



Emotional Intelligence Appraisal®

SELF-EDITION

Results Report For
Nicholas Wright

Date Completed:
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TalentSmartEQ
talentsmarteq.com

About My Feedback

Thank you for completing the Emotional Intelligence Appraisal®. Your assessment results contain feedback on your emotional intelligence (EQ) skills. EQ skills can be developed with practice and the following resources in your online assessment portal are designed to help you get started.

About Your Assessment

You answered questions about what you perceive yourself doing on a regular basis. Rather than evaluating yourself, you answered questions covering how often you demonstrate high or low-EQ behaviors.

About This PDF Results Report

In this report you'll discover what your current EQ skill levels are. Read through what you said about how you perceive your EQ skills and behaviors.

This results report includes:

- Overall EQ score and four core EQ skill scores
- Three lowest rated EQ behaviors and three EQ strategies to practice from Emotional Intelligence 2.0
- Three highest rated EQ behaviors and three strength strategies to maximize skills
- Reflection questions
- Guidance about how to talk with people about your report

About Your Online Dashboard

Log in to your results portal (My Dashboard) to access additional online learning resources.

Access Learning Resources - View your results report online, download the report again, and view the following learning resources:

- **16 EQ Lessons:** Four Hollywood movie clips illustrate each of the four core EQ skills. Read what to watch for, then watch EQ in action to exercise your social awareness skills. Review the analysis of each EQ scene for tips about high and low-EQ moments.
- **My EQ Next Steps and Retest:** This tip sheet provides recommendations for practicing EQ behaviors and taking the retest to measure your progress.
- **Development Plan:** Fill out this development planning tool for increasing your EQ skills. Add development actions, select from 66 EQ strategies to practice, share your plan with a coach or mentor online, add a deadline for practicing to your calendar, set up email reminders to practice, and track your progress.

Need Help Logging In?

Search in your email for assessments@talentsmart.com for the email with the link to login (unique to you). If you can't find that, email assessments@talentsmart.com for assistance.

What is Emotional Intelligence?

Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. The four parts of the emotional intelligence model are based on the connection between what you see and what you do with yourself and others.

The 4 EQ Skills		
	What I See	What I Do
<div><div><div><div><div>Personal Competence</div><div>Personal competence is the collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.</div></div></div><div>→</div></div></div>	<div><div><div>Self-Awareness</div><div>Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.</div></div></div>	<div><div><div>Self-Management</div><div>Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.</div></div></div>
<div><div><div><div><div>Social Competence</div><div>Social competence is the combination of your social awareness and relationship management skills. It's about how you are with other people.</div></div></div><div>→</div></div></div>	<div><div><div>Social Awareness</div><div>Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.</div></div></div>	<div><div><div>Relationship Management</div><div>Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.</div></div></div>

What the Scores Mean

Scores on the Emotional Intelligence Appraisal® come from a "normed" sample. That means your scores are based on a comparison to the global population to discover where you fall in each skill area. Read the following descriptions to better understand what your scores mean about your current skill level.

Score Range	Meaning
90-100	A STRENGTH TO CAPITALIZE ON These scores are much higher than average and indicate a noteworthy strength. These strengths probably come naturally to you or exist because you have worked hard to develop them. Seize every opportunity to use these emotionally intelligent behaviors to maximize your success. You are highly competent in this skill, so work to capitalize on it and achieve your potential.
80-89	A STRENGTH TO BUILD ON This score is above average. However, there are a few situations where you don't demonstrate emotionally intelligent behavior. There are many things you've done well to receive this score and a few that could be better with some practice. Study the behaviors for which you received this score and consider how you can polish your skills.
70-79	WITH A LITTLE IMPROVEMENT, THIS COULD BE A STRENGTH You are aware of some of the behaviors for which you received this score, and you are doing well with them. Other emotionally intelligent behaviors in this group are holding you back. Lots of people start here and see a big improvement in their emotional intelligence once it's brought to their attention. Use this opportunity to discover the difference and improve in the areas where you don't do as well.
60-69	SOMETHING YOU SHOULD WORK ON This is an area where you sometimes demonstrate emotionally intelligent behavior but not usually. You may be starting to let people down. Perhaps this is a skill area that doesn't always come naturally for you or that you don't make use of. With a little improvement in this skill, your credibility will go way up.
59 and below	A CONCERN YOU MUST ADDRESS This skill area is either a problem for you, you don't value it, or you didn't know it was important. The bad news is your skills in this area are limiting your effectiveness. The good news is this discovery and choosing to do something about it will go a long way in improving your emotionally intelligent behavior.

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Your *Overall* Emotional Intelligence Score

Personal Competence



Personal competence is the collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.

My EQ Skill Scores

Self-Awareness



Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.

Self-Management



Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.

Social Competence



Social competence is the combination of your social awareness and relationship management skills. It's about how you are with other people.

My EQ Skill Scores

Social Awareness



Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.

Relationship Management



Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.

My Strategies Based on My Highest EQ Behaviors

Based on the EQ behaviors that brought your scores up the most, your score profile suggests you can maximize **SOCIAL AWARENESS** using the following three EQ strategies.

What brings your score up most	What you can do to maximize
Recognizing other people's feelings.	Show People They Matter to You.
Accurately picking up the mood in the room.	Impact the Mood in the Room With Intention.
Open to feedback.	Schedule Feedback.

My Strategies Based on My Lowest EQ Behaviors

Based on the EQ behaviors that brought your scores down the most, your score profile suggests you can start with the development of **RELATIONSHIP MANAGEMENT** using the following three EQ strategies.

What brings your score down most	What you can do to improve
Handling conflict ineffectively.	Tackle a Tough Conversation: Relationship management strategy #17 in the <i>Emotional Intelligence 2.0</i> book.
Avoiding other people during difficult situations.	Don't Avoid the Inevitable: Relationship management strategy #9 in the <i>Emotional Intelligence 2.0</i> book.
Not getting to know the people around you well enough.	Be Open and Be Curious: Relationship management strategy #1 in the <i>Emotional Intelligence 2.0</i> book.

Show People They Matter to You.

You are savvy when it comes to picking up on other people's feelings. Use your emotional insights about others to make them feel that they matter to you. Pair your empathy with your response. Act in a way that acknowledges their emotions and signals that you care. Often, this is a small step, such as creating space for the other person to share. If, for example, someone seems down or out of sorts, you might offer to help them out or talk it through. If someone is excited and celebrating, congratulate them and ask for more detail. If someone feels unheard, ask for their perspective. If you're delivering feedback, do so with a sense of understanding for how it's making them feel. You will never regret showing someone you care, but you will often regret recognizing how someone is feeling and doing nothing about it.

Impact the Mood in the Room With Intention.

Leverage your read on the room to have a greater impact on the room. One way to do this is to simply draw people's attention to the mood and the fact that it's getting in the way of the work; this helps people see what you see. For example, if people are stressed out or upset, share with the group your own frustration or feeling of being stuck and ask questions such as, "Is anyone else feeling this way too?" and "How can we move forward?" This simple action can go a long way towards diffusing the mood's power over your team and eventually shift it. Another way to leverage the mood in the room might be to recognize excitement and high spirits and lean into it by celebrating. Sometimes, the mood you're catching in the room is really one person or a couple of people. When this is the case, it might be better to speak with them individually, instead of calling them out in front of the group.

Schedule Feedback.

Since you're open to feedback, seek it out. With peers, leaders, friends, family members, you name it. Each time you get feedback, you have an opportunity to learn and grow. After presentations, new types of work, or any area in which you're trying to improve, ask people you trust for their feedback. Scheduling regular feedback will help you grow faster as people point out your blind spots and strengths. You will get less stuck in your progress as people share alternate ways of thinking or doing that you hadn't considered. The feedback you schedule can be as formal or as informal as you'd like. You can talk through feedback over a drink with a friend or schedule regular monthly feedback with your manager. Adding regularity will help you build a structure and strategy for improvement. When it comes to the feedback itself, make sure you seek out both positive and constructive feedback. If at first you aren't getting the level of detail you want, you may have to ask questions or push the person giving you feedback to get more critical and specific.

Tackle a Tough Conversation

"Why did I get passed over for the promotion?" your staff member Judith asks with a slightly defensive tone, a wounded posture, and a quivering voice. This is going to be a tough one. The news leaked out early about Roger's promotion before you could speak with Judith. You value Judith and her work, but you'll need to explain that she's not ready for the next level yet. That's not the hardest part of this conversation - damage control is another story.

From the boardroom to the break room, tough conversations will surface, and it is possible to calmly and effectively handle them. Tough conversations are inevitable; forget running from them because they're sure to catch up to you. Though EQ skills can't make these conversations disappear, acquiring some new skills can make these conversations a lot easier to navigate without ruining the relationship.

1. **Start with agreement.** If you know you are likely to end up in a disagreement, start your discussion with the common ground you share. Whether it's simply agreeing that the discussion will be hard but important or agreeing on a shared goal, create a feeling of agreement. For example: "Judith, I first want you to know that I value you, and I'm sorry that you learned the news from someone other than me. I'd like to use this time to explain the situation, and anything else you'd like to hear from me. I'd also like to hear from you."
2. **Ask the person to help you understand his or her side.** People want to be heard - if they don't feel heard, frustration rises. Before frustration enters the picture, beat it to the punch and ask the person to share his or her point of view. Manage your own feelings as needed, but focus on understanding the other person's view. In Judith's case, this would sound like, "Judith, along the way I want to make sure you feel comfortable sharing what's on your mind with me. I'd like to make sure I understand your perspective." By asking for Judith's input, you are showing that you care and have an interest in learning more about her. This is an opportunity to deepen and manage your relationship with Judith.
3. **Resist the urge to plan a "comeback" or a rebuttal.** Your brain cannot listen well and prepare to speak at the same time. Use your self-management skills to silence your inner voice and direct your attention to the person in front of you. In this case, Judith has been passed up for a promotion that she was really interested in, and found out about it through the grapevine. Let's face it - if you'd like to maintain the relationship, you need to be quiet, listen to her shock and disappointment, and resist the urge to defend yourself.
4. **Help the other person understand your side, too.** Now it is your turn to help the other person understand your perspective. Describe your discomfort, your thoughts, your ideas, and the reasons behind your thought process. Communicate clearly and simply; don't speak in circles or in code. In Judith's case, what you say can ultimately be great feedback for her, which she deserves. To explain that Roger had more experience and was more suited for the job at this time is an appropriate message. Since his promotion was leaked to her in an unsavory way, this is something that requires an apology. This ability to explain your thoughts and directly address others in a compassionate way during a difficult situation is a key aspect of relationship management.
5. **Move the conversation forward.** Once you understand each other's perspective, even if there's disagreement, someone has to move things along. In the case of Judith, it's you. Try to find some common ground again. When you're talking to Judith, say something like, "Well, I'm so glad you came to me directly and that we had the opportunity to talk about it. I understand your position, and it sounds like you understand mine. I'm still invested in your development and would like to work with you on getting the experience you need. What are your thoughts?"
6. **Keep in touch.** The resolution to a tough conversation needs more attention even *after* you leave it, so check progress frequently, ask the other person if he or she is satisfied, and keep in touch as you move forward. You are half of what it takes to keep a relationship oiled and running smoothly. In regard to Judith, meeting with her regularly to talk about her career advancement and promotion potential would continue to show her that you care about her progress.

In the end, when you enter a tough conversation, prepare yourself to take the high road, not be defensive, and remain open by practicing the strategies above. Instead of losing ground with someone in a conversation like this, it can actually become a moment that solidifies your relationship going forward.

** This is relationship management strategy #17 in the Emotional Intelligence 2.0 book.*

Don't Avoid the Inevitable

You and Marge work in the same shipping and receiving department. She gets under your skin; if you could press a button to ship her to another department, it would've been done five years ago. The problem is, no such button exists, and there's no chance of change. To add fuel to the fire, your boss has just given you and Marge a large project to work on together. She suggests meeting for lunch to talk about the next steps, and you generate a fast list of reasons why you can't make it. You have officially brushed Marge off. Now what? You're still at square one (that's what), and you still have the project and have to figure out how to work together.

This is when relationship management skills are absolutely necessary, because though you might not choose a friendship with this person, you and Marge are now responsible for the same project. Here's a basic strategy to work with Marge: do not avoid her or the situation. Accept it and make the choice to use your EQ skills to move forward with her.

You'll need to watch your emotions, and make decisions about how to manage those emotions. Since you're not in this alone, conjure up your social awareness skills to bring Marge into the fold and put yourself in her shoes. Meet with her to learn about what experience she has to offer and her preferences for working with you on this project. Observe her body language to see how she responds to you; maybe you frustrate her just as much! This may hurt a little, but you may actually lay the groundwork for a working relationship.

Next, share your preferences for managing the project and come to an agreement. You won't need to tell Marge you don't care for her - instead, you can share that you'd prefer to work independently on separate parts of the project and meet along the way to ensure you're both on track. If Marge agrees, your work process has been hammered out. If she doesn't agree, it's time to apply more self- management and social awareness skills until you reach an agreement.

If you get frustrated along the way (and chances are you will), ask yourself why and decide how to manage yourself. Loop back with Marge at your next meeting, and remind yourselves about the goal of the project. At the end of the project, find a way to acknowledge what you both accomplished together.

** This is relationship management strategy #9 in the Emotional Intelligence 2.0 book.*

Be Open and Be Curious

We can imagine a few readers thinking, "Oh brother, I have to be open and curious with people at work? Can I just work on my projects and what I was hired to do, minus the touchy-feely stuff?" Actually, establishing, building, and maintaining relationships are all part of your job - even if you work with just one other person. Maintaining relationships may not be on your job description and may not have even been discussed, but for you to be successful, being open and curious is absolutely, unequivocally part of your job.

Let's explore what "open" means in terms of relationship management. Being open means sharing information about yourself with others. You can use your self-management skills to choose how open you are and what you share, but know that there's a benefit to opening up that may help you with your choices: when people know about you, there's less room for them to misinterpret you. For example, if you are particularly sensitive about showing up five minutes early to meetings, and get annoyed when people stroll in at the very beginning of the meeting or even a little late, some people might interpret you as being uptight and rigid. If you shared with these same people that you were in the Marines for the first years of your career, your coworkers would understand and maybe even appreciate your sense of timing and courtesy. Who knows, your punctuality might even rub off!

Being an open book on your end isn't the whole story with managing a relationship - you also need to be interested in the other person's story as well. In other words, you need to be curious. The more you show interest in and learn about the other person, the better shot you have at meeting his or her needs and not misinterpreting them.

When you ask questions, draw from your social awareness skills to choose an appropriate setting and time. Be inquisitive in your tone - similar to how Santa Claus asks a child what he'd like for Christmas. The opposite tone is judgmental - think of someone who's ever asked you a question like, "Why on earth did you buy a motorcycle?" or "You majored in philosophy? What did you plan to do with THAT?"

When you ask questions and this person opens up, you will not only learn information that will help you manage the relationship, but the other person will also appreciate the interest shown in him or her. If you are beginning a new relationship, in an established one, or even if you're in a rough patch, take a few minutes out of your day to identify a few relationships that need some attention, and make time to be open and curious with these people.

** This is relationship management strategy #1 in the Emotional Intelligence 2.0 book.*

Reflection Questions

After reading through your Emotional Intelligence Appraisal results, take a few minutes to reflect on the following questions:

What are you surprised by?

What are you pleased about?

What are you disappointed by?

How might others perceive your scores? What might they disagree or agree with?

Reflection Questions

Emotional Intelligence is a skill you can develop over time, with practice. Measuring your EQ is about taking a snapshot in time of a dynamic developmental process. Like your emotional intelligence itself, the data in this report are not merely impacted by context, but they are rooted in it. If you thought about yourself specifically in a work context, only a personal context, or generally, across contexts—it may impact your data. If you are going through a great deal of professional or personal change (e.g., new job, new team, new boss, becoming a parent, getting married or divorced, loss of a family member, etc.) it may impact your EQ score at that time in much the same way it impacts how you see yourself, your relationships with others, and subsequently, your performance at work and beyond. External situations like financial fluctuations or impactful current events (i.e., economic recessions or depressions, natural disasters, social justice movements, politics, technology advances, etc.) can also affect your assessment results. Below are some context specific questions that may help you get a deeper understanding of your emotional intelligence.

Why do you think you scored the way you did?

What are 3 past experiences you can think of that connect to your scores (good or bad)? What can you learn from these situations moving forward?

What is happening in your personal and professional life that might be impacting your scores?

What has happened in your life that might be impacting your ability to focus on emotional intelligence?

How might your scores be different if you took this assessment a decade ago?

How might your scores differ if you took the assessment considering only your work or personal context? What changes if you consider yourself generally across different life domains?

How to Talk to People About Your Data

Boss

Over the years, people have asked us if they should provide assessment results to their boss. Although the intention might be great, the impact doesn't always align with that intention. Here are two reasons we recommend sharing key takeaways rather than your whole report:

- ***Nobody cares as much about your data as you do:*** Your report gives you data about your lowest 3 scores, highest 3 scores, and the corresponding strategies for each. It is applicable and actionable, but it is a lot of information. Bosses care about the executive summary; they want the bullet points. After you take your assessment, give yourself time to digest the results, and then come back and summarize your learning into 2 or 3 main themes and what you are going to do (your action steps) about them. Summarizing yields two important results. It gives your boss a clear indication that you took this assessment seriously and are motivated to act on it. It also helps them pay attention to what you are going to be doing. On many occasions, your actions and behaviors would be noteworthy to your boss(es), but they aren't observing them (e.g., they aren't in meetings or on calls to witness them happening) or when they are present, their attention is on other things. Calling it out for them can be crucial in getting them to change their perception of your aptitude or ability in any category.
- ***It is hard to unsee information:*** Your boss wears many hats. They are your supporter, champion, mentor, coach, and evaluator. Bosses make decisions about the projects and (sometimes) people you get access to, your bonuses, and promotions. Although it is the responsibility of leaders—especially people in HR and L&D roles—to compartmentalize different information (e.g., learning about an employee's struggle as an HR coach while also having to decide if they are the right person for a role, etc.), inadvertently there can be knowledge “spillage” that can get in your way. Again—summarize the themes and explain what you intend to do to make strides in particular areas.

Make a point to carve out time during a standard 1:1 to share the 2-3 themes or patterns that are most important for your boss to know.

- Share your biggest takeaway from the assessment results.
- Share your EQ action plan and the outcomes you expect. Ask for feedback on your plan.
- Ask for feedback about how they see you currently using emotional intelligence and what is working or not working.
- Consider asking them to observe you—in virtual or in-person meetings, with clients, or any other contexts where you would be practicing your EQ skills—to provide just-in-time feedback.

Peers

Your peer group is an interesting one. There can be inherent competition for resources, and you may find yourself in direct competition with peers for your next role; both possibilities introduce unique trust and power dynamics into the relationship. At the same time, research shows that peer relationships are positively correlated with promotability and leadership success. They are many times, the most forgotten relationships because of the traditional focus on managing the relationships with your direct reports and boss(es). Here are some recommendations about how to address your results with this cohort:

- Book a 25-minute meeting with each of your peers to share your results and ask for feedback
- When sharing your results, focus on the 2-3 themes or patterns that will be most important for your relationship with that person
- Ask for feedback:
 - How do they see you using emotional intelligence well?
 - How might you use it better?
 - What is the best way to leverage the skills together?
- The goal of these conversations should be in discovering how to be effective in cross-functional communication and collaboration and EQ is a set of tools that can help you do that better

Direct Reports

For most people, your direct reports have the most frequent access to you so they can play an important role in helping you practice your EQ skills.

- In a standard 1:1 meeting, share the 2-3 themes that stand out from your assessment report, what you learned from the report, and your EQ development plan moving forward
- Ask for feedback:
 - How do they see you using emotional intelligence well?
 - How might you use it better?
 - What is the best way to leverage the skills together?

You have an opportunity to model the importance of EQ for your team so you may consider having a group session where you share your high-level takeaways and why this skillset is important to you. You may even issue an optional challenge that your team practice one or all the skills you are going to be focusing on so you can check in over time and build EQ habits as a team.

Family/Friends

Over the years we have heard from assessment respondents that some of the best conversations about assessment results and EQ skills generally, are with the people who know them the best outside of work. Conventional wisdom is that we are different at and outside of work and that can be true—there are contextual elements that impact each of those domains differently and may impact how you feel and behave in those roles. However, some research shows that people are more similar than different across contexts. Said another way: you might show up more similarly at work and in your personal life than previously believed. Test this out for yourself!

- Share what you learned in your report with the 3-4 people closest to you outside of work
- Ask for feedback:
 - What is their perspective about your highest and lowest scores? How might their perspective show up in their experiences with you?
 - What do they agree with? What might they disagree with or see differently?
 - Share your EQ development plan and get feedback on your plan of action
- *Reminder:* Talking with people closest to us can sometimes result in less-than-optimal EQ behavior. Remember these 3 things:
 - Listening doesn't need to mean agreement.
 - Try and assume positive intent on the part of your conversation partner.
 - Try and listen without agreeing or disagreeing too quickly and look at it as an opportunity to get even more data. Ultimately, you will get to decide what to do with the feedback you receive.

EQ can be developed, and all these conversations help you get a step closer.

Accessing Your Online Portal

Thank you for completing the Emotional Intelligence Appraisal.

Want more? Visit your online portal for your development plan, 16 lessons complete with video clips for deeper learning, and resources for applying EQ at and outside of work.

Accessing Your Online Portal:

1. Log In to your account
 - If you took the assessment through Emotional Intelligence 2.0 and upgraded your report, visit:
<https://www.talentsmarteq.com/eiqb2/welcome1.php>
 - If you took the assessment after receiving an online invitation, visit:
<https://assessments.talentsmarteq.com/portal/login>
2. View Report and scroll to the bottom for additional development resources

Having trouble getting into your online portal?

Contact by email: assessments@talentsmart.com or phone: 858-509-0582 ext 3.