

EISA 360

EMOTIONAL INTELLIGENCE
skills assessment

[Prepared for Jane Doe | June 3, 2010]



EISA 360

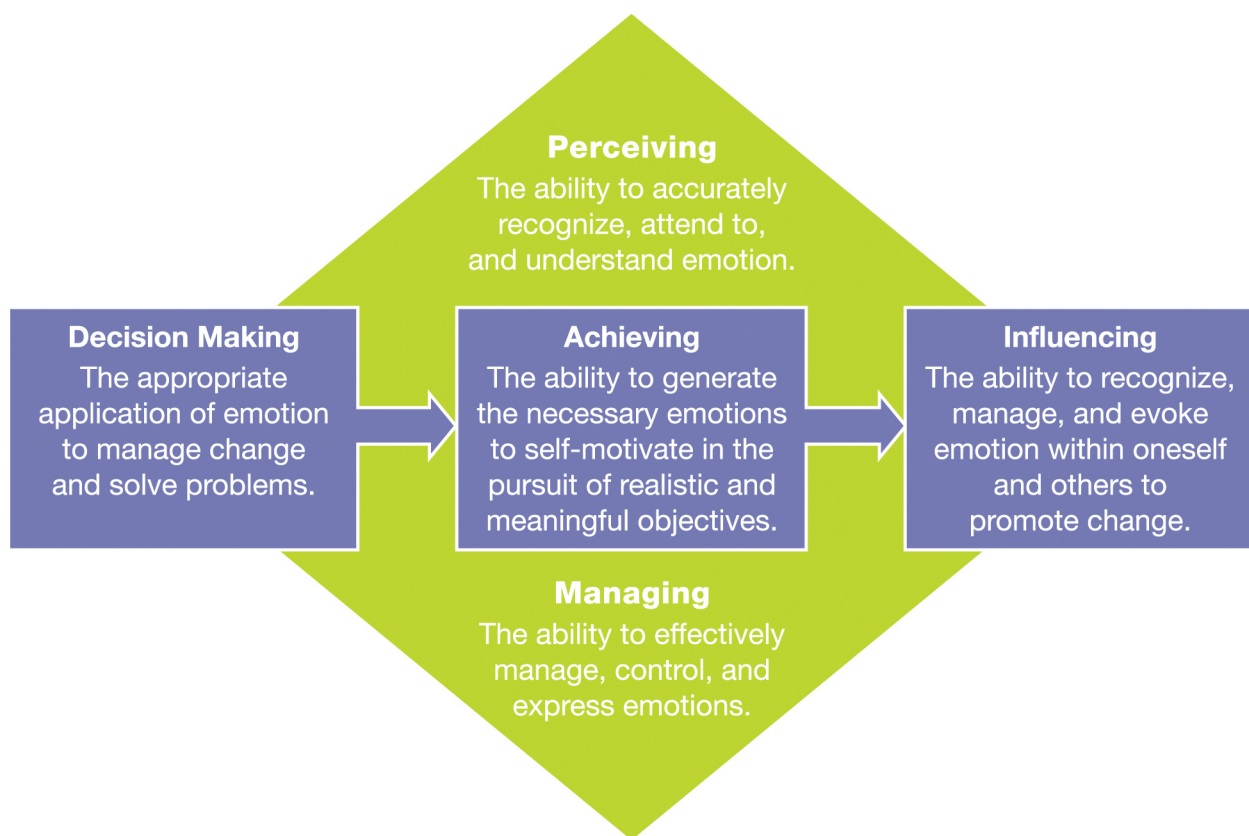
The first step in maximizing your emotional and social intelligence

EISA 360 Contents

The EISA Advantage.....	3
Using the EISA: 360.....	4
About the Scoring.....	5
Your EISA: 360 Results Summary.....	6
Areas of Greatest Consistency and Greatest Opportunity.....	7
Individual Factor Results.....	8
Perceiving.....	9
Managing.....	12
Decision Making.....	14
Achieving.....	16
Influencing.....	18

EISA 360

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



THE EISA ADVANTAGE

Emotional and social functioning plays a key role in your professional success. Each of the five dimensions of the EISA can be developed in order to maximize your performance. Although the EISA is a brief instrument, it represents a valid and reliable tool that quantitatively determines emotional skills that are likely to be relied on during periods of heightened stress and identifies those areas with the greatest opportunity for improvement.

USING THE EISA: 360

The EISA: 360 is a multi-rater measure of emotional intelligence (EI). The EISA: 360 prompts raters to provide valuable information about your level of emotional and social functioning within the assessment context. This summary report combines your EISA Self report results with those of the designated EISA: 360 raters, creating a complete "360-degree" overview of emotional and social functioning. This report presents your EISA: 360 scores for five different factors: Perceiving, Managing, Decision Making, Achieving, and Influencing.

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

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

ABOUT THE SCORING

The scores used in this report are *standard* scores. A standard score takes your raw score (which is simply the sum of your responses) and adjusts it onto a standardized scale to give you more information about what your score actually means and allows you to compare your scores between factors.

Let's look at an example of why standard scores are necessary. Let's say you received a raw score of 2.4 on Managing and a raw score of 3.1 on Achieving. Which factor do you use most frequently? Would you say Achieving? What if we then told you that the average score for Managing is a 2.1 and the average score for Achieving is 4.0? Now you can see that your Managing score is above average and your Achieving score is actually below average.

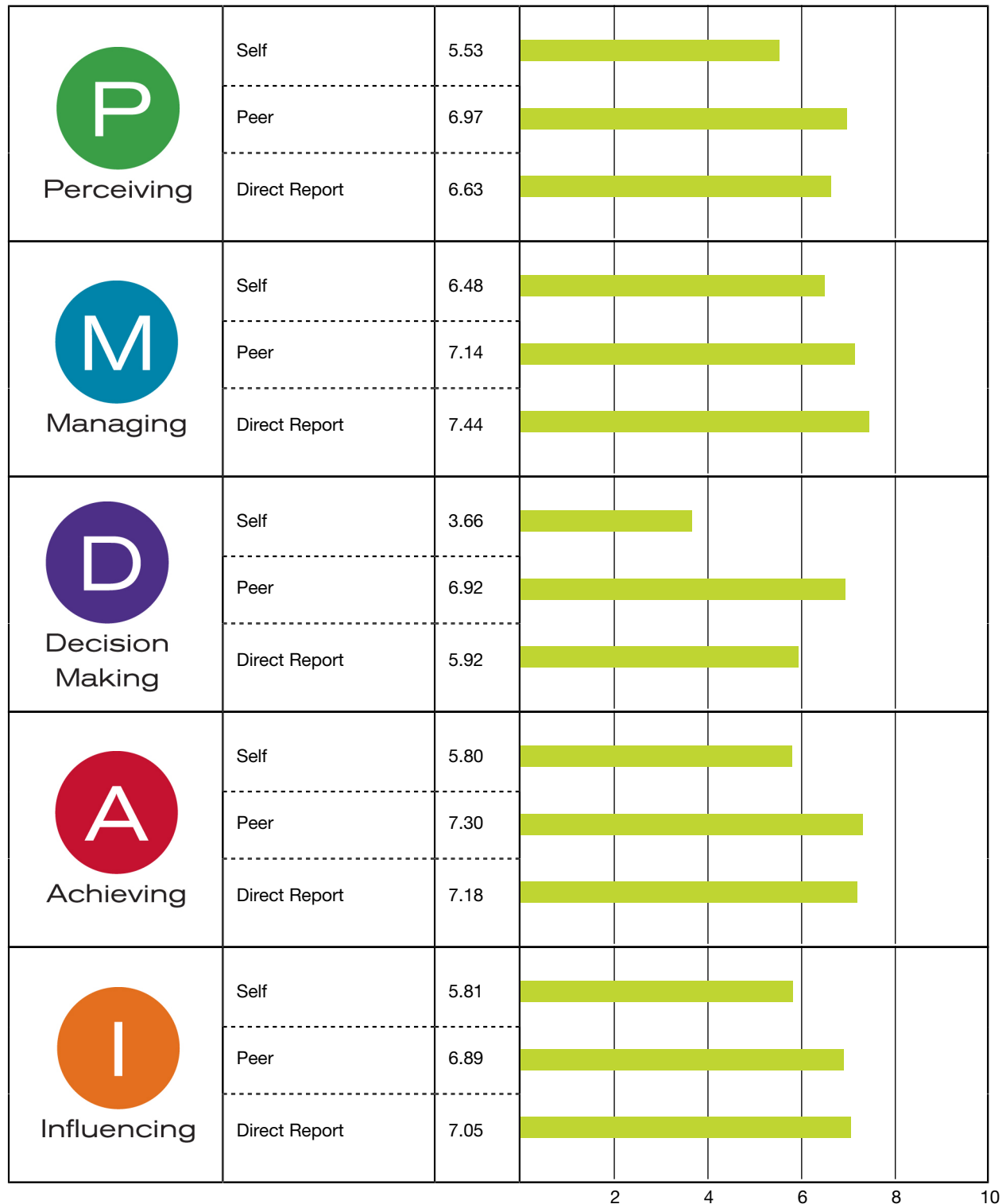
Standard scores eliminate this confusion. Standard scores incorporate the average and the spread of the data around the average (called the standard deviation) into their calculation, resulting in a more informative score. Standard scores for EISA will always:

- range between 1-10
- have an average of 5
- have a standard deviation of 1

This means you automatically know if your score is above or below average (i.e., above or below 5) and how far away it is from the average (i.e., how many standard deviations of 1 is your score away from 5).

YOUR EISA: 360 RESULTS SUMMARY

The following graph shows your score and the score for each of your observer groups for each of the five EISA factors.



AREAS OF GREATEST CONSISTENCY AND GREATEST OPPORTUNITY

This page lists the five items on which your and your observers' scores are closest together (areas of greatest consistency) and the five items on which your and your observers' scores are farthest apart (areas of greatest opportunity). Duplicate gaps may result in there being more than five items in a list. This information can be used as the basis of a discussion or reflection about similarities and differences in how you perceive yourself relative to how your observers perceive you.

	Areas of Greatest Consistency	Factor	Self	Observer	Gap
17.	Even when upset, I'm aware of what's happening to me.	Perceiving	4.00	4.00	.00
35.	I've got a bad temper.	Managing	1.00	1.00	.00
37.	I tend to explode with anger easily.	Managing	1.00	1.00	.00
2.	It is a problem controlling my anger.	Managing	1.00	1.12	.12
7.	I believe in my ability to achieve what I set out to achieve.	Achieving	4.00	4.12	.12
43.	I misperceive other people's emotions.	Perceiving	2.00	1.88	.12

	Areas of Greatest Opportunity	Factor	Self	Observer	Gap
13.	I am easily distracted by things going on around me.	Achieving	4.00	1.75	2.25
5.	I feel sure of myself in most situations.	Influencing	3.00	4.75	1.75
48.	I modify my emotions to enhance my decision making.	Decision Making	2.00	3.75	1.75
3.	I am attuned to other people's reactions to me.	Perceiving	3.00	4.62	1.62
16.	When facing a problem, the first thing I do is stop and think.	Decision Making	3.00	4.62	1.62

INDIVIDUAL FACTOR RESULTS

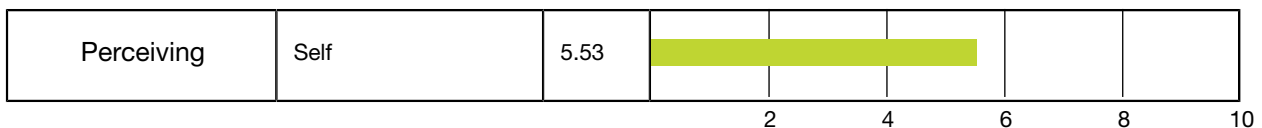
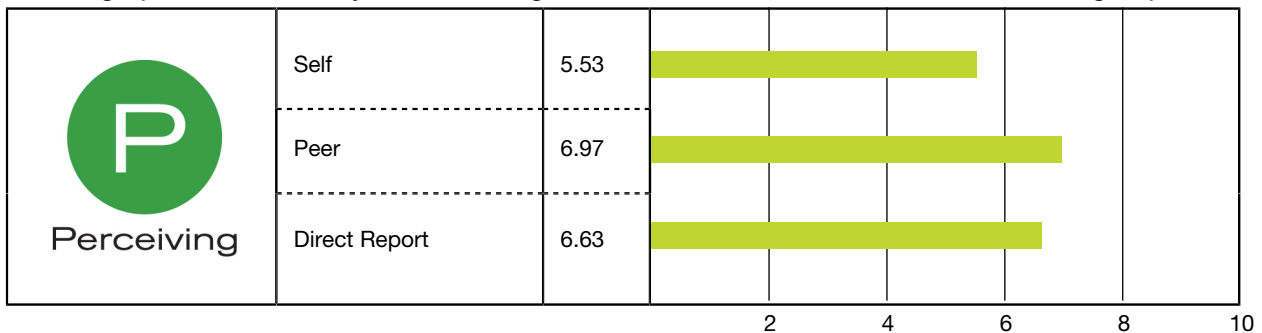
The following section provides a detailed account of your EISA results relative to your respective raters for each of the five factors: Perceiving, Managing, Decision Making, Achieving, and Influencing. This section provides valuable information regarding the implications of the EISA results from a multi-rater perspective.

PERCEIVING

“ The ability to accurately recognize, attend to, and understand emotion. ”

SCORES

The graph below shows your Perceiving self-score and the score for each observer group.

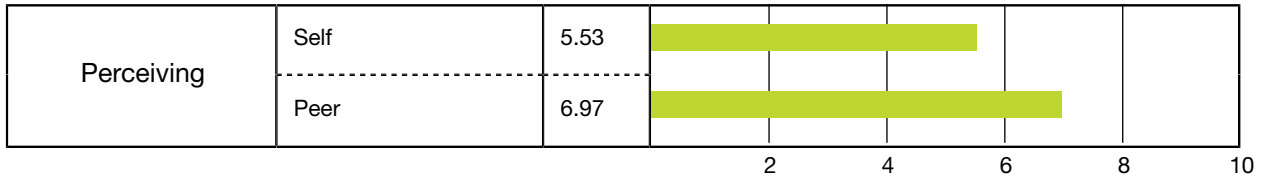


Self

Perceiving emotions is the ability to be aware of, understand, and pay attention to emotions. Emotions contain valuable information about other people, our relationships, and our surroundings. The ability to perceive emotions begins with an awareness of emotional signals, accurately identifying the meaning of those signals, and then applying your emotional understanding to a given situation. The better someone is at reading and understanding emotions, the more appropriately that person will be able to respond.

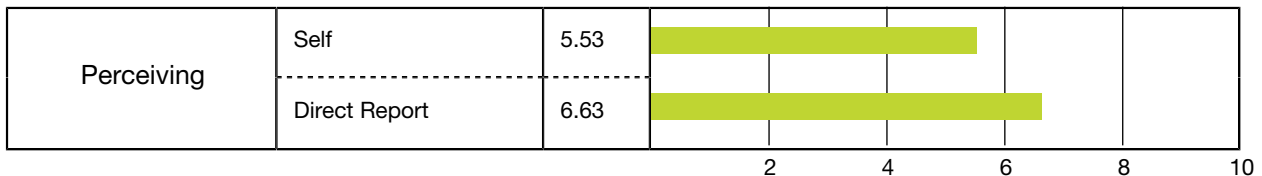
Your score suggests that you are good at gauging your own emotions and the emotions of others. You generally understand what emotions mean and are able to differentiate between them (e.g., discriminating between fear and anger). However, it's possible that you may miss more subtle cues at certain times or in certain individuals, and there may be certain emotions that make you uncomfortable.

EISA 360



Peers

Peers, on the other hand, can offer more of an "outsider" perspective since they do not have any direct accountability for you or your work. They may, however, work with you in cross-functional groups and can observe your performance first hand. The Peer group can observe your ability to perceive emotions in one-to-one communications, as well as in group encounters (e.g., cross-functional teams). Your EISA: 360 results indicate that the Peer group rated you significantly higher than you rated yourself.



Direct Reports

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

RESULT IMPLICATIONS FOR PERCEIVING

Peers

In their observations of you, your Peer group is more inclined to rate you higher in the Perceiving scale than you rated yourself. Members of the Peer group have noticed your use of this skill in various situations, which is essential in gaining credibility and trust with this group. When your peers view you as effectively understanding emotions and the differences between them, they are also more inclined to perceive you as an adept leader.

The underestimation in score may suggest that you may at times be overly critical of your performance or are unsure of your skill in this area. Learning to understand and apply emotional signals more frequently can open up an untapped reservoir that can improve your leadership effectiveness (e.g., running group meetings or understanding when a group needs to be motivated or brought to a more neutral emotional mindset).

Direct Reports

There is evidence of a disconnect between you and your Direct Reports when describing your ability to Perceive emotions. As a whole, this group believes that you are using this skill more often than you think you are. You may need to pay a bit more attention to when you may have used this skill effectively and did not internalize it. Leaders who are good at perceiving emotions are able to appraise how their followers feel and use this information to influence their subordinates' emotions, so that they are receptive

EISA 360

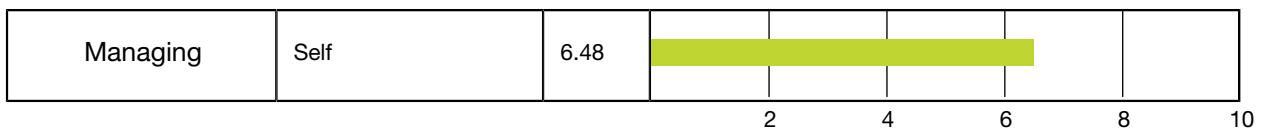
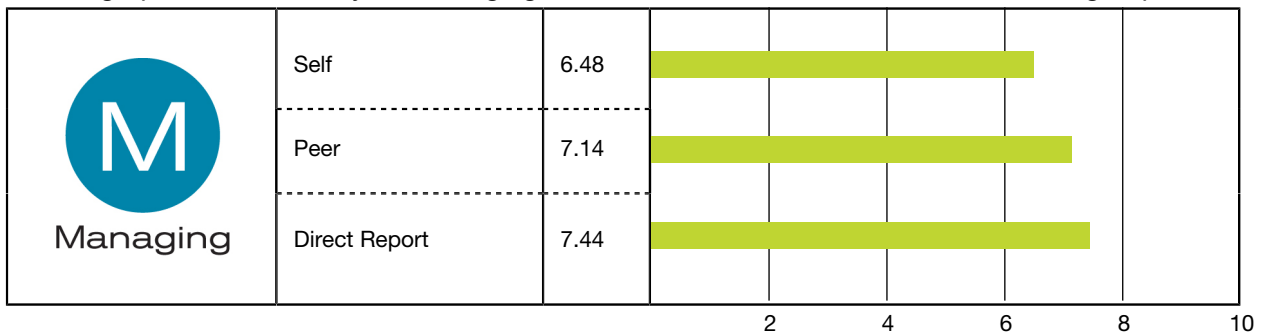
and supportive of the goals and objectives of the organization. If you are not aware at how successful you are in this area, you may not know when you can use this skill to your benefit in the future.

MANAGING

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

SCORES

The graph below shows your Managing self-score and the score for each observer group.

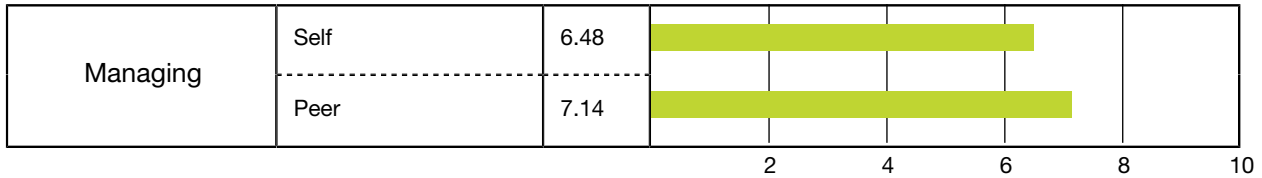


Self

The ability to effectively manage, control, and express emotions is perhaps the most important factor of emotional intelligence. That is, emotions are influential in directing our attention, our thoughts and feelings, and the decisions we make and the actions we take. However, we are not merely products of our emotions, but rather it is our appraisal/interpretation of our emotions that impacts the level/intensity of the emotion both experienced and expressed.

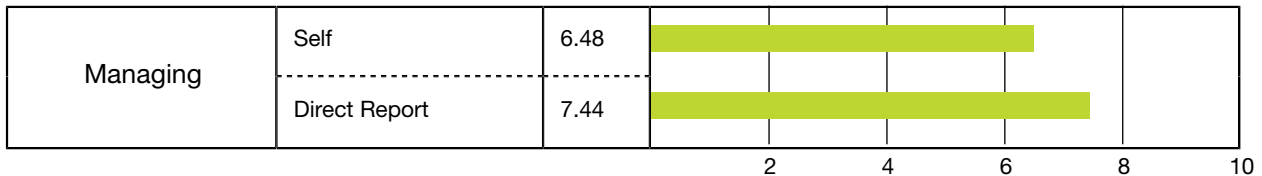
Your score indicates that you are highly proficient at managing, controlling, and expressing emotions in a constructive and socially acceptable manner. This ability has a direct impact on the development and quality of your interpersonal relationships, personal stress, health, decision-making, and professional success. For example, individuals that recognize when they feel frustrated, sad, irritable, or elated, and perceive how these feelings alter their behavior, are often viewed as empathic, composed, and approachable, which can lead to greater personal and professional opportunities.

EISA 360



Peers

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



Direct Reports

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

RESULT IMPLICATIONS FOR MANAGING

Peers

You and your Peer group scored this factor similarly and perceive that you regularly use your Managing skills, a good sign. You and this group both recognize a good ability in managing emotions in a constructive and socially acceptable manner. In order to achieve a higher level of emotional management, it would be helpful to talk with members of this group in order to find out where and when you are able to manage your emotions effectively and times when you are not.

Direct Reports

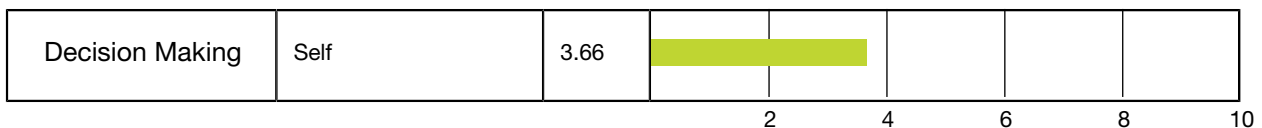
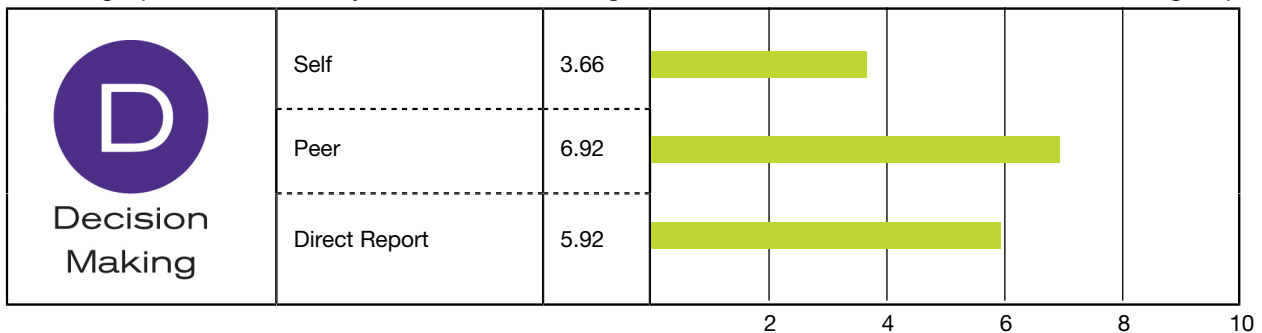
You and the Direct Report group scored this factor similarly and perceive that you regularly use your Managing emotions skill, a good sign. You and this group both recognize a good ability in managing emotions in a constructive and socially acceptable manner. In order to achieve a higher level of emotional management, it would be helpful to talk with members of this group in order to find out where and when you are able to manage your emotions effectively and times when you are not.

DECISION MAKING

“ The application of emotion to manage change and solve problems. ”

SCORES

The graph below shows your Decision Making self-score and the score for each observer group.

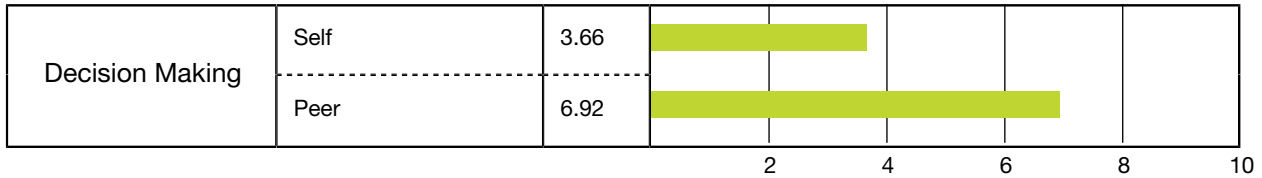


Self

The process of decision making requires the attention to and processing of relevant environmental, interpersonal, and intrapersonal cues. However, an individual's emotional state can directly influence what information he or she attends to. As a result, the emotionally intelligent individual knows which emotions will help with a task or situation and will in turn be able to generate the emotion that will provide the best chance of achieving a successful outcome. For example, positive and negative emotions (happy versus sad) directly influence both our cognitive and physical resources available for decision making, impacting both decision speed and accuracy. As a result, an astute awareness of the "problem" must be paired with an appropriate emotional state. Therefore, the ability to manage change and solve problems is a reflection of one's ability to match emotions with the demands of the situation.

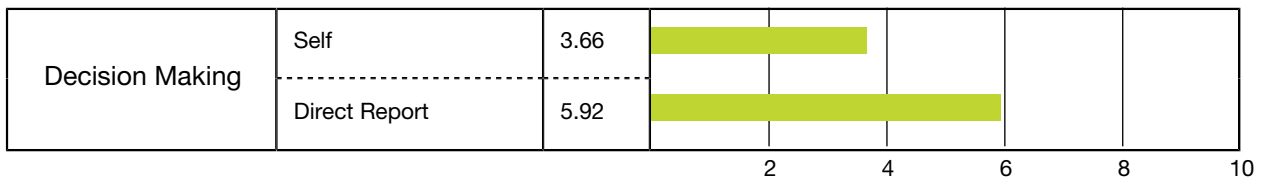
Your score indicates an under-developed decision-making ability, suggesting that you likely fail to recognize the importance of different emotions for effective decision making. You also appear to be susceptible to adopting ineffective strategies when faced with emotionally charged situations. For example, you are likely impulsive when elated or paralyzed when subdued, which can decrease the probability that you will make timely and accurate decisions.

EISA 360



Peers

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



Direct Reports

Direct reports often depend on you for guidance and direction. Understanding the perspective of a direct report concerning your decision-making abilities is necessary when bridging communication gaps, gaining trust, and enhancing working relationships (both on an individual and a group level). The complexities of leading others require the ability to integrate different sources of emotional information and to make sound decisions based on good emotional perception, understanding, and regulation. Your EISA: 360 results indicate that your direct reports rated you significantly higher than you rated yourself on this scale.

RESULT IMPLICATIONS FOR DECISION MAKING

Peers

You are probably more adept than you think in the area of decision making based on the perceptions given by members of your Peer group. In their observations of your performance, you have demonstrated flexibility, openness to change, and an ability to generate a variety of different solutions to problems. As a result, you have been able to effectively pair your emotions to the decision-making context. In order to enhance your ability in this area in the future, it is recommended that you follow up with members of this group to find out when and where you made very good decisions and recognize certain emotions that were used.

Direct Reports

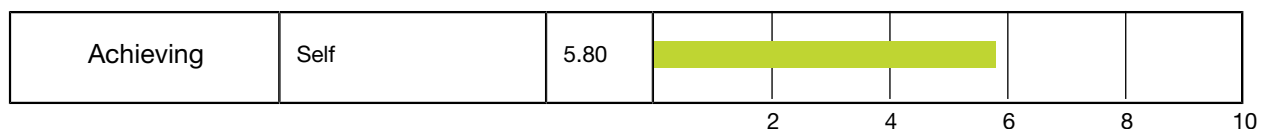
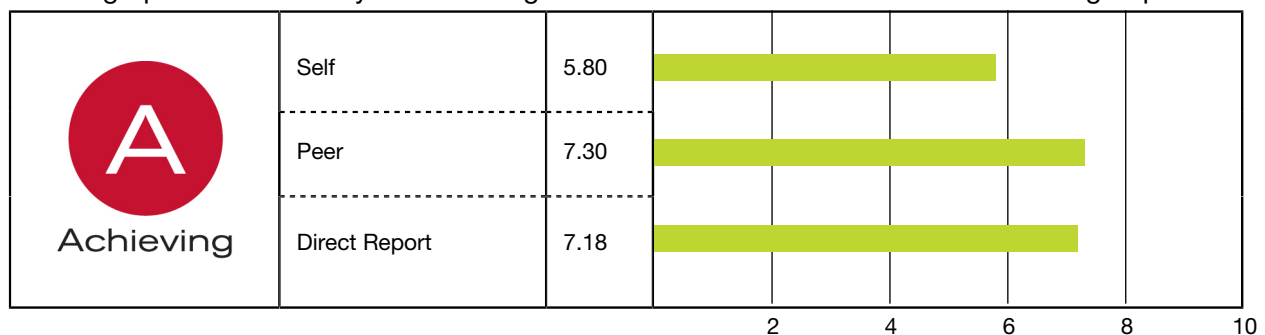
Your direct reports rated you higher than you did yourself on this factor, having observed you as being able to modify your emotions in order to enhance your decision making. You often collect the right sources of information and look at many possible alternatives in solving a problem. Generally you do not get stuck in old habits when situations demand ingenuity.

ACHIEVING

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

SCORES

The graph below shows your Achieving self-score and the score for each observer group.

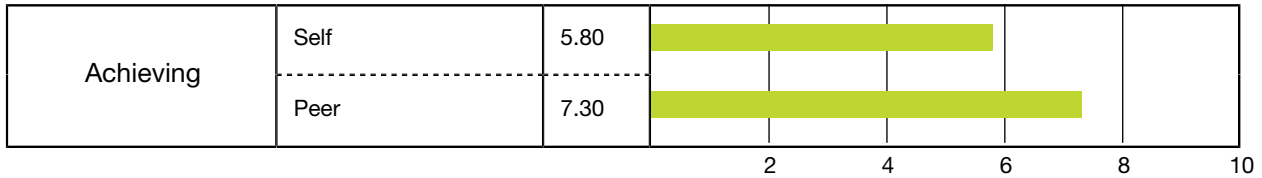


Self

Achieving requires the ability to self-motivate and to evoke the emotions necessary to pursue realistic and meaningful goals. Although success is often subjectively defined, our physiological reaction (that is, heart rate, blood pressure, breathing rate, etc.) and emotional experiences are based on the interpretation of the effectiveness of our efforts toward goal attainment.

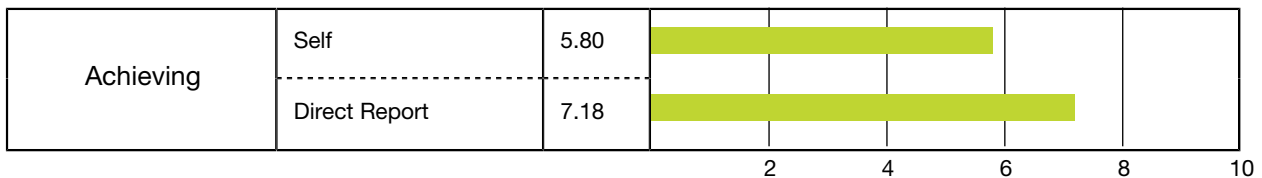
Your score indicates that you are goal-directed but with a tendency to focus on the end result. Although you experience pleasure in success, you are likely motivated to avoid failure. You tend to take responsibility for the outcomes of your actions, enjoy activities with some risk, and welcome feedback. From a psychological perspective, your achievement disposition can result in the experience of positive emotions; however, this may take considerable effort. Intrinsic motivation has been linked with satisfaction, enjoyment, and interest, and it has a negative relationship with maladjustment and burnout, but given that you have a tendency to focus on outcomes while avoiding failure, your outcome orientation can lead to more negative moods and less effective social and emotional adjustment in high-stress situations.

EISA 360



Peers

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



Direct Reports

Direct reports often look up to individuals that hold positions of authority for direction, energy, and motivation. All of these factors are essential for meeting individual, group, and team objectives, with emotions often playing a critical role. In many cases, your direct reports spend many hours interacting with you and are in a good position to assess how you apply your emotions to meet your objectives as well as the objectives of others. Your EISA: 360 results indicate that your Direct Reports rated you similarly to how you rated yourself. This group may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of this group are relatively aligned.

RESULT IMPLICATIONS FOR ACHIEVING

Peers

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

Direct Reports

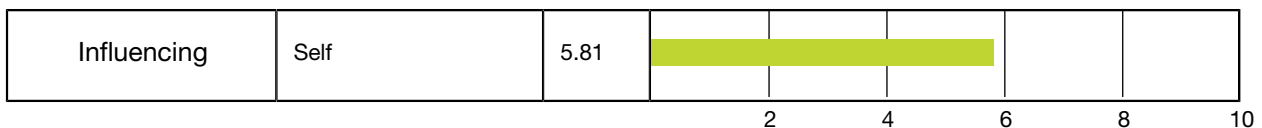
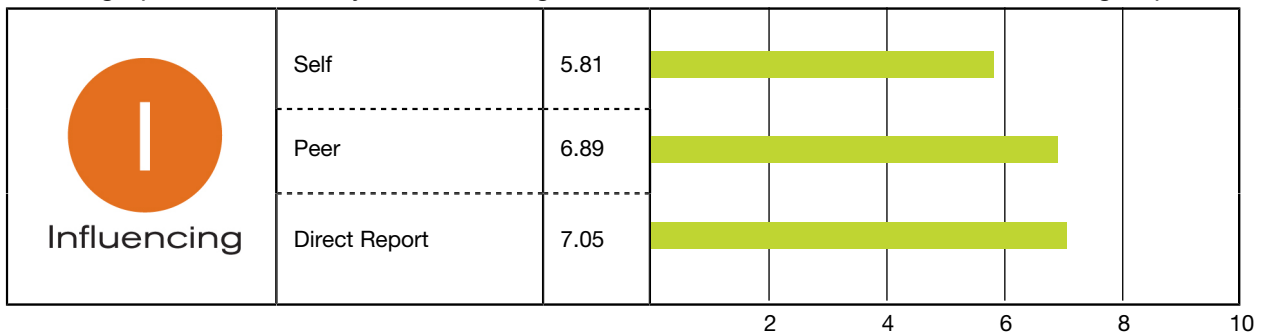
You and the Direct Report group scored this factor similarly and perceive that you regularly use your emotions to enhance your level of achievement, a good sign, as both you and members of this group recognize a relatively capable level of achieving. In order to attain a higher level of functioning in this area, it would be helpful to find out from this group the necessary emotions needed to be more effective in obtaining certain goals.

INFLUENCING

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

SCORES

The graph below shows your Influencing self-score and the score for each observer group.

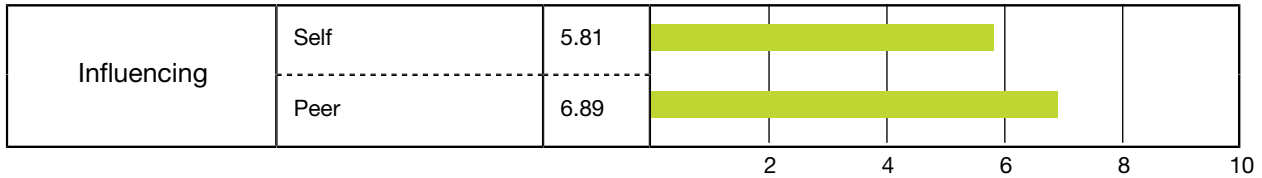


Self

Emotions play an enormous role in the creation, maintenance, and progression of social relationships. Your feelings often shape the behaviors and thoughts of others because others perceive these emotions as social signals, which often provoke some form of action. The use of particular emotions and the regulation of those emotions influence the quality and intensity of interpersonal relationships. The way people read your emotional and social cues can have an effect on the amount of power, competence, and credibility that you have. Being confident and authentic in your interactions with people is also essential in becoming more influential in the various roles that you play. Being able to express yourself clearly and confidently often motivates others to achieve higher levels of performance.

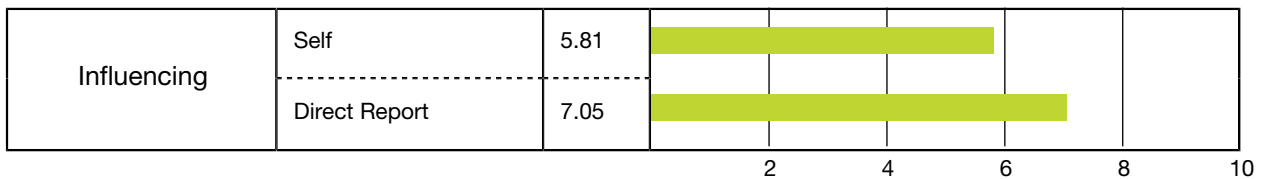
Your score indicates a high level on the Influencing subscale, which suggests that you are often using your emotions and the emotions of others to your benefit. This skill may manifest itself when inspiring others to obtain greater goals, influencing others' creativity, improving collaboration, or bringing about change. The results also show that there is still room for improvement in this area. There may be times when you may feel somewhat self-conscious or bashful, which may decrease your influencing ability.

EISA 360



Peers

The Peer group's perception of your Influencing behavior helps to aid leadership performance, as members of this group work with you in a variety of situations. They often observe your self-confidence, how you act, your use of emotions, and your ability to assert yourself without being overbearing. Your EISA: 360 results indicate that your peers rated you significantly higher than you rated yourself on this scale.



Direct Reports

The ability to gain influence when working with one's direct reports is critical to overall success. Displaying low levels of influence (for example, through non-confidence, improper use of emotions, or lack of assertiveness) may impact your ability to motivate your direct reports to achieve individual and team goals, set proper direction and tone, and obtain "buy in" to key initiatives. Your EISA: 360 results indicate that your direct reports rated you significantly higher than you rated yourself on this scale.

RESULT IMPLICATIONS FOR INFLUENCING

Peers

You are possibly more influential than you think with this group. By not knowing that your ability to influence your Peer group is greater than you perceive it to be, your leadership performance may be impacted. Peers are important to your overall leadership success because they are the stakeholders in charge of many organizational resources (i.e., both human and physical). If organizational resources are important to achieving your performance goals, it is imperative that you assert your influence when trying to acquire and develop these resources. At times, by not knowing the required amount of confidence, assertiveness, and interpersonal skills, your ability to influence others may be limited.

Direct Reports

The discrepancy between your direct reports' perception and your perception of your Influencing ability might have a direct impact on your leadership performance. Direct reports often look up to those people holding greater responsibility within the organization as a source of knowledge, guidance, and direct instruction. Therefore, it is critical that you address any differences in perception regarding your abilities, especially those that may affect the nature of your relationships. By not knowing that your ability to influence your direct reports is greater than you perceive it to be, you may not be leveraging your influencing skills as much as you can.