

EMOTIONAL INTELLIGENCE

EQ

THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.

Introduction

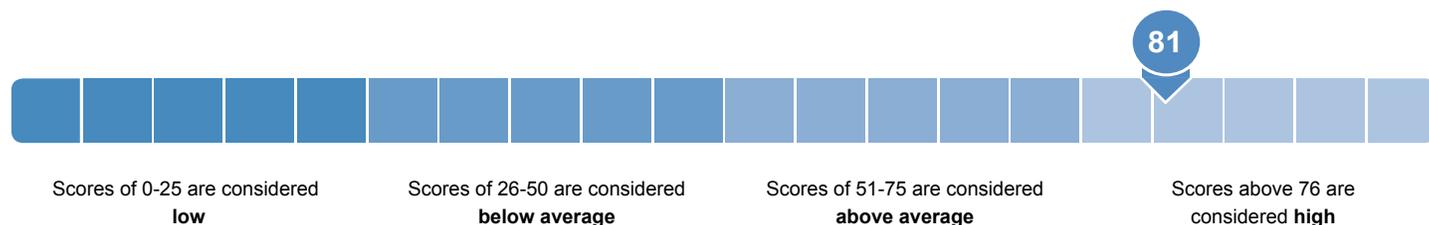
The Hogan EQ assessment evaluates emotional intelligence, or the ability to perceive, control, and share one's own and others' emotions. Persons with high scores seem calm, quiet, poised, and optimistic; persons with low scores seem intense, passionate, bold, and talkative. This report provides scores and feedback for the following six EQ scales:

 <p>Awareness The degree to which people seem in touch with their emotions</p>	 <p>Detection The degree to which people seem aware of others' emotions</p>
 <p>Regulation The degree to which people seem to maintain positive emotional states</p>	 <p>Influence The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors</p>
 <p>Expression The degree to which people seem to communicate desired emotional states to others</p>	 <p>Empathy The degree to which people seem to feel what others are feeling</p>

EQ and the workplace	Using this report
<p>People with higher EQ scores have four advantages at work:</p> <ol style="list-style-type: none"> 1 They quickly understand what others feel and why they behave in certain ways. 2 They are rewarding to deal with and hard to provoke. 3 They remain calm in stressful situations and handle pressure well. 4 They are enthusiastic and optimistic about work. 	<p>This report provides a total EQ score, which reflects respondents' overall emotional intelligence. The higher the score, the higher a person's EQ.</p> <p>The report also provides feedback on a scale-by-scale basis, including discussion points, interpretive information, summaries of likely behaviors, and the pros-and-cons of scores as they concern leadership, teamwork, and employability.</p> <p>EQ impacts career success in jobs that require social interaction. Many low EQ people are successful, but they would be even more so if they attended to the issues identified in this report. This is especially true for people who aspire to (or are already in) leadership positions. It is also worth remembering that factors such as ambition, expertise, and creativity contribute substantially to career success and are largely independent of EQ.</p>

Total EQ score

Mr. Sample's total EQ score of 81 indicates **high** emotional intelligence.



The total EQ score is the average of the six EQ scale scores summarized below. The scores indicate the proportion of the population who score at or below Mr. Sample. For example, a score of 75 on a given scale indicates that Mr. Sample's score is higher than approximately 75% of the population.

Scale	Score	Rating
Awareness	84	High
Detection	55	Above average
Regulation	79	High
Influence	99	High
Expression	82	High
Empathy	88	High

Awareness

The degree to which people seem in touch with their emotions

 <p>Low scorers tend to be: Uninterested in self-analysis Indifferent to own emotions Unreflective</p>	 <p>High scorers tend to be: Self-aware In touch with their own emotions Introspective</p>
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Mr. Sample's score on the Awareness scale is **high**. He should seem:

- Conscious of sometimes being in a bad mood and careful to control it
- Quiet and reluctant to challenge others
- Interested in and receptive to feedback on own performance
- Unusually calm, relaxed, and unhurried
- Capable of unbiased self-evaluations, even when they are negative

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Careful to control disruptive emotions at work	Willing to accept feedback and criticism from team members	Good fit with high-pressure jobs
Cons	Reluctant to be assertive	Quiet, passive, and obliging	May seem to lack a sense of urgency

Things to discuss with Mr. Sample:

- How often do you evaluate your own moods, thoughts, and behaviors?
- How important is it for you to know what others think of you?
- Do you adjust your behaviors to conform to others' expectations of you?
- In what ways could you improve your understanding of how others see you?

Detection

The degree to which people seem aware of others' emotions

	<p>Low scorers tend to be: Unperceptive Unobservant Overly logical</p>		<p>High scorers tend to be: Perceptive Socially insightful Intuitive</p>
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Mr. Sample's score on the Detection scale is **above average**. He should seem:

- Interested in understanding other people
- Able to see both positives and negatives in others
- Willing to speak or to remain quiet at the appropriate times
- Reluctant to confront poor performance
- Usually alert to important social cues

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Interested in subordinates' problems	Understands his impact on the team	Aware of and alert to office or team dynamics
Cons	Reluctant to confront poor performance	May be too concerned with team members' issues	May be seen as overly concerned with others' doings

Things to discuss with Mr. Sample:

- How do you attempt to better understand others' emotions or behaviors?
- How much time do you spend trying to evaluate others' thoughts or emotions?
- Can you think of a work situation in which you benefited from accurately interpreting colleagues' or bosses' behaviors?
- What are the most challenging aspects of trying to understand what other people think or feel?

Regulation

The degree to which people seem to maintain positive emotional states

	<p>Low scorers tend to be:</p> <ul style="list-style-type: none"> Pessimistic Defensive Temperamental 		<p>High scorers tend to be:</p> <ul style="list-style-type: none"> Optimistic Cool-headed Even-tempered
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Mr. Sample's score on the Regulation scale is **high**. He should seem:

- To be hard to provoke
- Cool-headed and calm, even under stress
- To go out of his way to avoid conflict
- Patient with others, even when they make mistakes or behave badly
- Likely to sit back and think before he acts

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Remains calm during stressful times	Others will rely on his steadiness under pressure	Rewarding to deal with and easy to manage
Cons	May seem overly concerned with avoiding conflict	Will rarely be a source of team motivation	Others may wonder about his constant efforts to please people

Things to discuss with Mr. Sample:

- How often do you make emotional decisions?
- Do work colleagues and bosses find you unpredictable?
- In what ways could you improve your emotional response to others?
- Do you adjust your behavior or emotions around others?

Influence

The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors

	<p>Low scorers tend to be: Non-charismatic Unable to influence Reserved</p>		<p>High scorers tend to be: Charming Persuasive Enthusiastic networkers</p>
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Mr. Sample's score on the Influence scale is **high**. He should seem:

- Determined to create good first impressions on others
- To want to innovate and make positive changes
- Able to identify problems in policies and procedures
- To be a fine colleague and team player
- To be a natural salesperson and networker

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Seems to be an effective and persuasive communicator	Is likely to be a force for innovation and progress	His interpersonal skills should be a powerful career booster
Cons	He may lose sight of the objective while trying to gain others' support	Could persuade other team members to follow his agenda	May seem to focus more on networking than working

Things to discuss with Mr. Sample:

- How easy is it for you to convince others of your ideas and opinions?
- Do you often dominate group discussions when you are in a team setting?
- How important is it for you to alter others' behaviors or opinions?
- In what ways can you improve your ability to influence others?



Expression

The degree to which people seem to communicate desired emotional states to others

	<p>Low scorers tend to be: Emotionally volatile Indifferent communicators Emotionally restrained</p>		<p>High scorers tend to be: Able to appropriately display emotions Engaged communicators Emotionally expressive</p>
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Mr. Sample's score on the Expression scale is **high**. He should seem:

- To have strong communicational skills, even outside his area of expertise
- To be candid and transparent
- To be a disciplined thinker
- To be careful and efficient in his work
- Friendly, cordial, considerate, and charming

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Uses emotional displays to inspire followers	Should contribute positively to team morale and cohesion	Seems to have talent for sales and customer service jobs
Cons	May sometimes share too much information	May expect team members to be more interested in his emotions than they actually are	May not fit with jobs that require rapid adjustment to constant change

Things to discuss with Mr. Sample:

- How easy is it for others to understand what you feel?
- How often do you allow your emotions to be visible to others?
- Do you adjust your emotions depending on whom you are with?
- In what ways could you better convey your emotions to others?



Empathy

The degree to which people seem to feel what others are feeling

	<p>Low scorers tend to be: Unconcerned with others' feelings Blunt and direct Indifferent to others' moods</p>		<p>High scorers tend to be: Attuned to others' feelings Tactful Responsive to others' moods</p>
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Mr. Sample's score on the Empathy scale is **high**. He should seem:

- Mature, diplomatic, and respectful of others' feelings
- To be an active and attentive listener
- Caring, kind, altruistic, and supportive
- Calm, relaxed, and unflappable
- Tolerant, non-judgmental, and accepting of others' idiosyncrasies

Potential pros and cons of Mr. Sample's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Should excel in building relationships and teams	Seems to be caring, unselfish, and a good team player	Should be an excellent organizational citizen
Cons	Because he is such a nice person, some people may take advantage	May struggle to make independent decisions	Because he is so accommodating, he may seem overly political

Things to discuss with Mr. Sample:

- When were you last deeply affected by someone else's sadness?
- How often do the feelings or moods of others influence you?
- How important is it for you to put yourself in other people's shoes?
- Do others see you as caring and altruistic?