



EQ-i^{2.0}
assess. predict. perform.

LEADERSHIP

REPORT

A. Sample

March 29, 2016



Introduction

Understanding Your Report

Welcome to a new way of examining your emotional intelligence (EI) skills! You will find this report has many unique features linking EI and leadership development. These features provide you insight into your leadership strengths and potential areas for development. This report examines your results on the EQ-i 2.0 through four key dimensions of leadership:

Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did (the EQ-i 2.0) and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales (page 4) according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas (page 6).

Emotional Intelligence and Leadership

How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

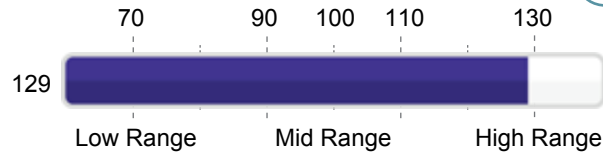
Getting the Most out of Your Report

Keep the following tips in mind as you work through your Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your EQ-i 2.0 results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organization, its culture, and the specifics of your leadership position with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. *All EQ-i 2.0 subscales are related to leadership behaviors, but selecting the right areas to focus on is key to development.* Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

Executive Summary

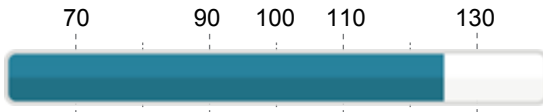
Total EI



Highest 3 Subscales

Compared to your other scores, these three subscales might be areas you could further leverage. The corresponding subscale pages may provide insight.

Flexibility (125)



Your leadership approach embraces change and values innovation from your team. You are likely seen trying new methods in both your leadership skills and the processes you use to get work done.

Stress Tolerance (125)



Your leadership is steadfast and decisive even in high-pressure situations. Your team looks to you for leadership and guidance, although you may need to be mindful that some people may not cope as well with pressure as you do.

Self-Actualization (124)



Your high need for a sense of purpose and personal achievement is likely evident in your actions and leadership approach.

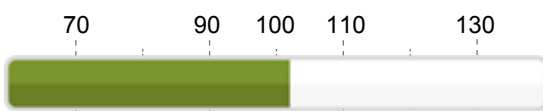
Low Range Mid Range High Range

Note: You have other subscales that have tied for the highest three scores.

Lowest 3 Subscales

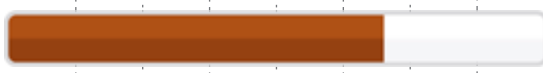
Compared to your other scores, these three subscales might be areas you could develop. The corresponding subscale pages will provide you with Strategies for Action.

Impulse Control (102)



As a leader you are usually engaging in deliberate planning and measured responses to heightened situations. This helps you to avoid rash decisions and brings your team along with you in your pursuits.

Independence (116)



You rarely depend on others to make important decisions, or to approve of your decisions. As a leader it is important to consider if your strong independence means you have a tendency to leave others behind.

Assertiveness (116)



Your result suggests that you are a leader who shares your thoughts and maintains a strong position when your beliefs are challenged. Remain aware of being assertive as opposed to aggressive.

Low Range Mid Range High Range

EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

Self-Regard is respecting oneself while understanding and accepting one's strengths and weaknesses. Self-Regard is often associated with feelings of inner strength and self-confidence.

Self-Actualization is the willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

Emotional Self-Awareness includes recognizing and understanding one's own emotions. This includes the ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on one's own thoughts and actions and those of others.

STRESS MANAGEMENT

Flexibility is adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

Stress Tolerance involves coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner.

Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

SELF-EXPRESSION

Emotional Expression is openly expressing one's feelings verbally and non-verbally.

Assertiveness involves communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

Independence is the ability to be self directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed autonomously.



DECISION MAKING

Problem Solving is the ability to find solutions to problems in situations where emotions are involved. Problem solving includes the ability to understand how emotions impact decision making.

Reality Testing is the capacity to remain objective by seeing things as they really are. This capacity involves recognizing when emotions or personal bias can cause one to be less objective.

Impulse Control is the ability to resist or delay an impulse, drive or temptation to act and involves avoiding rash behaviors and decision making.

INTERPERSONAL

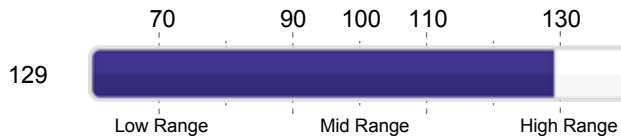
Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

Social Responsibility is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.

Overview

Total EI



Self-Perception Composite

125



Self-Regard

Respecting oneself; Confidence

121



Self-Actualization

Pursuit of meaning; Self-improvement

124



Emotional Self-Awareness

Understanding own emotions

118



Self-Expression Composite

123



Emotional Expression

Constructive expression of emotions

121



Assertiveness

Communicating feelings, beliefs; Non-offensive

116



Independence

Self-directed; Free from emotional dependency

116



Interpersonal Composite

124



Interpersonal Relationships

Mutually satisfying relationships

119



Empathy

Understanding, appreciating how others feel

121



Social Responsibility

Social consciousness; Helpful

122



Decision Making Composite

120



Problem Solving

Find solutions when emotions are involved

122



Reality Testing

Objective; See things as they really are

124



Impulse Control

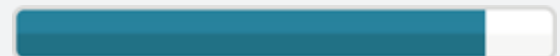
Resist or delay impulse to act

102



Stress Management Composite

130



Flexibility

Adapting emotions, thoughts and behaviors

125



Stress Tolerance

Coping with stressful situations

125



Optimism

Positive attitude and outlook on life

123



70 90 100 110 130
Low Range Mid Range High Range

Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your EQ-i 2.0 results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas are likely to yield the greatest return in your growth as a leader.

Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.



Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



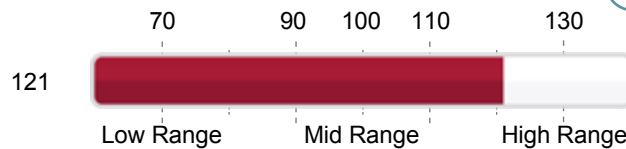
Leadership Derailers

Bill, you may have a **low risk of derailment** as you received above average results across all subscales shown on the right. High scores on these subscales indicate that you are less likely to adopt a passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional performance on these subscales in order to prevent moments where you may avoid your leadership responsibilities.



Self-Regard

Respecting oneself; confidence



What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Bill, your result suggests that your self-regard is stronger than most people's. You are likely seen as a self-confident leader who understands both personal strengths and weaknesses. It is important to ground your self-assuredness by using your reality testing skills and by continually seeking feedback. You may:

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegates tasks in your weaker areas.
- Want to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

Organizational Implications. Your ability to understand and accept your strengths and weaknesses is likely perceived as a genuine approach to leadership. Your higher confidence can probably be seen across department lines, as you feel assured that you can help out in a variety of capacities. You likely serve as a role model, and your higher expectations of yourself and your employees may lead to better quality decisions and greater productivity. Use external validation to avoid any attempts at self-aggrandizement and to maintain a realistic appraisal of your talents.

Strategies for Action

Be Mindful of Your Weaknesses. Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

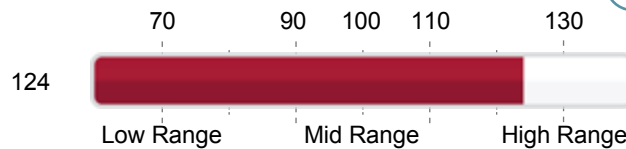
Modesty is the Best Policy. While it is important to feel good about your strengths, do not overinflate them.

- Watch that you don't fall prey to arrogance; demonstrate humility and be humble in your approach. Successful leaders know their worth, but they remain grounded by seeking feedback from their team as well as from other leaders.
- Colleagues respect a leader who is visionary and exudes charisma, but who is also approachable, genuine and can relate to others. Your modest approach will help you win the esteem and admiration of your employees.

Notes

Self-Actualization

Pursuit of meaning; Self-improvement



What Your Score Means

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this may sound philosophical, as a leader, it means finding purpose and enjoyment in your role and performing to your fullest potential. Bill, your result suggests that you find deep meaning in your work, set challenging goals for yourself, and expect the same level of engagement from others. In addition to the passion and drive you bring, your result may also mean that:

- You feel as though you are exactly where you need to be.
- You promote the growth and achievement of other employees.
- Organizational goals are surpassed and high levels of performance are achieved.
- You should consider whether the goals that you set for yourself and the organization are too easy to reach. They should be sufficiently challenging to foster individual and organizational growth.

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. You are passionate about your leadership role within the organization, feel inspired and are living life in accordance with your values. You find ways to ensure that your talents are being optimally leveraged, and expect the same from your team. Your dedication to constant growth reverberates throughout your team, which is conducive to exceptional individual and team performance.

Organizational Implications. You empower employees to achieve success in their role. You bring out the best in your staff by challenging them with high standards and by inspiring them to surpass their potential. The organization may thrive under your guidance, with employee morale and fulfillment being a top concern for you. You create an atmosphere so that employees are able to accomplish great feats in their careers.

Strategies for Action

Sensible Beliefs. As a highly self-actualized leader, you may hold unrealistically high expectations of your employees. You may believe that staff must live up to the same high standards that you do as a leader.

- While a fervent energy and passion may permeate your work, employees may not show the same gusto. Use your reality testing and empathy to monitor the temperature and engagement of the team in order to justly accommodate all levels of interest.

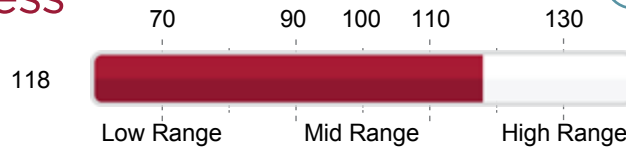
Embrace Spontaneity. A defining characteristic of self-actualized leaders is a tendency to be open to change.

- If you remain stagnant, your commitment to personal growth will be called into question. Continue to keep abreast of new developments and inspire the same of those you lead.
- Ensure that at least one of your personal development goals includes keeping on top of the latest technology, leadership techniques or advances in your profession.

Notes

Emotional Self-Awareness

Understanding own emotions



What Your Score Means

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. Bill, your result indicates that more than most people, you are conscious of your emotions and the impact they have on performance. You likely lead with composure and a full understanding of your impact on others. It is likely that you:

- Can choose a course of action based on a “gut feeling” in time-constrained situations.
- Generate respect, admiration, and honesty from employees because you are viewed as highly self-aware.
- Generally take time to contemplate instead of acting rashly, thereby considering your emotional response and those of others.

Leadership Impact



Authenticity



Coaching

Leadership Implications. As a leader, you have a thorough grasp of your emotional triggers and reactions. This in-depth understanding helps fuel a streamlined decision-making process as you incorporate your emotions into your role as a leader. Knowing your emotional triggers and reactions, you are able to utilize this emotional knowledge to effectively navigate through challenging or difficult situations.

Organizational Implications. Your capacity to grasp subtle emotional nuances helps you take calculated risks that help the organization meet its strategic goals. This comfort with, and knowledge of, your emotional triggers and reactions allows you to lead with authenticity and a candid approach to help you gain credibility and buy-in with employees. You are able to manage tense and perhaps overwhelming situations with ease, and you are able to use and recognize your full spectrum of emotions.

Strategies for Action

Be a Role Model. Through the steadfast control of your emotions, you can be innovative, successfully take risks, and gain the trust of your employees.

- The most prominent leaders have an aptitude for remaining composed in competitive situations and under mounting pressure and duress. Your ability to be aware of your emotions helps you to serve as a model of composure and ensures that employees feel secure and content to overcome any potential challenge.
- Give seminars/workshops or hire an expert to teach employees about understanding emotions and the impact of their emotions on others.

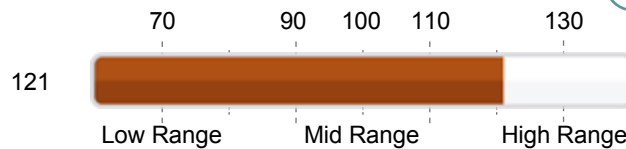
Weigh the Evidence. As you are highly adept at understanding your emotions, you may have a tendency to be overly reliant on your emotional barometer to make decisions. Be mindful to incorporate objective evidence.

- Intuition can only carry you so far. While a deal may feel right, data may not support the intended strategy. Be sure to seek counsel from colleagues, involve members of your team and emphasize facts to support your proposed course of action.

Notes

Emotional Expression

Constructive expression of emotions



What Your Score Means

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Bill, your result suggests that it is natural for you to describe your emotions in a way that is genuine and consistent. You are likely an “open book”; your team always knows how you feel about a particular event or decision. Consider the following, which may be characteristic of you:

- You are able to express most emotions through words, and have a large vocabulary of emotion words and/or facial expressions.
- You find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., frustration).
- You can foster strong engagement in your team, expressing your passion on particular issues and capturing their hearts with your emotion.

Leadership Impact



Insight

Leadership Implications. Your high score on Emotional Expression indicates that you are likely to express your emotions, thoughts and feelings to your team. This is particularly helpful for your leadership when making decisions, resolving interpersonal conflict, and gaining the resources that your team needs. You tend to make a good first impression as you have likely mastered both verbal and nonverbal cues. Be cautious of over-sharing emotion so that you do not appear derailed by your emotions (e.g., you remain heated and angry over a bad decision when your team has moved on).

Organizational Implications. Your high level of Emotional Expression drives a culture of open communication at your organization. Your team and others in the organization feel comfortable coming to you with their thoughts, ideas, and concerns. This atmosphere can help you to stay in touch with your employees' reality during difficult times. Ensure that you are consistently demonstrating active listening and mutual respect; a high level of emotional expression can be overwhelming and can result in your team being withdrawn.

Strategies for Action

Listen and then Express. Leverage Empathy and Interpersonal Relationships to ensure your expressions are at an appropriate intensity, especially when you want to contribute a differing point of view.

- Be vigilant of others' reactions, both verbal and nonverbal.
- Seek to understand the other person's perspective; ask thoughtful questions.
- Maintain appropriate silence; listen for content and emotions.
- Then express your differing point of view.

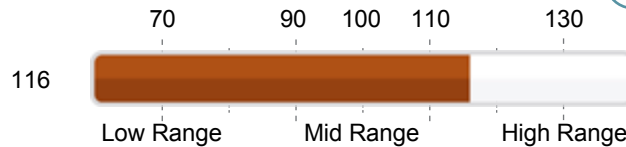
Actively listening and giving signs that we truly seek to understand provides an invaluable amount of validation to the other party. When the other party feels heard and understood, they are less likely to be defensive or dig in their heels. This way they are more likely to be open-minded and cooperative when you present your differing point of view.

Make the Connection. Tie your emotions to the potential impact that will arise from communicating the source and reason of your emotions. Emotions backed by clear rationale have the best chance of engaging others in your cause. For example, rather than just being anxious, prepare something along the lines of the following: “I am really anxious about meeting our timelines for this product. I’m anxious because we have lost time due to errors we have found in the process. If we don’t test the product thoroughly, I am concerned we will lose thousands with a late product.”

Notes

■ Assertiveness

Communicating feelings, beliefs; Non-offensive



■ What Your Score Means

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with your team by finding the right language at the right time to express your feelings and thoughts. Bill, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. The following characteristics may apply to you:

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.

■ Leadership Impact



Coaching



Innovation

Leadership Implications. Your results suggest that you likely pull on strong emotions and convictions to state your position. This is a crucial skill to have when leading a team; it helps in gaining your team's buy-in and inspiring them towards innovative solutions. Further, a high level of assertiveness helps to gain the resources your team needs and proactively clear obstacles in the path of your team's success. While such situations require you to be an assertive leader, others may require you to be more flexible in your thinking. Becoming too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

Organizational Implications. Your results suggest that you are skilled at getting your point across in a clear and confident manner. This skill is likely to help you resolve conflict, leverage organizational resources, openly voice your opinion, and contribute to the success of your organization. Leadership competencies are especially visible when you are assertive because you likely create a strong platform from which to showcase your talents, and those of your team. Watch that when you defend your position, you do not miss important information or feedback that may alter your perspective.

■ Strategies for Action

Knowing Where You Stand. In order to move towards a decision, and ensure your team works collaboratively, highly assertive leaders need to have a clear understanding of where they stand and the points on which you are willing to concede.

- Note down the ideal outcomes you would like to see from your next meeting.
- Review the outcomes you identified and separate the core outcomes that are essential to progress.
- Then, identify the information you need to hear from others to concede on these points.

Knowing the core outcomes that are essential, and the idealistic outcomes on which you are willing to be flexible, will help you stay focused on the goal, and not become paralyzed in rigid debate.

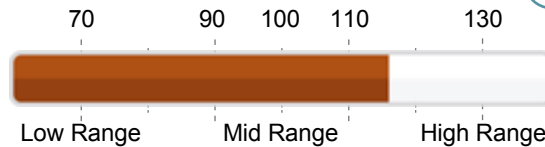
Crossing the Aggression Line. As a leader with a high level of Assertiveness, making decisions probably comes easily to you. This likely provides direction for your team to work towards project goals. Be mindful of your behavior crossing the line into aggression. Ensure you spend the time truly listening to the input of others when making decisions. Maintaining a culture of open and respectful communication in this way can help immensely in inspiring others to reach new heights.

■ Notes

Independence

Self-directed; Free from emotional dependency

116



What Your Score Means

Bill, being independent means you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that this is a well-developed skill, as you are willing and capable of holding your own ideas and making necessary decisions required for your team on your own. You are unlikely to be swayed by popular opinion, which can help you maintain an established direction for your team. Consider the following interpretation of your results:

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.

Leadership Impact



Authenticity



Innovation

Leadership Implications. Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyze a situation, formulate a response, and move into implementation mode without second-guessing your decisions. This skill is crucial for a leader, especially when difficult decisions need to be made and direction is limited. At the same time, be careful not to neglect the emotions and opinions of your team, which could possibly leave them feeling alienated, and eventually disengaged.

Organizational Implications. You tend to voice your thoughts and opinions, likely adding your own perspective to the discussion table and influencing the direction of your organization. You are an active participant in generating ideas rather than a passive receiver. Keep a close eye on how often you go off in your own direction rather than building coalitions. Teams that strive for the same values and goals build strong organizations.

Strategies for Action

Stay Connected. While being emotionally independent is important for leading a team, being completely autonomous can hurt the amount of buy-in you receive from them. Here are four qualities that you do not display; if you do, it may be time to scale back your independence.

- Ignorance: Are people feeling like I am ignoring facts in an effort to pursue my own agenda?
- Know it all: Do I think I know everything, and thus my team's advice is not needed?
- Detached: Am I hurting collaborative relationships and engagement by not including others?
- Closed door: While I have an open-door policy, is my behavior distancing myself from my team?

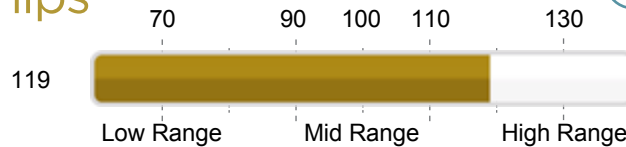
Listening to Feedback. To ensure that you do not hurt any key relationships throughout the organization, balance self-directed thought with the ability to seek advice and feedback. You do not have to be a fan of an idea to entertain the thought process of others and explore different perspectives. Doing so can help gain the support of others and perhaps even generate new possibilities.

- Examine a few of your past decisions. What did your decision-making process look like? Who did you connect with to seek advice or a differing point of view? How well did you follow along the input that was given to you?
- Next time when you are seeking advice from your team, note down the different perspectives before presenting a counter-thought. Then reflect on those notes and think through the feedback and the possible impact on your decision.

Notes

■ Interpersonal Relationships

Mutually satisfying relationships



■ What Your Score Means

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Bill, you place an emphasis on building strong relationships and, even more than most people, model what it means to be a team player. Your leadership style uses people and relationships to get the job done, by gaining buy-in and commitment, building integrity, and attaining the resources your team needs to succeed. You likely:

- Know your team's hidden and visible strengths and weaknesses.
- Strive to understand each team member individually.
- Consistently reach out beyond your team to build a network of support that can buffer you from the negative effects of stress.

■ Leadership Impact



Coaching



Insight

Leadership Implications. Your Interpersonal Relationships result indicates that you value maintaining confidences, team harmony, and open communication in your relationships. These features of authentic relationships help you engage the hearts and minds of your team. You likely have built loyal relationships where you know people at a very personal level. By maintaining a strong rapport, you can motivate and inspire others towards innovative and challenging goals.

Organizational Implications. You likely have a commitment to forming healthy interpersonal networks throughout the organization and are able to share the benefits of these connections with those you lead. The consistent and natural effort that you invest in relationship maintenance likely provides you the opportunity to influence the organizational stage by leveraging the people you know to get the job done.

■ Strategies for Action

Balance Recognition with Constructive Feedback.

Remember to express recognition on a regular basis and to coach your team by delivering constructive feedback. As a leader, you are in an ideal position to inspire, coach, and motivate your team to reach their individual and group potential.

- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers or "Happy Birthday" sung at their desk.
- Leverage empathy skills to understand the types of recognition that motivate and inspire each of your team members.
- Find opportunities where you can help your team members unlock their individual potential; the most successful leaders develop their employees.

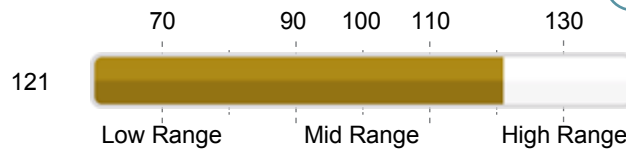
Take the Extra Step. Building resilient and trusting relationships with all types of people, regardless of your personal feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify an individual outside your team whose relationship with you is superficial at best.
- What have you done to earn their trust and their willingness to help you? List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs and arrive at an action plan to support one another on common goals.

■ Notes

■ Empathy

Understanding, appreciating how others feel



■ What Your Score Means

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Bill, your result indicates that your empathy is well-developed; you are probably described as an empathic leader, respecting your team's ideas even when they differ from your own. Your "emotional read" on people is usually accurate, ensuring your team feels safe sharing important issues with you. With a result such as yours:

- You are constantly "tuned in" to how your team is feeling.
- You care about others, and take their feelings into consideration before acting.
- It is easy for you to imagine how your team feels and you can predict their emotional reactions.

■ Leadership Impact



Coaching

Leadership Implications. Since empathy comes naturally to you, you are constantly watching for emotional reactions when resolving conflict, managing change, or making tough decisions. You have a good sense of your team's emotional landscape and they feel comfortable sharing insights and feedback with you. Developed skills in Empathy can be especially useful for connecting with your team when trying to inspire and coach them towards innovative solutions.

Organizational Implications. The need to feel heard and understood is in the core nature of all human beings. You use empathy to provide this validation and dampen defenses in times of conflict, stress and organizational change. You are likely to lead in a way that demonstrates care and compassion for the individual needs of people, adapting your approach to the different needs present on your team.

■ Strategies for Action

Watching a Pro. Remember not to confuse empathy with sympathy. Empathy doesn't involve pity or coddling; rather, empathy, when used correctly, is your way of appealing to and understanding people's emotions and driving action. Find someone who you believe is an empathic and yet efficient communicator.

- Observe their communication style, taking note of how they balance their ability to remain empathic and respectful while achieving goals.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to further develop Empathy.

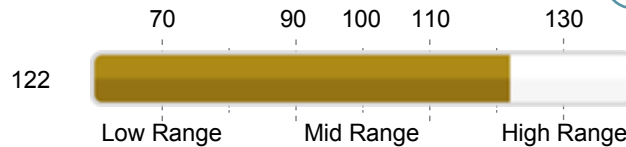
Focus on Growth. It is important to ensure that your empathy doesn't get in the way of handling tough decisions. Being empathic helps you understand the perspectives of your team and others in the organization, however the role of a leader is to handle performance issues even where emotions are involved. The next time you have to handle a difficult conversation try the following.

- Write down the intended outcomes; these will help you keep focus.
- Write down what you want to say and rehearse it.
- Listen and understand the reaction of others, but don't allow them to side track you.
- As the conversation progresses, be mindful to bring the focus back to the performance outcomes you initially identified.

■ Notes

Social Responsibility

Social consciousness; Helpful



What Your Score Means

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. Bill, your result suggests that you are usually seen as a highly socially responsible leader, taking most, if not all, opportunities to help your team and the organization. Your concern for others, whether at work or in the community, is demonstrated through the selfless contributions you make. Based on your result, you:

- Consistently demonstrate your social conscience and are compelled to coach those who you lead.
- Are seen as a “Good Samaritan” who helps others without expecting anything in return.
- Gain fulfillment from a variety of sources, including activities outside of work.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of Social Responsibility suggests that you believe in coaching and serving as a champion for your team/community. You likely uphold the moral and ethical compass in your leadership approach and often place your team’s goals ahead of your own agenda. You may also contribute/make a difference in society (e.g., charity involvement/fundraising). Be mindful that being helpful to the point where you do all the work is not truly helping or coaching; allow your direct reports to spread their wings and grow on their own.

Organizational Implications. You are likely involved in a variety of social and leadership pursuits both inside and outside of the workplace (e.g., charity involvement, fundraising). You consistently promote employee engagement, morale, mentoring, and other development practices that help build talent in your team and others in the organization. One note of caution is to be wary that such involvement may involve taking on too many responsibilities, regardless of the cost to the quality of your work or personal well-being.

Strategies for Action

Reflect and Focus. Being a successful leader is not a solo activity. Real success comes from helping your team members reach professional goals and individual improvement. Always supporting others, however, can take away the time you need to spend on yourself as a leader. Try to ensure that you are not avoiding your current emotional state, goals, and functioning by focusing too heavily on others.

- Reflect on how you spent your time last week. What activities and tasks did you spend your time on?
- Which of those tasks were for the betterment of yourself, your family, your work, those you lead, and others?
- If you are over involved in any area, adjust your schedule for the next month and refocus your efforts.

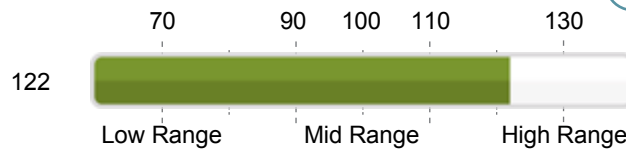
Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning while contributing towards the greater good.

- Leverage your passion for causes you care about by reaching out to your team and organization (e.g., setting up a community support group within the organization).
- Brainstorm several activities that you, your team, or the organization as a whole can engage in. Ensure these activities are in line with your organization’s vision and are of benefit to the employees.
- Identify a plan of action to build social responsibility within your organization; identify specific roles and a time frame in which to complete the plan of action.

Notes

■ Problem Solving

Find solutions when emotions are involved



■ What Your Score Means

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. Bill, this is an area of emotional intelligence that you extensively use; you tackle problems head-on without being overwhelmed or distracted by your emotions. Your approach is likely uninterrupted and invokes a sense of steadfastness and confidence from those you lead. Your result indicates:

- You see emotional information as playing a pivotal role but are not sidetracked by it.
- You work through the many steps to solving a problem without being emotionally distracted.
- You are likely to delve into tough or touchy problems, understanding the emotions at play.
- Your emotions rarely inhibit your decisions, but be wary not to take it to the extreme and ignore your feelings entirely.

■ Leadership Impact



Innovation

Leadership Implications. For almost every problem, you show focus and a rational demeanor as you generate solutions. Your leadership approach allows you to reframe problems and approach situations in new ways, spurring the creativity of your team and allowing for process overhauls when required. However, be aware that you still want to appear emotionally invested in the decisions you make—you just aren't allowing your emotions to derail you from making a decision.

Organizational Implications. Your method of viewing a problem from different perspectives, without being derailed by your emotions, helps you generate a wider range of solutions than most leaders. You are likely sought out for your rational problem-solving approach, particularly when emotions are running high. Tackling problems head-on enables you to set the tone for responsiveness and efficiency throughout the organization.

■ Strategies for Action

Seek Understanding First. If you find yourself quick to jump into problem-solving mode, you may start implementing solutions without fully surveying the situation.

- Begin by explaining your interpretation of a problem to at least two people, one who is connected closely to the problem and the other who is a neutral third party.
- Don't ask for solutions; have them hear your summary of the situation and ask clarifying questions if needed.
- A question to which you do not know the answer is a sign that you need a greater understanding of the problem before you begin to solve it.

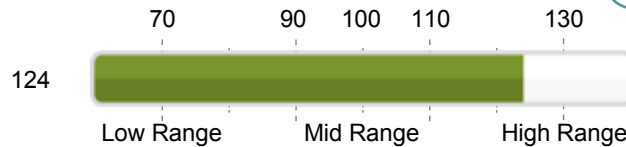
Set the Emotional Stage. As a leader, you need to manage the emotional landscape of your team. Others may not be as decisive as you; don't leave people behind as you forge ahead solving problems.

- If your team needs to be innovative and consider unconventional approaches, try to evoke positive emotions within the group (e.g., recall a successful event, use humor, or hold a meeting outside of the office).
- Alternatively, to ensure others can concentrate on the details or analyze the associated costs of a problem, try to generate a slightly less positive mood that can help you with the analytical phase of problem solving.

■ Notes

Reality Testing

Objective; See things as they really are



What Your Score Means

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Bill, your result on this subscale suggests that you have the ability to remain objective, stay tuned in to what is happening around you and provide clear, realistic direction to your team. By keeping your personal biases at bay, you likely make trusted and sensible decisions that organizational members can buy into. Your result suggests:

- You are very unlikely to misinterpret critical information or allow emotions to color reality.
- Each person and situation is unique; you can tailor your approach accordingly.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.

Leadership Impact



Authenticity



Coaching

Leadership Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. This sets you up to be a trusted and respected leader with clear ethics; people will seek you out for your realistic appraisal of a situation. Coaching and performance management conversations are likely to be securely grounded in evidence, so be careful not to dismiss good intentions and efforts when results aren't meeting your expectations.

Organizational Implications. Because you frequently see situations as they really are (and not as you wish them to be), people likely turn to you for the hard facts, and you may be a key resource within the organization to make tough decisions. Leaders like yourself who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements. Watch that your objectivity doesn't get in the way of your creativity and willingness to set stretch goals.

Strategies for Action

Gut Checks. Emotions occur for a reason—to provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few “gut checks” throughout your day. Reflect on how you felt about a conversation, resolving a performance issue, making a tough decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., the vote was 10 to 4 in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen sure looked hurt when her project was cut).
- Leaders need to be particularly attuned to the emotional information present in their relationships; ignoring it will likely alienate individuals and form rifts that make it difficult to get work done.

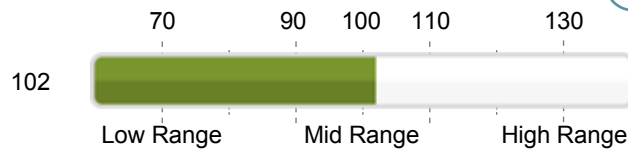
Opening the Books. Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is seen as a form of power and can combat the tendency to color reality with our own personal biases. Instill this power in your team. Validate theories and assumptions, and avoid targets that have no basis in hard data.

Notes

■ Impulse Control

Resist or delay impulse to act



■ What Your Score Means

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Bill, your result is indicative of a leader who is more composed and restrained than impulsive. You are likely seen as a steadfast leader whose methodical approach to decision making steers you clear of rash conclusions and impatient behavior. You could still improve in this area, by determining the types of situations in which you are more impulsive than you wish to be. Your result may indicate:

- That you have control over your behavior, rarely falling victim to impulses or temptations.
- You have a very deliberate leadership approach, taking the time to weigh pros and cons before you act.
- You show patience when working with your team, and this likely helps you coach and mentor your colleagues to attain higher performance.

■ Leadership Impact

Leadership Implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that result in corporate buy-in. You are likely respected for your ability to stay the course and think before you act. There is still room to improve your impulsivity, particularly in times of stress or extreme temptation. In which situations is it hard for you to resist your impulses to act?

Organizational Implications. Your capacity to think first rather than respond reflexively likely contributes to a visible planning process across the organization. You prefer to weigh different options and proceed only after the pros and cons of each option have been evaluated. This approach allows employees to see how their efforts contribute to broader company strategies, and have faith that due diligence has been undertaken when strategies must change. Although you have good impulse control the majority of the time, there is room to improve by being consistently vigilant of when you are more impulsive than you wish to be.

■ Strategies for Action

Impulse Inventory. As a leader, your impulse control is always on stage for others to see; if there are moments when you appear frustrated or impatient, this will impact how your team views your composure.

- Conduct an inventory of what makes you impatient or impulsive. Think of the last couple of weeks of work—what reactions or conversations did you have that you wish you could take back?
- Write a list of what triggered these more regrettable moments (e.g., stress, caught off guard, difficult personalities). Knowing specific triggers will help you plan to avoid them or practice your emotional response before they happen.

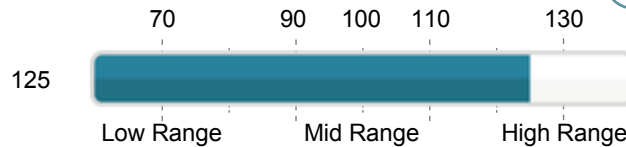
Admit Mistakes. Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behavior and admitting to their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behavior on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask for others' feedback on your plan.

■ Notes

Flexibility

Adapting emotions, thoughts and behaviors



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Bill, your result suggests a finely-tuned ability to adapt to shifting priorities in the organization. You are a catalyst who inspires fresh ideas, and you learn from unexpected events. This willingness to adapt helps you become a champion of progress and use a variety of leadership styles with your direct reports. Some indicators of your result are:

- You are viewed as quick to respond to unpredictable events.
- You are reactive, and not stuck to conventional and outdated methods.
- You are able to mold your leadership style and emotional responses to changing conditions and differing needs of those on your team.

Leadership Impact



Innovation

Leadership Implications. You are a leader who is likely at ease with both minor and major transformations. You realize that you cannot control everything, which helps fuel ideas and creativity in your team. You are not always a proponent of the status quo and are receptive to improving business processes and changing your leadership style when necessary. Nevertheless, it is important to be mindful that change is made easier when you are armed with sufficient information to make a credible decision.

Organizational Implications. You are likely a role model for responsiveness. Your flexibility likely helps to ensure new insights and fresh perspectives are fostered. Different opinions are raised within your team and work relationships, and challenges to traditional procedures become the norm. You help contribute to an organization that adopts “outside the box” thinking and views change as a continual learning process. Be mindful to rely on your instinct and reality testing when evaluating alternative courses of action.

Strategies for Action

Remain True to Your Convictions. Watch that you are not heavily swayed or influenced by others’ perspectives, as too much flexibility can pose as many challenges as too little.

- Employees respect leaders who remain true to their beliefs, even if the outcome is unexpected. Employees are not fond of leaders who waver, depending on the opinions of others. Behave consistently so that your adaptable approach does not become counterproductive.
- Reflect on the core beliefs and values that underlie your choices and ensure that your leadership style embodies these traits.
- Be prepared to share the reason(s) why you veered from a particular course of action, so that your colleagues can understand your logic.

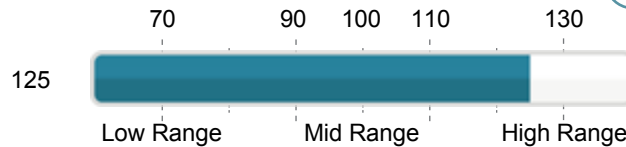
Establish a Culture of Innovation. Funnel your drive for innovation and creativity through the organization.

- Reward and praise your employees for their new ideas and creations. For instance, you can award a plaque of recognition to the employee who presents the most original and imaginative idea.
- Hold your employees accountable for achieving key metrics (e.g., sales targets) but allow them the flexibility to plan how they will achieve these goals and encourage questioning of the status quo.

Notes

Stress Tolerance

Coping with stressful situations



What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress. Bill, your result indicates that you are armed with an array of valuable coping strategies to mitigate the effects of challenges and difficulties that arise in the organization. You garner respect for your ability to lead others through times of stress, by remaining calm and collected. You are focused on getting the job done in the face of uncertainty and changing priorities. Some characteristics of your result are:

- You undertake challenges with enthusiasm in order to foster productivity.
- You operate at peak performance under situations of mounting pressure and approaching deadlines.
- You should consider whether your high Stress Tolerance means you tend not to delegate and take on more than a healthy share of work, leading to possible fatigue or burnout.

Leadership Impact

Leadership Implications. Your ability to withstand the most intense pressures with ease denotes an agility in coping with the most challenging issues (e.g., downsizing, competitive threats). You are viewed as a beacon of composure and are able to weather the most difficult situations with stoic calm. Others see you as being decisive and taking prompt action when encountering complex issues and/or stressful events.

Organizational Implications. Your proficiency at managing the sometimes chaotic demands of the workday without getting anxious or worried propels the organization towards efficiency even under the most challenging conditions. You motivate others to cope with events that are uncontrollable, and your ability to find solutions catapults the organization forward. Change permeates the work culture as decisions are swiftly made. Be mindful that your colleagues may not cope as well with pressure, and ensure that proper safety nets are implemented (e.g., flexible work schedules, stress management workshops).

Strategies for Action

Temper Your Expectations. Be cognizant of the fact that your direct reports may not espouse the same stress mitigating coping strategies as you.

- While you may be able to take on multiple challenging assignments to drive the organization forward, remember that others may not feel as able to cope with the demands.
- Openly communicate your expectations with others, and maintain an open-door policy. Encourage colleagues to speak to you about their concerns in a welcoming and supportive atmosphere.

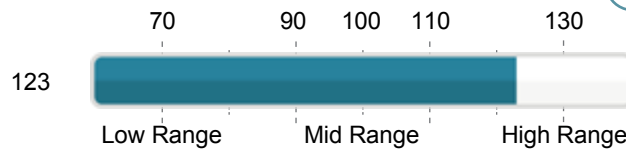
Maintain a Fine Balance. Ensure that you balance your desire to undertake simultaneous projects with a realistic appraisal of your ability.

- Draw on reality testing to ensure that you are adequately prepared to tackle a demanding workload. For instance, do you have the required resources (e.g., people, time, expertise) in order to effectively manage competing priorities?
- Ask your team for feedback regarding workload and involve them in creating solutions to ease the pressure when necessary. Ask for help when you are unable to tackle a project alone and delegate responsibilities when you are unable to handle them.

Notes

■ Optimism

Positive attitude and outlook in life



■ What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Bill, your result is indicative of a leader who is extensively optimistic and views work and life in a positive light. Some characteristics of your result are:

- You expect success from the people you lead and from relationships in your personal life.
- You are perceived as enthusiastic and inspire colleagues to accomplish objectives, helping them reach even greater heights.
- You consider challenging situations as temporary and easily overcome.
- If you are overly optimistic, you may set unrealistic targets at work, ignore personal shortcomings and/or ignore evidence that suggests your efforts are heading towards a negative outcome.

■ Leadership Impact



Insight



Innovation

Leadership Implications. Your positive outlook on work and life helps you thrive as a leader and galvanizes employees into action. You view challenges as naturally occurring events, and you embrace both success and failure. As you adjust well to new experiences and are comfortable with change in the organization, you likely encourage the same positivity in those you lead. Your positive energy, enthusiasm, and resilience are contagious and help foster creativity, innovation, and new ideas.

Organizational Implications. Your positive demeanor has far-reaching consequences, and helps employees thrive under challenging situations. You are able to persuade colleagues to achieve greater levels of performance. You may find it easier than other leaders to transform conventional and outdated methods of conducting business into improved and revolutionary methods. You galvanize commitment and energy from colleagues that lead to swift action, and you encourage others to see possibilities and take risks.

■ Strategies for Action

Temper Expectations. Your highly optimistic perspective may generate unrealistic expectations of yourself and colleagues. Be careful to ground your expectations in reality.

- Generate a candid appraisal of the elements at your disposal (e.g., time, cost) and weigh their supply against the goals that you have set for the team/organization.
- Ask yourself if you have enough of these finite resources to achieve all the objectives you have established.
- This process will help ensure that you ground your idealism in reality, and ensure that you have all the required resources at your disposal to help drive the organization forward.

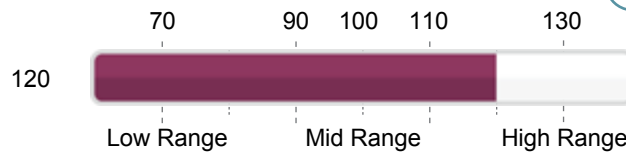
Manage Difficult Discussions. You can leverage your optimism by directly confronting challenging conversations.

- As a leader, you may encounter situations in which you have to speak with your team about stressful issues (e.g., downsizing, merger or takeover). In such instances, you can leverage your strong optimism by conveying a hopeful outlook to help your team persevere through adversity.
- You will inspire your team to change perspective (optimism is contagious) and develop effective coping techniques to mitigate any anxiety/concern that surfaces as a result of actions beyond the realm of control.

■ Notes

Well-Being Indicator

Satisfied with life; content



How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.

Your Happiness result is shown on this page, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

Bill, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course where your happiness is seen and experienced as infectious. Your results in Happiness and the four most connected subscales are high. Because of this, you likely experience a certain balance between your well-being and optimism, self-confidence, personal relationships, and fulfillment of goals. Gains in one area likely contribute to gains in another—quite a reciprocal set of relationships! You may:

- Exude cheerfulness at both work and play while participating in activities you truly enjoy.
- Be seen by your team as motivating and resilient in the face of obstacles.

Self-Regard (121)

Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.

- How do you envision success in your leadership position? Are you reaching the pinnacle of success?
- What are some strategies you have used in the past (e.g., positive self-talk) to be confident and self-assured?

Optimism (123)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

- How does your optimism increase employee motivation and productivity?
- What can you do to impart this optimistic outlook in a transparent manner so that colleagues can benefit?

Interpersonal Relationships (119)

Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.

- Do you have a confidant outside of work who helps buffer any stressful or negative events that you encounter?
- How can you effectively leverage your network to maintain happiness in your work life?

Self-Actualization (124)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your level of self-motivation and feelings of an enriched life ultimately drive your life achievements and overall happiness.

- Can you pinpoint the emotions you experience when you feel you are optimally using your talents?

Action Plan

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

Write down up to three EI skills or behaviors that you would like to further develop (e.g., “reflective listening” to build empathy, or “recognizing 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 behaviors.

- 1.
- 2.
- 3.

Write down up to three overall qualities that you would like to have (e.g., integrity, providing clear leadership, team player, clear communicator). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified.

- 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
Practice active listening	Today, especially in one on one meetings with my direct reports	Improved interpersonal relationships, empathy with my team. Increased employee engagement.	- Feedback - 360 results increase	Direct feedback from my team	Obtaining honest feedback can be difficult. Time – don’t cancel one on one meetings – demonstrate the importance of regular touch points

I commit to this action plan _____
 (signature)

■ EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our

organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach you are increasingly more accountable to reach your personal goals.

■ My Personal Development Goals

My action plan includes the following goals:

Due Date

1.

2.

3.

4.

Your Signature _____

Your Coach's Signature _____

■ Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organizational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organizational goals. The increased need for clear communication and role clarity between teams will help to ease potential conflict, and if navigated well, can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

■ Manage yourself first...

1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognize your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict; the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others—especially when it is timely and constructive. Along with the awareness from Tip #1, utilize your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

■ ...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively

and genuinely—make it “their” time. Even if you disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

4. Conflict ~~resolution~~ *management*.

Note that the title of this article is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organization. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.

■ A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organizations, and costs companies billions annually in lost productivity. In our globalized economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to complete a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

Keep work in perspective

Work is an essential component for leaders in organizations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/streamlined schedule.

Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalized as much as appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organization. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some obligations, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

Prioritize responsibilities

Leaders must ensure that duties are prioritized according to importance, and tackle obligations in order of impact on organizational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organization. Use **Independence** and **Self-Actualization** to identify interests and ensure that you engage in these pursuits.

Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalize on the dynamic work environment created from this mix of generations, while minimizing the tension that can arise when different expectations are present.

Leverage **Empathy** and **Flexibility** in order to manage the generation gap. Here are some suggestions:

Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team, and offer them alternatives (i.e., mentoring, e-learning, hands on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team. However, use your **Interpersonal Relationships** skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

This generation...	prefers communication that is....	values things like...	approaches work by...
Baby Boomers • born between 1946-1964	- structured and systematic, like performance reviews - face to face	- expertise and experience - institutional and political knowledge - social contributions and loyalty	- separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	- face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical	- efficiency - work/life balance - security	- working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	- instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging	- fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity	- working with others, team work, socializing - doing what's meaningful and has purpose