interpersonal relationships.
5. Explore how often your self-talk accompanies your managing emotions skills. For example, has your negative feelings towards a coworker influenced how you interacted with this person. Understand how your emotions and feelings towards certain situations or individuals biases your judgement in regards to decision making and relationships.
6. Whenever you are in a position to act impulsively – Stop, Take a Deep Breath, and Think. This will give you extra time to think about alternative actions.
7. Remember to look at which group is rating you significantly lower than you rated yourself. Ask them for specific examples of when you did not use this ability to its optimum. This will allow them to comment on your emotional and social functioning in more detail and will enable you to monitor your level of performance more closely.

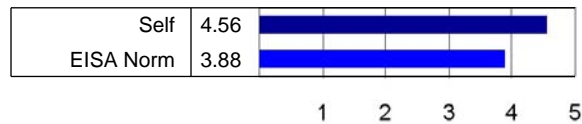
Decision Making

“The ability to manage change and solve problems”.



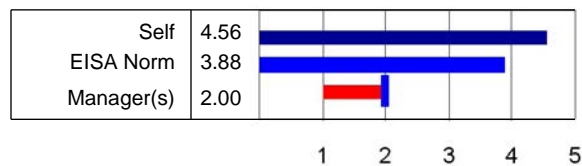
The Decision Making section provides valuable information regarding the implications of EISA results from a multi-rater perspective. The first graph examines your EISA self results as compared to the general population. The subsequent graphs provide a detailed account of your EISA results as compared to your respective rater groups. The vertical bar indicates the rater group average. The range is indicated by the thin horizontal bar and provides an index for the consistency of the raters in each respective group. The shorter the bar, the more consistent your rater group is.

Self



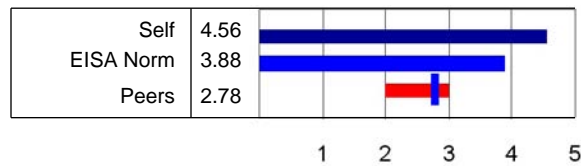
The process of decision-making requires the attention to and processing of relevant environmental, and inter- and intra-personal cues. However, an individual's emotional state can directly influence what information he or she attend to. As a result, the emotionally intelligent individual knows which emotions will help with a task or situation and will in turn be able to generate the emotion that will provide the best chance achieve a successful outcome. For example, positive and negative emotions (i.e., happy vs. sad) directly influence both our cognitive and physical resources available for decision-making, impacting both decision speed and accuracy. As a result, an astute awareness of the “problem” must be paired with an appropriate emotional state. Therefore, the ability to manage change and solve problems is a reflection of one's ability to match emotions with the demands of the situation. Your scores indicate an above average decision-making ability, suggesting that you can effectively pair your emotions with the decision-making context, which can enhance your probability for making timely and accurate decisions.

Manager(s)



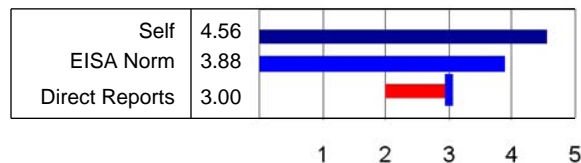
In today's fast-paced environment, an individual's ability to respond effectively to oncoming challenges and opportunities while deciding on the proper course of action is a critical determinant of ones' success or failure. Although your manager does not observe your decision making skills in all areas of your work, he or she does know what decisions are made at an organizational level. Your EISA-360 results indicate that your manager rated you significantly lower than you rated yourself in this area.

Peers



Your Peer group's perspective offers some additional insight into how you operate with respect to your decision making skills. Because your Peer group is considered of equal rank within the organization, they can offer interesting input about how you emotionally respond to challenges that affect the organization cross-functionally. Your EISA-360 results indicate that your Peer group rated you significantly lower than you rated yourself.

Direct Reports



Direct reports often notice and then internalize the behaviors of those holding positions of authority. Being able to manage emotions goes a very long way to gaining the trust and support of direct reports, as well as in getting them to buy-in to the vision that is being articulated to them. The management of emotions also enhances the perception of being a centered and grounded leader. Leaders who cannot control their emotions are sometimes viewed as impulsive, inconsistent, and erratic. Your EISA-360 results indicate that your direct reports rated you significantly lower than you rated yourself.

RESULT IMPLICATIONS for DECISION MAKING MANAGER

Your results indicate that there are times when your manager believes that it is challenging for you to attain the right emotional state needed to make optimal decisions. The challenge may stem from an inability to match a specific emotion with the demands of certain situations. Your manager may be recalling instances where you have not responded as effectively as you could to sudden problems or important pieces of information. The score discrepancy between you and your manager may also be influenced by the relationship dynamics you have with him or her. Perhaps, you demonstrate apprehension when you are presented with a challenging problem from your boss, even though you are able to formulate and implement a solution once you work on it.

PEERS

You are probably less adept than you think in the area of decision making based on the perceptions given by members of your Peer group. In their observations of your performance you have not been as effective pairing emotions to the decision making context (e.g., pairing positive emotions to enhance creative solutions or evoking a subdued disposition to attend to detail). They may be recalling instances where you have not responded as effectively as you could have to sudden problems or did not attend to important pieces of information as you should have. Even though your Peer group may not be directly responsible for your performance, they are instrumental in helping you in the acquisition, development, and deployment of organizational resources. If this group does not feel confident in your decision making ability, they are less likely to help you in these areas.

DIRECT REPORTS

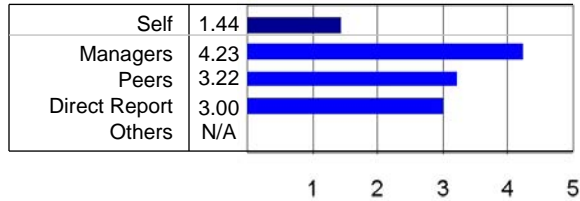
If your direct reports rated you lower than your self-report ratings, you may be demonstrating difficulty with flexibility of thought and decision making style. For example, you may have a tendency to stick with the “tried and true” method that you are accustomed to, while the situation demands ingenuity. This tendency may inhibit your leadership performance and potential. When a direct report indicates a lower score than you, it suggests that you may be slightly overestimating your decision making skills with situations pertaining to your subordinates. The implication of this discrepancy is that your direct reports may be less inclined to come to you with concerns involving work issues or personal problems. If your direct reports rated you much lower, you should address that discrepancy, provided that your relationship permits such a discussion.

DEVELOPMENT STRATEGIES

1. Ask yourself, what impact do emotions have on my decision making? For example, do you have a tendency to make decisions impulsively under stress? When making decisions, try to understand if emotions are biasing your decision making process. If they are, incorporate some of the strategies from the Perceiving and Managing emotions scales. These strategies will help you to recognize and regulate the emotions necessary to get you in the right frame of mind to decide effectively.
2. Knowing which emotions will help you resolve a problem is critical to your success. When creativity is in order, recognize which positive emotions are most facilitative for generating ideas and seeing possibilities.
3. Conducting a SWOT analysis may help to guide you in making more effective decisions. Being able to identify a situation’s Strengths, Weaknesses, Opportunities and Threats will help to identify internal and external supports (strengths and opportunities) as well as internal and external challenges (weaknesses and threats). Please keep aware of emotional biases or positive/negative reactions when identifying specific areas of the SWOT analysis.
4. Before arriving at a decision or determination of a course of action, generate multiple alternatives with pros and cons for each to ensure that you are addressing the unique attributes of the problem. Make a conscious effort to assimilate new information as needed.
5. Ask questions to accurately identify the problem. Instead of following implicit assumptions, gather facts, which can serve as the basis for constructing a relevant solution. Furthermore, define the scope of the problem according to whether it affects an individual, team, or the entire corporation.
6. Whenever possible, use a multi-step strategy when making decisions; first propose a solution, then verify the solution (e.g., pilot testing, second opinions), and only then implement it. Formal documentation of the pros and cons of alternative actions will also help to avoid rash decisions.
7. Remember to look at which group is rating you significantly lower than you rated yourself. Ask them for specific examples of when you did not use this ability to its optimum. This will allow them to comment on your emotional and social functioning in more detail and will enable you to monitor your level of performance more closely

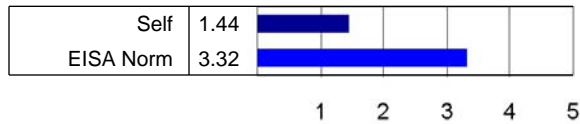
Achieving

“The ability to self-motivate and generate the requisite emotions necessary to realize the pursuit of realistic and meaningful objectives”.



The Achieving section provides valuable information regarding the implications of EISA results from a multi-rater perspective. The first graph examines your EISA self results as compared to the general population. The subsequent graphs provide a detailed account of your EISA results as compared to your respective rater groups. The vertical bar indicates the rater group average. The range is indicated by the thin horizontal bar and provides an index for the consistency of the raters in each respective group. The shorter the bar, the more consistent your rater group is.

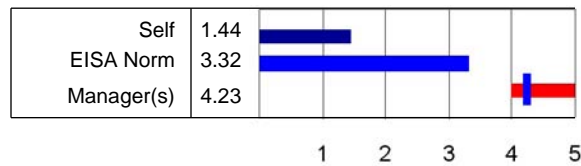
Self



Achieving requires the ability to self-motivate and to evoke the emotions necessary to actualize the pursuit of realistic and meaningful goals. Although success is often subjectively defined, our physiological reaction (i.e., heart rate, blood pressure, breathing rate, etc.) and emotional experience is based on the interpretation of the effectiveness of our efforts toward goal attainment. Emotional wellbeing as measured by adjustment, psychological functioning, and physiological adaptation has been well documented and linked to an individual's disposition to achieve.

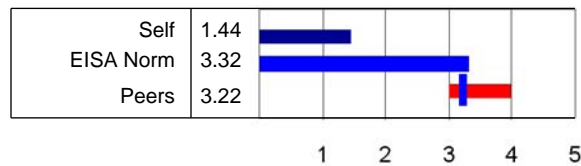
Although you experience pleasure in success, you are more motivated to avoid failure than to achieve success. You tend to engage in tasks where the outcome is relatively certain in an effort to avoid risk. Although you welcome feedback, social evaluation is uncomfortable for you. From a psychological perspective, your achievement disposition results in action tendencies to avoid the experience of negative emotions, rather than seeking opportunities to experience positive emotions. Intrinsic motivation has been linked with satisfaction, enjoyment, and interest, and it has a negative relationship with maladjustment and burnout. Given that you focus on outcomes (i.e., success and failure) while avoiding failure, your outcome orientation leads to negative moods and less effective social and emotional adjustment in evaluative situations. Given your outcome orientation, when coupled with a high stress situation (i.e., deadlines, reviews etc...) you are likely at risk for burnout.

Manager(s)



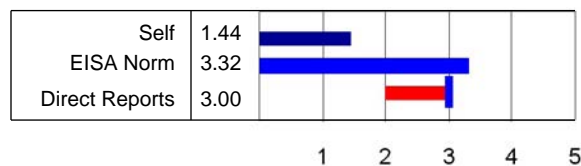
Given that your manager is accountable for rating your output, how your manager rates you on the Achieving scale is important information to consider when assessing your performance. Managers often expect their employees to use their emotions effectively in order to meet or exceed job demands, and make the most out of difficult situations. Managers prefer to see that difficult scenarios are viewed as challenges rather than threats. Your EISA-360 results indicate that your manager rated you significantly higher than you rated yourself in this area.

Peers



Even though the Peer group may not be directly responsible for your performance, this group is instrumental in helping you in the acquisition, development, and successful implementation of organizational resources. If this group does not feel confident in your ability to meet group, team, and individual objectives, they may be less likely to work collaboratively with you or assist you in times of need, both of which are crucial to leadership success. Your EISA-360 results indicate that the Peer group rated you significantly higher than you rated yourself.

Direct Reports



Direct reports often look up to individuals that hold positions of authority for direction, energy, and motivation. All of these factors are essential for meeting individual, group, and team objectives, with emotions often playing a critical role. In many cases, your direct reports spend many hours interacting with you and are in a good position to assess how you apply your emotions to meet your objectives as well as the objectives of others. Your EISA-360 results indicate that your Direct Reports rated you significantly higher than you rated yourself.

RESULT IMPLICATIONS for ACHIEVING MANAGER

Your manager believes that during your goal pursuit you are able to apply your motions more frequently and more effectively than you give yourself credit for. Your manager likely believes that you have the ability to remain patient and in control of your emotional impulses in order to stay focused on the task at hand. If you find there is a great discrepancy between you and your manager in this area, you are encouraged to follow up with him or her in order to find out where and when you have performed this skill well. Individual's that are unsure of their abilities sometimes have difficulties when placed in leadership roles because they do not maximize their strengths. Their inability to be aware of their own strengths and weaknesses may sabotage their leadership effectiveness and may inhibit their capacity to manage teams.

PEERS

Your Peer group believes that you use your emotional intelligence skills more often than you give yourself credit for. Your ability to apply your emotional knowledge directly impacts your ability to attain your goals. This higher level of emotional and social functioning will enable you to thrive in competitive, challenging, and fast-paced environments. However, if there is a great discrepancy between you and your Peer group, you are encouraged to follow up with your raters, in order to find out where and when you have performed this skill at an optimal level.

DIRECT REPORTS

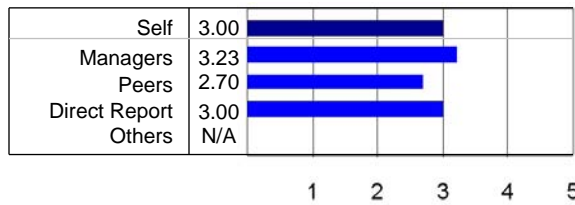
Your results indicate that your direct reports observed a higher frequency of emotional skill use geared towards goal achievement than you do. The good news is that members of this group perceive you to use methods of emotional control in order to help with goal attainment. The unfortunate piece is that you don't always understand the methods employed when you are using this skill effectively. If there is a great discrepancy between you and your direct reports in this area, you need to follow up with members of this group in order to find out where and when you have performed this skill well. Individual's that are unsure of their abilities sometimes have difficulties when placed in leadership roles because they do not always maximize their strengths.

DEVELOPMENT STRATEGIES

1. Engage in self-exploration exercises with your raters (especially your manager). Write down a list of your strengths, and ask your raters to write a list of your strengths as well. Once you have pinpointed your areas of strength, create an action plan with your raters to incorporate a plan to fully leverage these skills in various situations. Make sure to use this skill consistently, not just with a certain group or in a particular setting.
2. Increase your level of achievement by recognizing the successful efforts of your team and your own individual accomplishments. Record at least one event per day. Make sure these efforts are celebrated.
3. Determine your short-term, intermediate, and long-term goals, both your own and your work group's. Think about your skill set, both strengths and development areas, and how they relate to your goals. Finally, formulate an action plan to address any gaps in your skill set that may impact goal achievement.
4. With the help of your manager, set individual and team goals that are challenging yet readily obtainable. Remember to create goals that are specific, measurable, and action-oriented.
5. Articulate your course of action. An action plan specifically outlines activities that need to be done, at various points in time, in order to successfully implement your recommendation.
6. Once you have a clear idea of the direction in which you want to head, be sure to monitor your progress of achieving those self-development goals over time. This will reduce the possibility of procrastination. If there is a feeling of procrastination during the goal achievement process try to understand what emotions are leading to this hesitation.
7. Remember to look at which group is rating you significantly lower than you rated yourself. Ask them for specific examples of when you did not use this ability to its optimum. This will allow them to comment on your emotional and social functioning in more detail and will enable you to monitor your level of performance more closely.

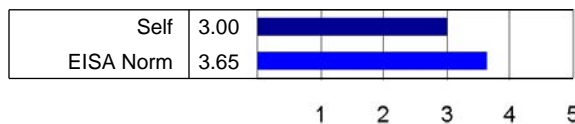
Influencing

“The ability to recognize, manage, and evoke emotion within oneself and others to promote change”.



The Influencing section provides valuable information regarding the implications of EISA results from a multi-rater perspective. The first graph examines your EISA self results as compared to the general population. The subsequent graphs provide a detailed account of your EISA results as compared to your respective rater groups. The vertical bar indicates the rater group average. The range is indicated by the thin horizontal bar and provides an index for the consistency of the raters in each respective group. The shorter the bar, the more consistent your rater group is.

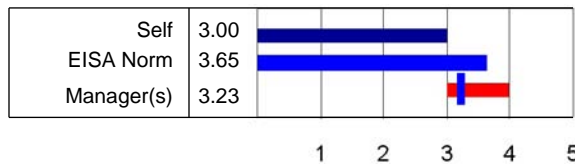
Self



Emotions play an enormous role in the creation, maintenance, and progression of social relationships. Your feelings often shape the behaviors and thoughts of others because others perceive these emotions as social signals, which often provokes some form of action. The use of particular emotions and the regulation of those emotions influences the amount and intensity of the social relationship. The way people read your emotional and social cues can influence the amount of power, competence, and credibility that you have.

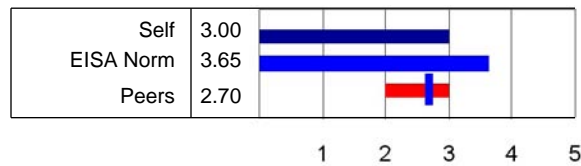
Being confident and authentic in your interactions with people is also essential in becoming more influential in the various roles that you play. Being able to express oneself clearly and confidently often motivates others to achieve higher levels of performance. Your score indicates a lower level on the Influencing subscale, which suggests that you are at times not using your emotions and the emotions of others to your benefit. Individuals that have difficulty using emotions effectively will have problems when inspiring others, improving collaboration, or trying to bring about change.

Manager(s)



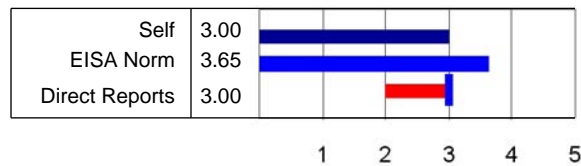
Your manager's perception of your ability to instrument change, lead, and or influence the behaviors of others is important information to consider when assessing your personal performance. Even though your manager may not have as many opportunities to observe you in your everyday work activities (i.e., interactions with direct reports and peers, instructing and delegating tasks), your manager does understand how much influence you have and as a result knows what work is completed, how it is completed, and by whom. Your EISA-360 results indicate that your manager rated you in a similar fashion as you rated yourself. Your manager may have scored you a bit higher or lower; however, this difference is not significant and shows little discrepancy between yourself and this rater group.

Peers



The Peer groups' perception of your Influencing behavior helps to aid leadership performance since this group works with you in a variety of situations. They often observe your self-confidence, how you act, your use of emotions, and your ability to assert yourself without being overbearing. Your EISA-360 results indicate that your peers rated you in a similar fashion to the way that you rated yourself. Your peers may have scored you a bit higher or lower; however this difference is not significant and shows little discrepancy between you and this rater group.

Direct Reports



The ability to gain influence when working with one's direct reports is critical to overall success. Displaying low levels of influence (i.e., through non-confidence, improper use of emotions, and or lack of assertiveness) may impact your ability to motivate your direct reports to achieve individual and team goals, set proper direction and tone, and 'buy into' key initiatives. Your EISA-360 results indicate that your direct reports rated you in a similar fashion as you rated yourself. Your direct reports may have scored you a bit higher or lower; however, this difference is not significant and shows little discrepancy between yourself and this rater group.

RESULT IMPLICATIONS for INFLUENCING MANAGER

If you and your manager perceive that you frequently make effective use of emotions to gain influence, consider this to be a very good sign. You and your manager perceive a high level of influence by perceiving, managing, and using emotions effectively. For continued success, follow up with your manager and discuss your performance in a more detailed way. If you and your manager perceived you as displaying this skill more often than not consider this to be a good sign. You and your manager perceive a relatively capable level of influence. In order to achieve a higher level of influencing behavior it would be helpful to find out where and when you can use your emotions more effectively.

If you and your manager both perceive this area to be an area for development there is a need for follow up with your manager in order to find out how to improve this skill. In particular, a follow-up meeting with your manager would help you determine where and when you should use your emotions and how you can use them to be more influential.

PEERS

If you and your Peer group both perceived you as possessing the emotional ability to influence others, consider this to be a very good sign. You and your peers both perceive a high level of influence through the effective use of emotions. Peers are important to overall leadership success because they are the stakeholders in charge of the organization's resources. If organizational resources are important to achieving performance goals, it is imperative to assert your vision when trying to acquire and develop these resources. For continued success, follow up with members of your peer group and discuss your performance in a more detailed way.

If you and your Peer group both perceived you as displaying this skill more often than not consider this to be a good sign. You and your peers both perceive a relatively capable level of influence that is augmented by your use of emotions. In order to perform at an even higher level, arrange for follow up meetings with peers who you believe will give you accurate, detailed information. This will help you in understanding where and when you can use your emotions more effectively to be more influential. If you and your Peer group both perceive this area to be an area for development there is a need for follow up with your manager in order to find out how to improve this skill. Following up with trusted members of the Peer group will improve your performance since you will be able to further understand where and when you should use your emotions and how you can use them to be more influential.

DIRECT REPORTS

If you and your Direct Reports perceive you as possessing the ability to effectively use your emotions to lead and influence, consider this to be a very good sign. You and your direct reports both perceive a high level of influence through the effective use of emotions. For continued success, please follow up with members of your peer group and discuss your performance in a more detailed way. If you and your Direct Reports perceive you as displaying this skill more often than not consider this to be a good sign. You and most of your direct reports both perceive a relatively capable level of influence that is augmented by your use of emotions. In order to perform at an even higher level, arrange for a follow up meeting with your direct reports as a group or individually. The follow up will give you more accurate, detailed information about your performance and will help you in understanding where and when you can use your emotions and how you can use them to be more influential.

If you and your Direct Reports perceive this area to be an area for development there is a need for follow up with your manager in order to find out how to improve this skill. In many cases, your direct reports spend many hours interacting with you and are in a good position to assess your ability to have influence in various settings. Following up with individuals of this group or the group as a whole would be helpful in order to find out where and when you can use your emotions and how you can use them to be more influential.

DEVELOPMENT STRATEGIES

1. Consider asking your raters how you come across when interacting during individual and group encounters. Ask them if you use a different level of confidence and assertiveness with different groups. If this is the case, formulate a plan for these different encounters, which will allow you to best impart your ideas.
2. When working on your influencing skills, be conscious of your body language, tone of voice, and timing when delivering your message. These components may add or may take away from the message you are trying to convey.
3. Smile. Yes, it is just that simple. You will appear more approachable, and will make a lasting impression on others.
4. If you are lacking influence in certain situations, try visualizing yourself performing the skill to perfection. Picture yourself feeling confident and successfully asserting your opinions without being overpowering, while at the same time enjoying the moment of the interaction.
5. If you are having difficulty influencing certain people or groups, find someone who is qualified to mentor you on the area. Talk to this person about his or her leadership experiences and observe him or her in leadership situations. This will allow you to learn new strategies and techniques that will allow you to share your ideas with others.
6. Remember to look at which group is rating you significantly lower than you rated yourself. Ask them for specific examples of when you did not use this ability to its optimum. This will allow them to comment on your emotional and social functioning in more detail and will enable you to monitor your level of performance more closely.

Date Printed: Friday, February 27, 2009

End of Report