

EMOTIONAL INTELLIGENCE SELF-ASSESSMENT TOOL –

1	Rate each question below on a scale of 1-5.
never	___ 1. I am aware of the physical reactions (twinges, aches, sudden changes) that signal a “gut reaction.”
2	___ 2. I readily admit mistakes and apologize.
rarely	___ 3. When I feel angry I can still stay composed.
3	___ 4. I generally have an accurate idea of how another person perceives me during a particular interaction.
sometimes	___ 5. In assessing a situation, I look at my biases and adjust my assessment accordingly.
4	___ 6. I can keep going on a project, despite obstacles.
usually	___ 7. I can engage in an interaction with another and pretty well size-up that person’s mood based on non-verbal signals.
5	___ 8. Others feel encouraged after talking to me.
always	___ 9. I consider my “emotional temperature” before I make important decisions.
	___ 10. When I feel a strong impulse to do something, I usually pause to reflect and decide whether I really want to act on it.
	___ 11. I can deal calmly, sensitively, and proactively with the emotional displays of others.
	___ 12. I can identify the emotion I am feeling at any given moment.
	___ 13. I am able to honestly say how I feel without getting others upset.
	___ 14. I can show empathy and match my feelings with those of another person in an interaction.
	___ 15. I think about the emotions behind my actions.
	___ 16. I am respected and liked by others, even when they don’t agree with me.
	___ 17. I watch how others react to me to understand which of my own behaviors are effective and which are not.
	___ 18. I am good at managing my moods, and I refrain from bringing negative emotions to work.
	___ 19. It’s easy to understand why other people feel the way they do.
	___ 20. I can effectively persuade others to adopt my point of view without coercing them.

Scoring the Tool

Enter your ratings for each numbered question in the category where it appears. Add the ratings for each category to obtain a total for that specific facet of Emotional Intelligence.

Self-Awareness	Self-Management
1. _____	3. _____
5. _____	6. _____
9. _____	10. _____
12. _____	13. _____
15. _____	18. _____
Total _____	Total _____
Social Awareness	Relationship Management
4. _____	2. _____
7. _____	8. _____
14. _____	11. _____
17. _____	16. _____
19. _____	20. _____
Total _____	Total _____

Interpreting Your Score

Your score on these four components of Emotional Intelligence can range from a low of 5 to a high of 25. Any component where your score is below 18 is an area in which you could improve.

Emotional Intelligence is learnable and developmental. Use feedback from others, mentoring within your organization or friendship circles, and books and seminars to develop in those areas.

(Adapted from Emily A. Sterrett, Ph. D., in The Manager's Pocket Guide to Emotional Intelligence, 2000, HRD Press: Amherst, MA and from The Handbook of Emotionally Intelligent Leadership by Daniel E. Feldman, 1999, Leadership Performance Solutions)

Clifton StrengthsFinder® THEMES

ACHIEVER®	People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.
ACTIVATOR®	People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.
ADAPTABILITY®	People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be “now” people who take things as they come and discover the future one day at a time.
ANALYTICAL®	People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.
ARRANGER™	People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.
BELIEF®	People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.
COMMAND®	People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.
COMMUNICATION®	People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
COMPETITION®	People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.
CONNECTEDNESS®	People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.
CONSISTENCY™	People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone with equality by setting up clear rules and adhering to them.
CONTEXT®	People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.
DELIBERATIVE™	People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.
DEVELOPER®	People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.
DISCIPLINE™	People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
EMPATHY™	People exceptionally talented in the Empathy theme can sense other people’s feelings by imagining themselves in others’ lives or situations.
FOCUS™	People exceptionally talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.

FUTURISTIC®	People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.
HARMONY®	People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
IDEATION®	People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
INCLUDER®	People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.
INDIVIDUALIZATION®	People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.
INPUT®	People exceptionally talented in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.
INTELLECTION®	People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
LEARNER®	People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.
MAXIMIZER®	People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
POSITIVITY®	People especially talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.
RELATOR®	People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
RESPONSIBILITY®	People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.
RESTORATIVE™	People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
SELF-ASSURANCE®	People exceptionally talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.
SIGNIFICANCE™	People exceptionally talented in the Significance theme want to be very important in others' eyes. They are independent and want to be recognized.
STRATEGIC™	People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.
WOO™	People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

The "5-MINUTE PERSONALITY TEST"

Below are ten horizontal lines with four words on each line, one in each column. In each line, put the number "4" next to the word that best describes you in that line; a "3" next to the word that describes you next best; a "2" to the next best word, and a "1" by the word that least describes you. On each horizontal line of words, you will then have one "4", one "3", one "2", and one "1".

For example: One choice for the first line of words would be as follows:

3 Likes Authority 4 Enthusiastic 2 Sensitive Feelings 1 Likes Instructions

L	O	G	B
1. ____ Likes Authority	____ Enthusiastic	____ Sensitive Feelings	____ Likes Instructions
2. ____ Takes Charge	____ Takes Risks	____ Loyal	____ Accurate
3. ____ Determined	____ Visionary	____ Calm, Even Keel	____ Consistent
4. ____ Enterprising	____ Very Verbal	____ Enjoys Routine	____ Predictable
5. ____ Competitive	____ Promoter	____ Dislikes Change	____ Practical
6. ____ Problem Solver	____ Enjoys Popularity	____ Gives In To Others	____ Factual
7. ____ Productive	____ Fun-Loving	____ Avoids Confrontations	____ Conscientious
8. ____ Bold	____ Likes Variety	____ Sympathetic	____ Perfectionist
9. ____ Decision Maker	____ Spontaneous	____ Nurturing	____ Detail-Oriented
10. ____ Persistent	____ Inspirational	____ Peacemaker	____ Analytical
____ TOTAL "L"	____ TOTAL "O"	____ TOTAL "G"	____ TOTAL "B"

Total up the numbers for each vertical column (L, O, G, B).

What does all of this mean?

Now that you've taken the survey, what does it all mean? Each letter (L, O, G, B) stands for a particular personality type. The column with the highest score is your dominant personality type, while the column with the second highest number is your sub-dominant type. While you are a combination of all four personality types, the two types with the highest scores reveal the most accurate picture of your natural inclinations, strengths and weaknesses, and how you will naturally respond in most situations.

The four personality types can be likened to animals to make them easier to understand and remember. Below are complete descriptions of each one.

L = Lions

Lions are leaders. They are usually the bosses at work...or at least they think they are! They are decisive, bottom line folks who are observers, not watchers or listeners. They love to solve problems. They are usually individualists who love to seek new adventures and opportunities.

Lions are very confident and self-reliant. In a group setting, if no one else instantly takes charge, the Lion will. Unfortunately, if they don't learn how to tone down their aggressiveness, their natural dominating traits can cause problems with others. Most entrepreneurs are strong lions, or at least have a lot of lion in them.

Natural Strengths

- Decisive
- Goal-oriented
- Achievement driven
- Gets results
- Independent
- Risk-taker
- Takes charge
- Takes initiative
- Self-starter
- Persistent
- Efficient
- Competitive
- Enjoys challenges, variety and change
- Driven to complete projects quickly and effectively.

Natural Weaknesses

- Impatient
- Blunt
- Poor listener
- Impulsive
- Demanding
- May view projects more important than people
- Can be insensitive to the feelings of others
- May "run over" others who are slower to act or speak
- Fears inactivity, relaxation
- Quickly bored by routine or mechanics

Basic Disposition:	Fast-paced, task oriented
Motivated by:	Results; challenge, action, power, and credit for achievement
Time Management:	Lions focus on NOW instead of distant future. They get a lot more done in a lot less time than their peers. Hate wasting time; and like to <i>get right to the point</i> .
Communication Style:	Great at initiating communication; not good at listening (one way communicator)
Decision Making:	Impulsive; makes quick decisions with goal or end result in mind. Results-focused. Needs very few facts to make a decision.
In Pressure or Tense Situations:	The lion takes <i>command</i> and becomes autocratic.
Greatest Needs:	The lion needs to see results, experience variety, and face new challenges. He needs to solve problems and wants <i>direct</i> answers.
What the Lion Desires:	Freedom, authority, variety, difficult assignments, opportunity for advancement.

O = Otters

Otters are excitable, fun seeking, cheerleader types who love to talk! They're great at motivating others and need to be in an environment where they can talk and have a vote on major decisions. The otters' outgoing nature makes them great *networkers*—they usually know a lot of people who know a lot of people. They can be very loving and encouraging unless under pressure, when they tend to use their verbal skills to attack. They have a strong desire to be liked and enjoy being the center of attention. They are often very attentive to style, clothes, and *flash*. Otters are the life of any party; and most people really enjoy being around them.

Natural Strengths

- Enthusiastic
- Optimistic
- Good Communicator
- Emotional and Passionate
- Motivational and Inspirational
- Outgoing
- Personal
- Dramatic
- Fun-loving

Natural Weaknesses

- Unrealistic
- Not detail-oriented
- Disorganized
- Impulsive
- Listens to *feelings* above *logic*
- Reactive
- Can be too talkative
- Excitable

Basic Disposition:	Fast-paced. People-oriented.
Motivated by:	Recognition and approval of others
Time Management:	Otters focus on the future and have a tendency to rush to the next exciting thing.
Communication Style:	Enthusiastic and stimulating, often one-way; but can inspire and motivate others.
Decision Making:	Intuitive and fast. Makes lots of "right calls" and lots of wrong ones.
In Pressure or Tense Situations:	The otter ATTACKS. Can be more concerned about their popularity than about achieving tangible results.
Greatest Needs:	The otter needs social activities and recognition; activities that are fun, and freedom from details.
What the Otter Desires:	Prestige, friendly relationships, opportunity to help and motivate others, and opportunities to verbally share their ideas.

G = Golden Retrievers

One word describes these people: LOYAL. They're so loyal, in fact, that they can absorb the most emotional pain and punishment in a relationship and still stay committed. They are great listeners, incredibly empathetic and warm encouragers. However, they tend to be such pleasers that they can have great difficulty being assertive in a situation or relationship when it's needed.

Natural Strengths

- Patient
- Easy-going
- Team player
- Stable
- Empathetic
- Compassionate
- Sensitive to feelings of others
- Tremendously loyal
- Puts people above projects
- Dependable
- Reliable
- Supportive
- Agreeable

Natural Weaknesses

- Indecisive
- Over-accommodating
- May sacrifice results for the sake of harmony
- Slow to initiate
- Avoids confrontation even when needed
- Tends to hold grudges and remember hurts inflicted by others
- Fears change

Basic Disposition: Slow-paced, people-oriented

Motivated by: Desire for good relationships and appreciation of others.

Time Management: Golden Retrievers focus on the present and devote lots of time to helping others and building relationships.

Communication Style: Two-way communicator; great listener and provides empathetic response.

Decision Making: Makes decisions more slowly, wants input from others, and often yields to the input

In Pressure or Tense Situations: The Golden Retriever gives in to the opinions, ideas, and wishes of others. Often too tolerant.

Greatest Needs: The Golden Retriever needs security; gradual change and time to adjust to it; an environment free of conflict.

Desires: Quality relationships; security; consistent known environment; a relaxed and friendly environment; freedom to work at own pace.

B = Beavers

Beavers have a strong need to do things right and *by the book*. In fact, they are the kind of people who actually read instruction manuals. They are great at providing quality control in an office, and will provide quality control in any situation or field that demands accuracy, such as accounting, engineering, etc. Because rules, consistency and high standards are so important to beavers, they are often frustrated with others who do not share these same characteristics. Their strong need for maintaining high (and oftentimes unrealistic) standards can short-circuit their ability to express warmth in a relationship.

Natural Strengths

- Accurate
- Analytical
- Detail-oriented
- Thoroughness
- Industrious
- Orderly
- Methodical and exhaustive
- High standards
- Intuitive
- Controlled

Natural Weaknesses

- Too hard on self
- Too critical of others
- Perfectionist
- Overly cautious
- Won't make decisions without "all" the facts
- Too picky
- Overly sensitive

Basic Disposition:	Slow-paced, task-oriented
Motivated by:	The desire to be right and maintain quality.
Time Management:	Beavers tend to work slowly to make sure they are accurate.
Communication Style:	Beavers are good listeners, communicate details, and are usually diplomatic.
Decision Making:	Avoids making decisions; needs lots of information before they will make a decision
In Pressure or Tense Situations:	The beaver tries to avoid pressure or tense situations. They can ignore deadlines.
Greatest Needs:	The beaver needs security, gradual change and time to adjust to it.
What the Beaver Desires:	Clearly defined tasks, stability, security, low risk, and tasks that require precision and planning.

