EMOTIONAL INTELLIGENCE
VIEW360

Emotional Intelligence View 360 Report for:

Chris Sample
Canyon Ranch

Online Assessment: 2 Dec 2003

The Emotional Intelligence View 360 report is designed to provide a focus about specific emotional intelligence competency strengths and potential development areas. It should not be used as a source of information concerning personnel actions including promotion, salary, review or termination.

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EMOTIONAL INTELLIGENCE VIEW360

Summary Feedback Report

Introduction

This report provides you feedback on 17 critical emotional intelligence competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarizes feedback from the following type and number of raters:

Self	1
Manager	3
Peer	2
Direct Report	8
Team Member	0

What Does this Report Give Me?

What is Emotional Intelligence

Emotional Intelligence Competencies

Competency Comparison Graphs

Most Frequent/Least Frequent Behaviors

Behavior Summary

Open-Ended Questions

Developmental Planning Guidelines

References and Resources

What is Emotional Intelligence?

It's not how intelligent we are, but how we are intelligent. At the most basic level, Emotional Intelligence is the ability to recognize, understand and manage your emotions and behavior effectively.

What are the Components of Emotional Intelligence?

The most widely accepted model of emotional intelligence (EI) has been influenced by several scientists and researchers. Howard Gardner's (1983) theory of multiple intelligence lists interpersonal and intrapersonal intelligence as unique and different from the mathematical/logical type recognized today as "IQ" or general intelligence. Peter Salovey and John Mayer first proposed their theory of EI in 1990 and Reuven Bar-On (1988) has placed EI in the context of health and well-being. Daniel Goleman (1998) formulated EI in terms of a theory of organizational and job performance.

All these models, however, share a common core of basic concepts including Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

	Perception	Behavior
Self	**Self- Awareness**	**Self- Management**
Others	**Social Awareness**	**Relationship Management**

What is the Association between Emotional Intelligence and Effectiveness?

A growing research literature suggests that Emotional Intelligence may play a far more important role in career success and job performance than IQ. Studies suggest that:

- Highly conscientious employees who lack social and emotional intelligence perform more poorly than those high in conscientiousness and emotional intelligence
- On average, strengths in purely cognitive capacities are approximately 27 percent more frequent in high performers than in the average performers, whereas strengths in social and emotional competencies are 53 percent more frequent
- The highest performing managers and leaders have significantly more "emotional competence" than other managers
- Poor social and emotional intelligence are strong predictors of executive and management "derailment" and failure in one's career

EMOTIONAL INTELLIGENCE VIEW360
COMPETENCIES

SELF MANAGEMENT

Self-Development
Manages one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Stress Tolerance
Maintains balance and performance under pressure and stress. Copes with ambiguity and change in a constructive manner.

Self-Control
Manages and controls emotions and behavior in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Trustworthiness
Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationships with others.

Strategic Problem Solving
Analyzes a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Achievement Orientation
Accomplishes tasks, projects and assignments on time and with quality.

RELATIONSHIP MANAGEMENT

Building Strategic Relationships
Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Conflict Management
Negotiates and effectively resolve interpersonal differences with others.

Leadership/Influence
Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Interpersonal Sensitivity/Empathy
Takes actions that demonstrate consideration for the feelings and needs of others.

Team/Interpersonal Support
Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments.

Collaboration
Establishes and develops cooperative, supportive and collaborative working relationships with others.

EMOTIONAL INTELLIGENCE VIEW360
COMPETENCIES CONTINUED

COMMUNICATION

Written Communication
Expresses written thoughts and ideas in a clear and concise manner.

Two-Way Feedback
Keeps others informed in a timely manner.

Oral Communication
Conveys oral thoughts and ideas in a clear and concise manner.

Oral Presentation
Presents individual and organizational viewpoints to groups in a clear and persuasive manner.

Listening
Listens attentively and seeks to understand the verbal communications of others.

EMOTIONAL VIEW 360 FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
N/A	= Not Observable or Not Applicable

EMOTIONAL INTELLIGENCE VIEW360

Self-Awareness and Social Awareness View Summary

This section provides feedback about your level of self and social awareness by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

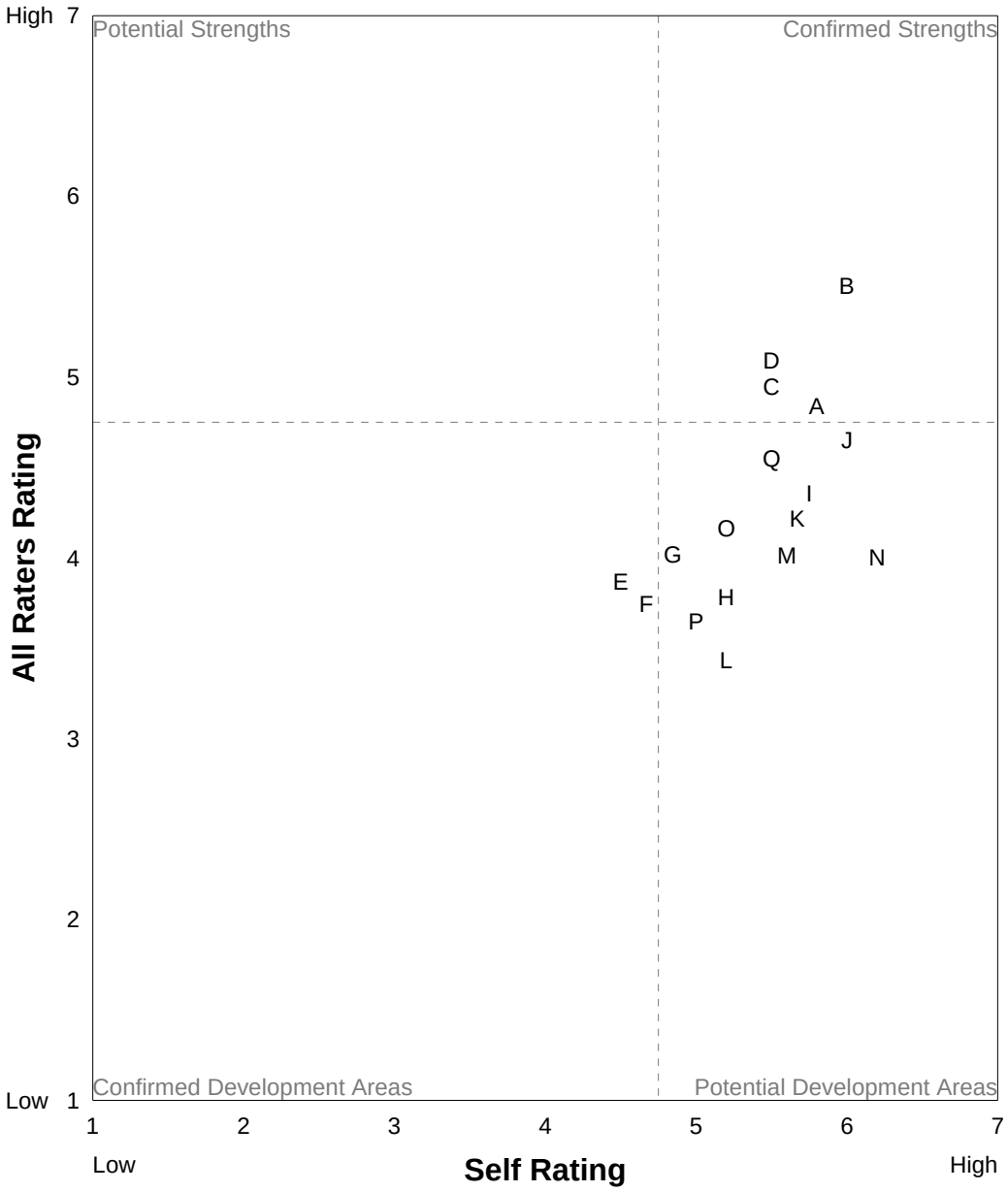
	Perception	Behavior
Self	**Self- Awareness**	**Self- Management**
Others	**Social Awareness**	**Relationship Management**

Self-awareness and Social-awareness can be categorized in four distinct ways:

1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

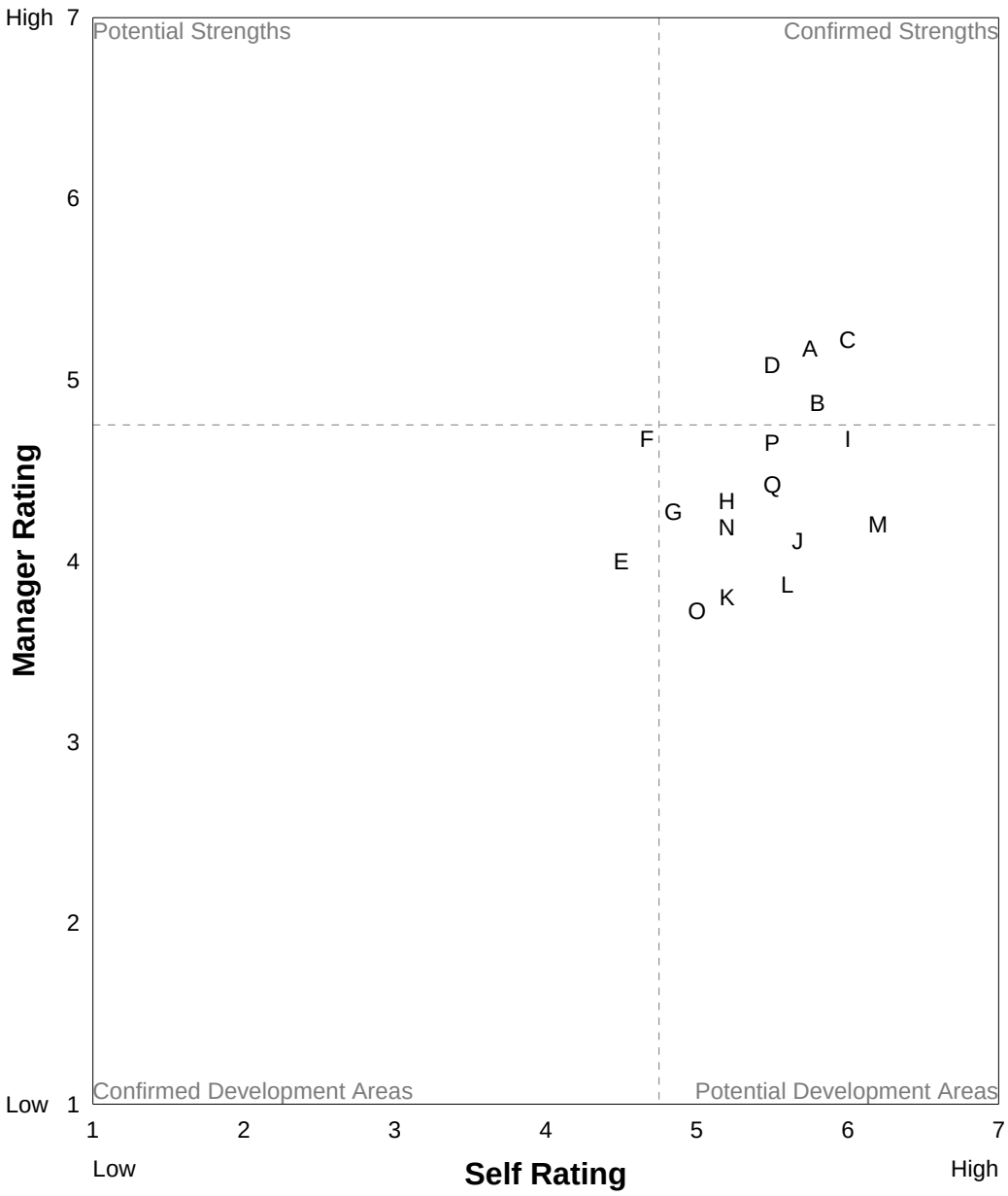
Examine which specific emotional intelligence competencies fall into each of these four categories. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.

Self-Awareness/Social Awareness
Self-All Raters View (N = 13)



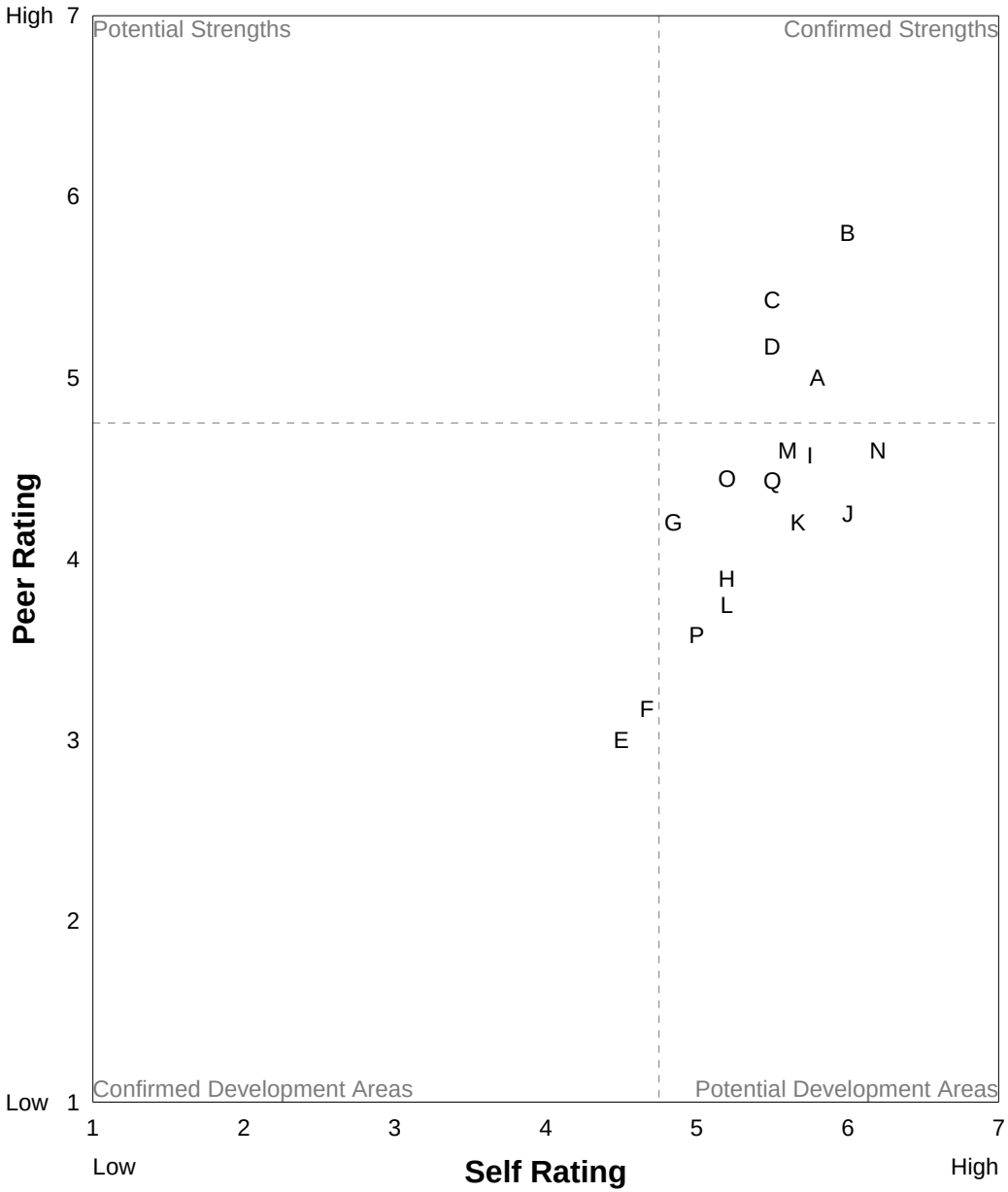
	Average Scores	
	Self	All Raters
Confirmed Strengths		
A. Strategic Problem Solving	5.80	4.84
B. Written Communication	6.00	5.51
C. Oral Communication	5.50	4.95
D. Oral Presentation	5.50	4.89
Confirmed Development Areas		
E. Self-Development	4.50	3.86
F. Two-Way Feedback	4.67	3.74
Potential Development Areas		
G. Adaptability/Stress Tolerance	4.80	4.02
H. Self-Control	5.20	3.78
I. Trustworthiness	5.75	4.36
J. Achievement Orientation	6.00	4.69
K. Building Strategic Relationships	5.67	4.22
L. Conflict Management	5.20	3.43
M. Leadership/Influence	5.60	4.01
N. Interpersonal Sensitivity/Empathy	6.20	4.00
O. Team/Interpersonal Support	5.20	4.16
P. Collaboration	5.00	3.65
Q. Listening	5.50	4.55

Self-Awareness/Social Awareness
Self-Manager View (N = 3)



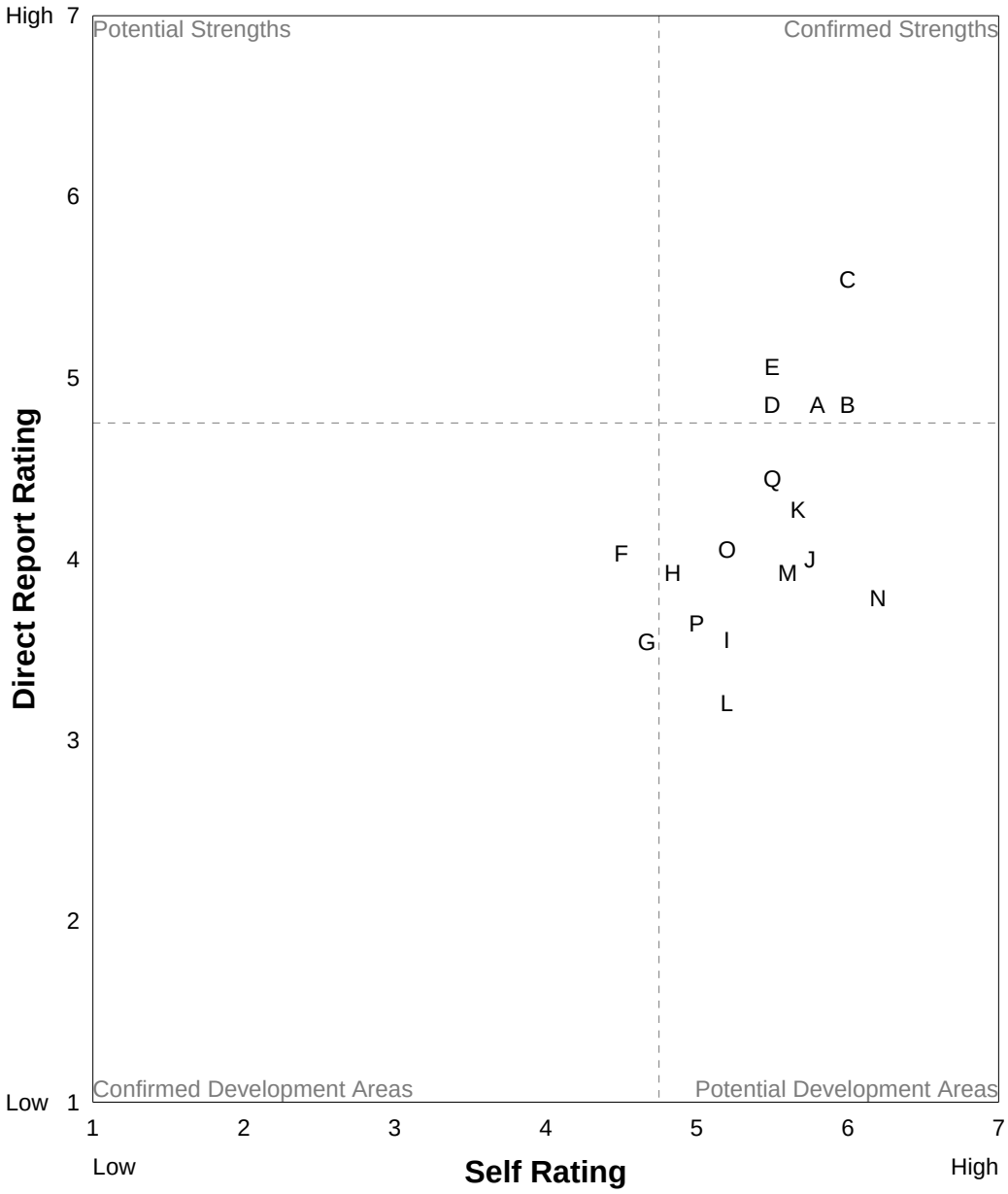
	Average Scores	
	Self	Manager
Confirmed Strengths		
A. Trustworthiness	5.75	5.17
B. Strategic Problem Solving	5.80	4.87
C. Written Communication	6.00	5.22
D. Oral Communication	5.50	5.08
Confirmed Development Areas		
E. Self-Development	4.50	4.00
F. Two-Way Feedback	4.67	4.67
Potential Development Areas		
G. Adaptability/Stress Tolerance	4.80	4.27
H. Self-Control	5.20	4.33
I. Achievement Orientation	6.00	4.67
J. Building Strategic Relationships	5.67	4.11
K. Conflict Management	5.20	3.80
L. Leadership/Influence	5.60	3.87
M. Interpersonal Sensitivity/Empathy	6.20	4.20
N. Team/Interpersonal Support	5.20	4.27
O. Collaboration	5.00	3.72
P. Oral Presentation	5.50	4.75
Q. Listening	5.50	4.42

Self-Awareness/Social Awareness
Self-Peer View (N = 2)



	Average Scores	
	Self	Peer
Confirmed Strengths		
A. Strategic Problem Solving	5.80	5.00
B. Written Communication	6.00	5.80
C. Oral Communication	5.50	5.43
D. Listening	5.50	5.17
Confirmed Development Areas		
E. Self-Development	4.50	3.00
F. Two-Way Feedback	4.67	3.17
Potential Development Areas		
G. Adaptability/Stress Tolerance	4.80	4.20
H. Self-Control	5.20	3.89
I. Trustworthiness	5.75	4.57
J. Achievement Orientation	6.00	4.25
K. Building Strategic Relationships	5.67	4.20
L. Conflict Management	5.20	3.80
M. Leadership/Influence	5.60	4.60
N. Interpersonal Sensitivity/Empathy	6.20	4.60
O. Team/Interpersonal Support	5.20	4.44
P. Collaboration	5.00	3.58
Q. Oral Presentation	5.50	4.43

Self-Awareness/Social Awareness
Self-Direct Report View (N = 8)



	Average Scores	
	Self	Direct Report
Confirmed Strengths		
A. Strategic Problem Solving	5.80	4.79
B. Achievement Orientation	6.00	4.81
C. Written Communication	6.00	5.54
D. Oral Communication	5.50	4.78
E. Oral Presentation	5.50	5.06
Confirmed Development Areas		
F. Self-Development	4.50	4.03
G. Two-Way Feedback	4.67	3.54
Potential Development Areas		
H. Adaptability/Stress Tolerance	4.80	3.92
I. Self-Control	5.20	3.55
J. Trustworthiness	5.75	4.00
K. Building Strategic Relationships	5.67	4.27
L. Conflict Management	5.20	3.20
M. Leadership/Influence	5.60	3.92
N. Interpersonal Sensitivity/Empathy	6.20	3.78
O. Team/Interpersonal Support	5.20	4.05
P. Collaboration	5.00	3.64
Q. Listening	5.50	4.44

EMOTIONAL INTELLIGENCE VIEW360

Self-Management and Relationship Management View Summary

This section provides feedback about your level of self-management and relationship management behaviors by comparing your own ratings to those of others across the 17 Emotional Intelligence competencies.

	Perception	Behavior
Self	**Self- Awareness**	**Self- Management**
Others	**Social Awareness**	**Relationship Management**

Each emotional intelligence competency will be summarized by a series of graphs comparing average scores of self-ratings to those of others who have provided you with feedback (1 to 7 frequency scale) in the areas of 1) Self-Management; 2) Relationship Management and 3) Communication.

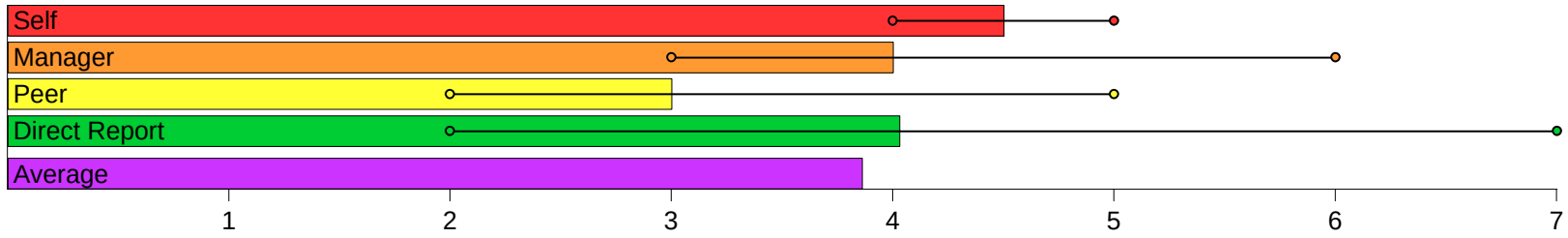
Differences of .75 or more might suggest significant perceptual differences between your own self-ratings compared to others providing you with feedback.

The bar graphs below compare your own average self ratings to those of the other raters for each of the 17 Emotional Intelligence View 360 competencies. The thin line within the bar graph represents the range of scores (1 to 7) for your own self ratings and those of others across all questions measuring each specific competency. The first column to the right of the bar graph (Avs) represents the average or means score for each rater group and the second column (N) indicates the number of raters who have provided you with feedback. If less than two raters have provided you with feedback (except for your own supervisor or manager), the symbol AP (anonymity protection) will be indicated in the second column.

EMOTIONAL INTELLIGENCE VIEW360

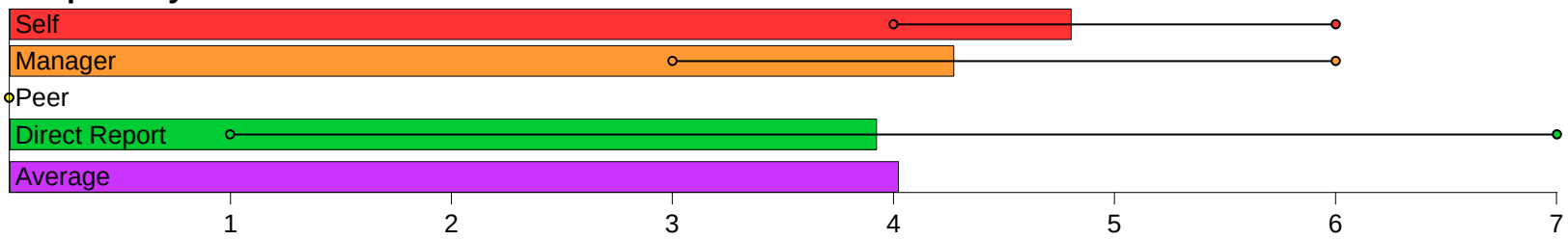
Overall Competency Summary

Self-Development



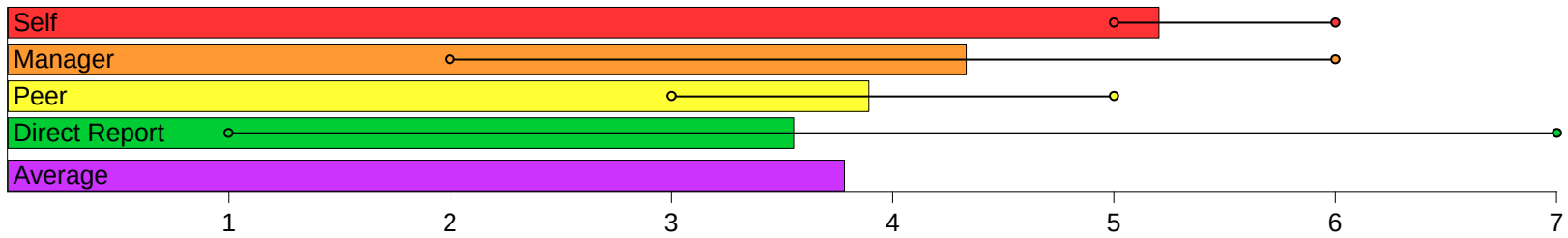
	Avs	N
Self	4.50	1
Manager	4.00	3
Peer	3.00	2
Direct Report	4.03	8
Average	3.86	13

Adaptability/Stress Tolerance



	Avs	N
Self	4.80	1
Manager	4.27	3
Peer	AP	1
Direct Report	3.92	8
Average	4.02	11

Self-Control

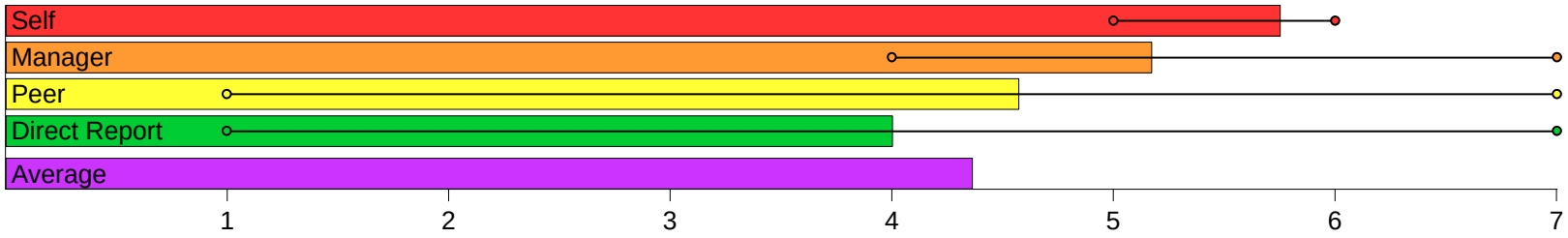


	Avs	N
Self	5.20	1
Manager	4.33	3
Peer	3.89	2
Direct Report	3.55	8
Average	3.78	13

EMOTIONAL INTELLIGENCE VIEW360

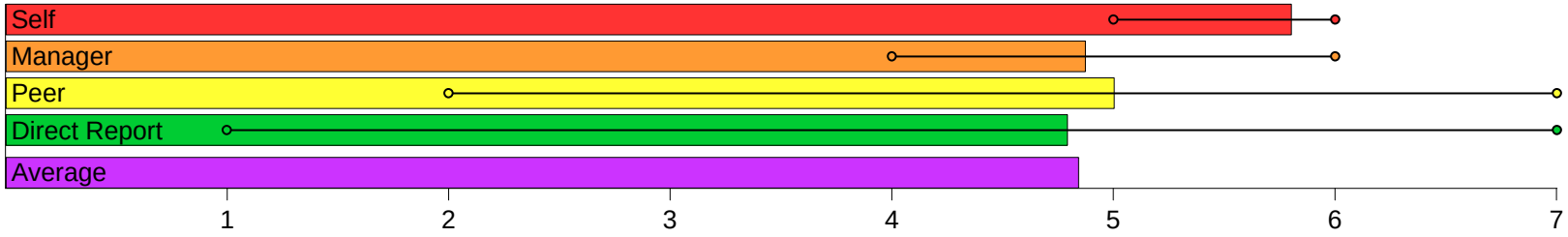
Overall Competency Summary

Trustworthiness



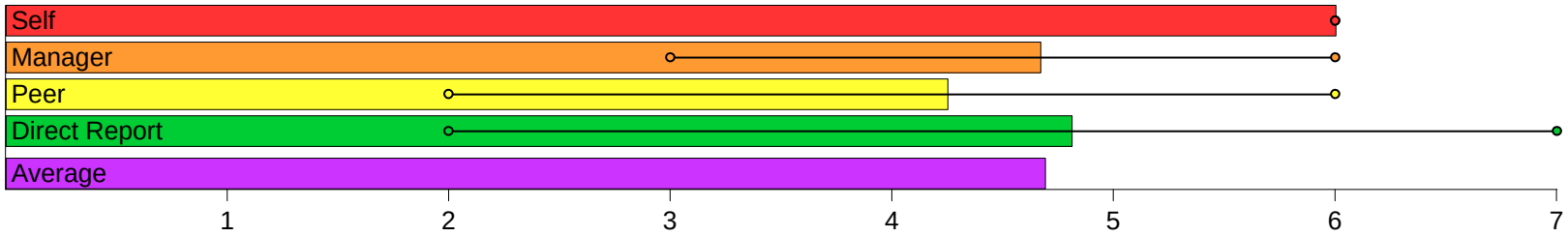
	Avs	N
Self	5.75	1
Manager	5.17	3
Peer	4.57	2
Direct Report	4.00	8
Average	4.36	13

Strategic Problem Solving



	Avs	N
Self	5.80	1
Manager	4.87	3
Peer	5.00	2
Direct Report	4.79	8
Average	4.84	13

Achievement Orientation



	Avs	N
Self	6.00	1
Manager	4.67	3
Peer	4.25	2
Direct Report	4.81	8
Average	4.69	13

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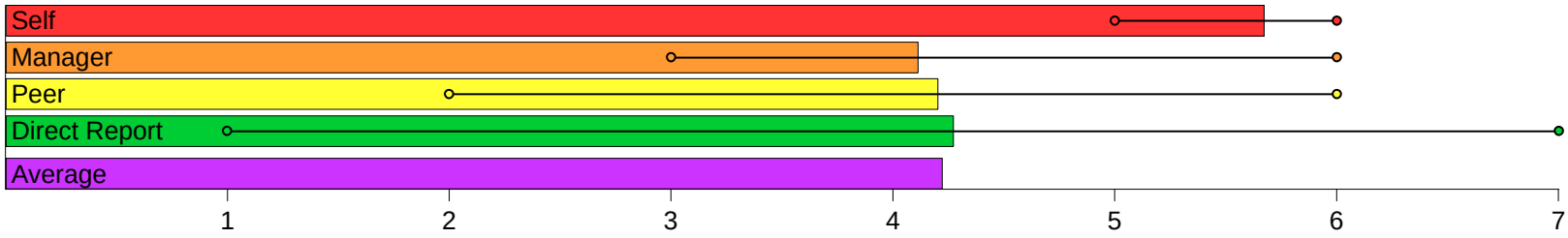
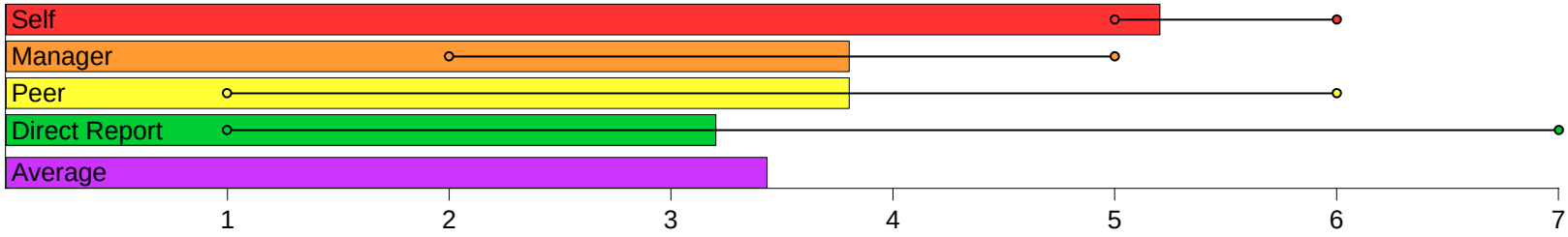
Overall Competency Summary

Building Strategic Relationships



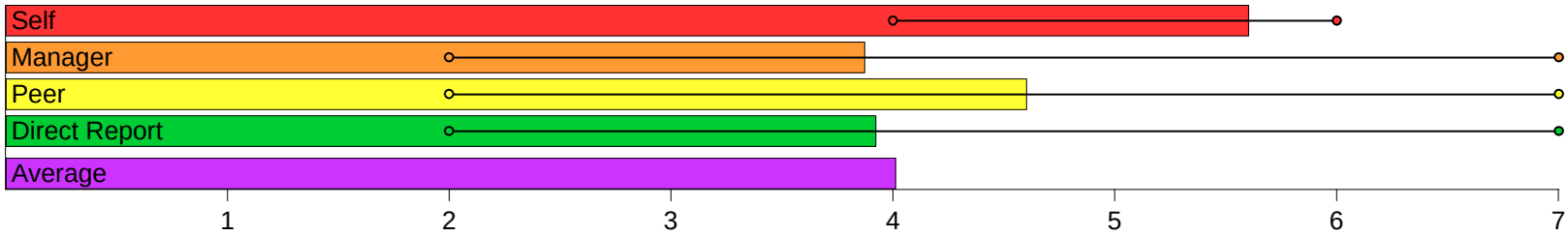
	Avs	N
Self	5.67	1
Manager	4.11	3
Peer	4.20	2
Direct Report	4.27	7
Average	4.22	12

Conflict Management



	Avs	N
Self	5.20	1
Manager	3.80	3
Peer	3.80	2
Direct Report	3.20	8
Average	3.43	13

Leadership/Influence

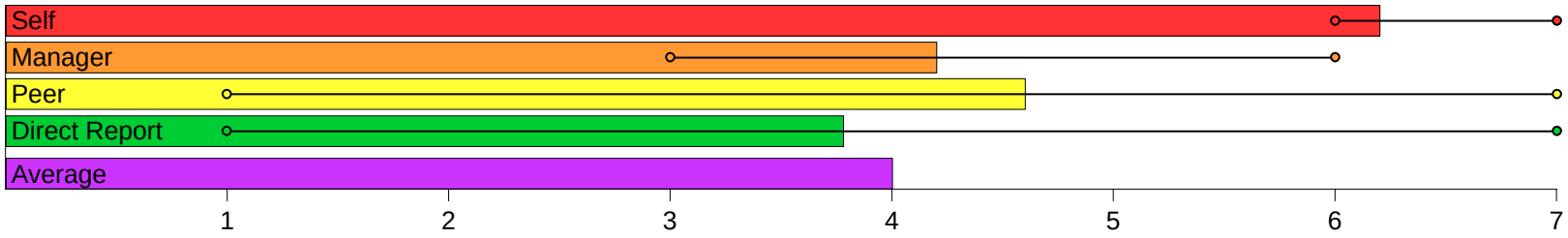


	Avs	N
Self	5.60	1
Manager	3.87	3
Peer	4.60	2
Direct Report	3.92	8
Average	4.01	13

EMOTIONAL INTELLIGENCE VIEW360

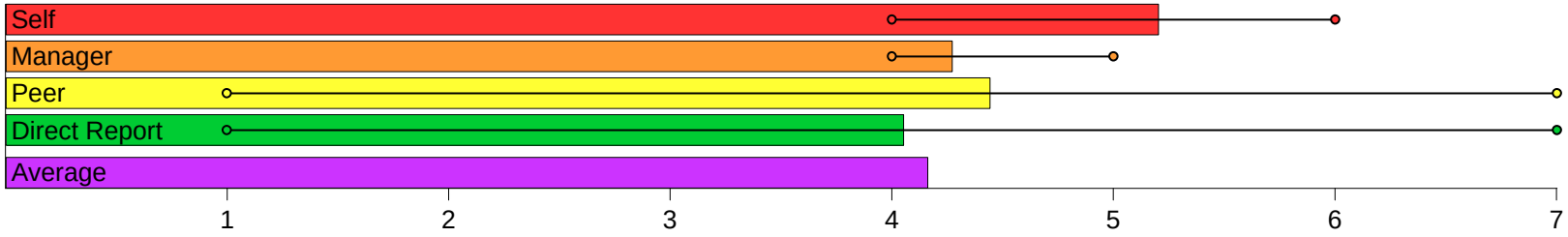
Overall Competency Summary

Interpersonal Sensitivity/Empathy



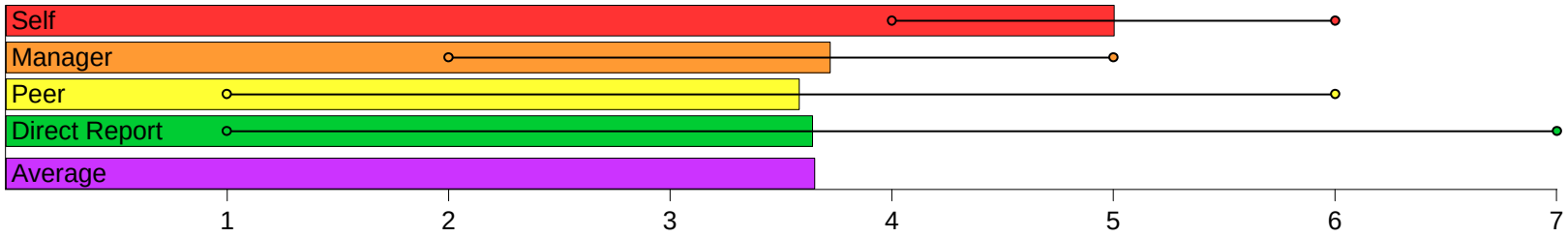
	Avs	N
Self	6.20	1
Manager	4.20	3
Peer	4.60	2
Direct Report	3.78	8
Average	4.00	13

Team/Interpersonal Support



	Avs	N
Self	5.20	1
Manager	4.27	3
Peer	4.44	2
Direct Report	4.05	8
Average	4.16	13

Collaboration



	Avs	N
Self	5.00	1
Manager	3.72	3
Peer	3.58	2
Direct Report	3.64	8
Average	3.65	13

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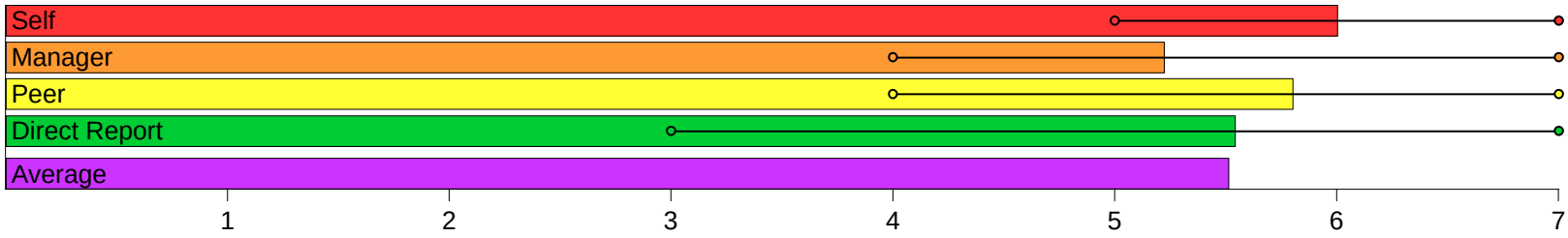
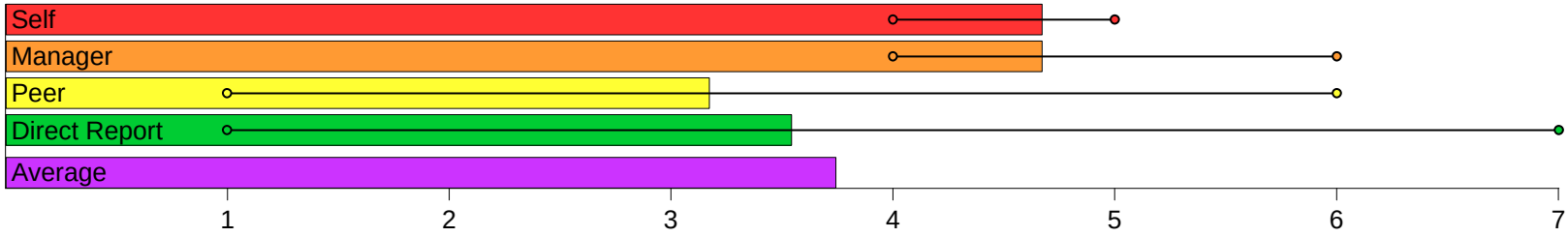
Overall Competency Summary

Written Communication



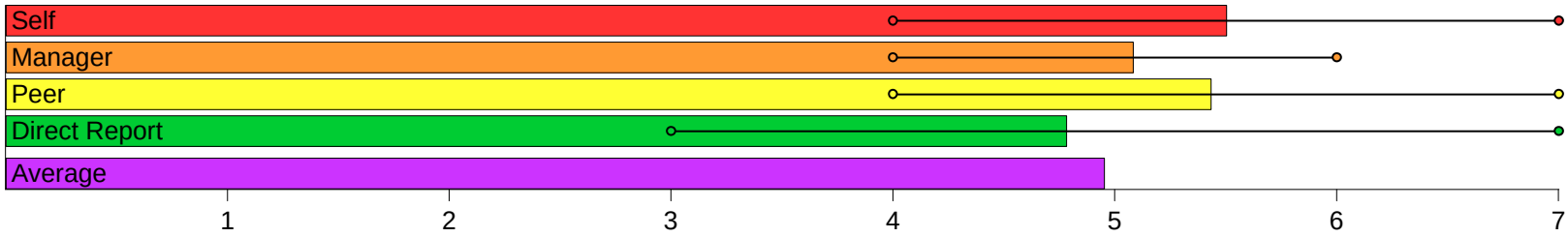
	Avs	N
Self	6.00	1
Manager	5.22	3
Peer	5.80	2
Direct Report	5.54	8
Average	5.51	13

Two-Way Feedback



	Avs	N
Self	4.67	1
Manager	4.67	3
Peer	3.17	2
Direct Report	3.54	8
Average	3.74	13

Oral Communication



	Avs	N
Self	5.50	1
Manager	5.08	3
Peer	5.43	2
Direct Report	4.78	8
Average	4.95	13

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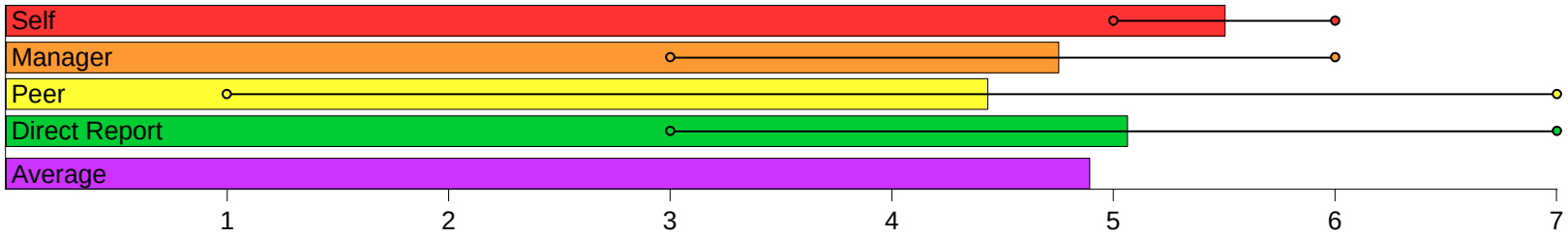
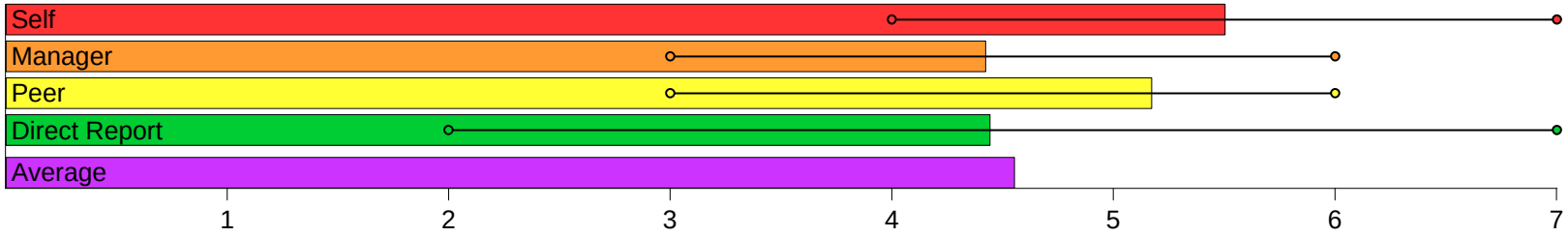
Overall Competency Summary

Oral Presentation



	Avs	N
Self	5.50	1
Manager	4.75	3
Peer	4.43	2
Direct Report	5.06	8
Average	4.89	13

Listening



	Avs	N
Self	5.50	1
Manager	4.42	3
Peer	5.17	2
Direct Report	4.44	8
Average	4.55	13

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - All Raters

Your respondents identified the following 10 behaviors as your most frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Score	Behavior	Competency
6.09	Uses appropriate grammar, tense, and language in all written communications	Written Communication
5.38	Writes in a logical, organized, clear and persuasive manner	Written Communication
5.31	Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation
5.30	Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving
5.27	Maintains eye contact when communicating with others	Oral Communication
5.23	Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation
5.23	Articulates and enunciates clearly when speaking and communicating	Oral Communication
5.19	Demonstrates and practices high standards of personal and professional integrity	Trustworthiness
5.16	Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence
5.10	Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Self

You identifed the following 10 behaviors as your most frequently demonstrated behaviors. They are ranked ordered so that the first item is perceived to be your most frequently demonstrated behavior. These represent behaviors perceived by you as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
7.00	Maintains eye contact when communicating with others	Oral Communication
7.00	Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening
7.00	Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy
7.00	Uses appropriate grammar, tense, and language in all written communications	Written Communication
6.00	Provides clear, succinct and logical answers to questions from others	Oral Communication
6.00	Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	Trustworthiness
6.00	Develops supportive, helpful, and friendly working relationships with others	Collaboration
6.00	Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving
6.00	Makes an effort to understand and take an interest in how others are feeling	Interpersonal Sensitivity/Empathy
6.00	Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence

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Most Frequent Behaviors - Manager

Your respondents identified the following 10 behaviors as your most frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Score	Behavior	Competency
6.00	Maintains eye contact when communicating with others	Oral Communication
6.00	Demonstrates and practices high standards of personal and professional integrity	Trustworthiness
5.67	Uses appropriate grammar, tense, and language in all written communications	Written Communication
5.67	Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation
5.33	Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation
5.33	Articulates and enunciates clearly when speaking and communicating	Oral Communication
5.33	Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening
5.33	Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence
5.33	Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships
5.33	Makes decisions confidently and quickly when necessary	Strategic Problem Solving

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Peer

Your respondents identified the following 10 behaviors as your most frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Score	Behavior	Competency
7.00	Uses appropriate grammar, tense, and language in all written communications	Written Communication
7.00	Maintains eye contact when communicating with others	Oral Communication
6.50	Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving
6.50	Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	Interpersonal Sensitivity/Empathy
6.00	Demonstrates and practices high standards of personal and professional integrity	Trustworthiness
6.00	Maintains eye contact and attentive non-verbal behavior when being spoken to	Listening
6.00	Summarizes and paraphrases what others have said in order to clarify understanding	Listening
6.00	Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	Leadership/Influence
6.00	Maintains openness, honesty and candor in interpersonal relationships	Trustworthiness
6.00	Sticks with a decision or course of action unless it is obvious that it is incorrect	Strategic Problem Solving

EMOTIONAL INTELLIGENCE VIEW360

Most Frequent Behaviors - Direct Report

Your respondents identified the following 10 behaviors as your most frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Score	Behavior	Competency
6.25	Uses appropriate grammar, tense, and language in all written communications	Written Communication
5.50	Writes in a logical, organized, clear and persuasive manner	Written Communication
5.50	Works hard to achieve and accomplish tasks, projects, assignments and goals	Achievement Orientation
5.25	Is prepared and organized for meetings, discussions and presentations	Oral Presentation
5.14	Effectively builds relationships and partnerships with others outside the organization	Building Strategic Relationships
5.14	Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control
5.12	Handles questions in meetings and presentations in a responsive and diplomatic manner	Oral Presentation
5.12	Articulates and enunciates clearly when speaking and communicating	Oral Communication
5.12	Researches and utilizes available information in order to understand and solve issues and problems	Strategic Problem Solving
5.12	Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - All Raters

Your respondents identified the following 10 behaviors as your least frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
3.00	Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control
3.07	Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence
3.17	Works collaboratively and non-competitively with others	Collaboration
3.23	Seeks and applies feedback and constructive criticism from others	Self-Development
3.31	Encourages others to express contrary views, ideas and opinions	Conflict Management
3.38	Allows for disagreements to emerge and to be discussed openly	Conflict Management
3.39	Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy
3.39	Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management
3.46	Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance
3.46	Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Self

You identifed the following 10 behaviors as your least frequently demonstrated behaviors. They are ranked ordered so that the first item is perceived to be your least frequently demonstrated behavior. These represent behaviors perceived by you as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
4.00	Seeks and applies feedback and constructive criticism from others	Self-Development
4.00	Maintains optimism and makes the most out of situations whether good or bad	Adaptability/Stress Tolerance
4.00	Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback
4.00	Summarizes and paraphrases what others have said in order to clarify understanding	Listening
4.00	Pursues continuous learning and self-development of knowledge, experiences and skills	Self-Development
4.00	Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance
4.00	Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence
4.00	Provides timely and ongoing feedback to others regarding working relationships and job performance	Team/Interpersonal Support
4.00	Develops cooperative, rather than competitive, working relationships with others	Collaboration
4.00	Articulates and enunciates clearly when speaking and communicating	Oral Communication

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Manager

Your respondents identified the following 10 behaviors as your least frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
3.00	Develops cooperative, rather than competitive, working relationships with others	Collaboration
3.00	Realistically appraises ones own strengths and development areas	Self-Development
3.00	Works collaboratively and non-competitively with others	Collaboration
3.33	Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	Building Strategic Relationships
3.33	Communicates and expresses ideas in a manner that persuades and influences others	Leadership/Influence
3.33	Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance
3.33	Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence
3.33	Seeks and applies feedback and constructive criticism from others	Self-Development
3.33	Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	Leadership/Influence
3.33	Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Peer

Your respondents identified the following 10 behaviors as your least frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
2.00	Seeks and applies feedback and constructive criticism from others	Self-Development
2.50	Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence
2.50	Works collaboratively and non-competitively with others	Collaboration
3.00	Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration
3.00	Maintains close contact and communications with others (i.e., keeps others well informed)	Two-Way Feedback
3.00	Maintains a positive and constructive outlook even when plans or decisions are thwarted	Adaptability/Stress Tolerance
3.00	Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback
3.00	Manages time effectively and efficiently	Self-Development
3.00	Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	Self-Control
3.00	Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	Trustworthiness

EMOTIONAL INTELLIGENCE VIEW360

Least Frequent Behaviors - Direct Report

Your respondents identified the following 10 behaviors as your least frequently demonstrated behaviors. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate these skills.

Score	Behavior	Competency
2.57	Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	Self-Control
2.88	Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	Adaptability/Stress Tolerance
2.88	Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	Self-Control
2.88	Makes an effort to acknowledge and resolve interpersonal conflicts with others	Conflict Management
3.00	Encourages others to express contrary views, ideas and opinions	Conflict Management
3.12	Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence
3.12	Handles tense situations without overreacting, becoming overly emotional or defensive	Self-Control
3.12	Allows for disagreements to emerge and to be discussed openly	Conflict Management
3.25	Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	Interpersonal Sensitivity/Empathy
3.25	Solicits and values the thoughts, opinions, feedback, and ideas of others	Collaboration

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

The average score for each emotional intelligence competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). The average scores for each Emotional Intelligence View 360 competency and specific questions are summarized below. The number in parentheses next to the average score is an index or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Average
Self-Development	**4.50 (0.83)**	**4.00 (0.64)**	**3.00 (0.60)**	**4.03 (0.53)**	**3.86 (0.55)**
Seeks and applies feedback and constructive criticism from others	4.00 (1.00)	3.33 (0.84)	2.00 (1.00)	3.50 (0.50)	3.23 (0.89)
Pursues continuous learning and self-development of knowledge, experiences and skills	4.00 (1.00)	4.67 (0.69)	4.00 (1.00)	5.00 (0.69)	4.90 (0.92)
Realistically appraises ones own strengths and development areas	5.00 (1.00)	3.00 (1.00)	3.50 (0.50)	3.75 (0.60)	3.54 (0.90)
Manages time effectively and efficiently	5.00 (1.00)	5.00 (0.73)	3.00 (0.67)	4.00 (0.53)	4.08 (0.88)
Adaptability/Stress Tolerance	**4.80 (0.75)**	**4.27 (0.69)**	**4.20 (0.75)**	**3.92 (0.46)**	**4.02 (0.51)**
Maintains optimism and makes the most out of situations whether good or bad	4.00 (1.00)	4.00 (1.00)	4.00 (1.00)	4.75 (0.60)	4.55 (0.91)
Maintains a positive and constructive outlook even when plans or decisions are thwarted	4.00 (1.00)	3.33 (0.84)	3.00 (1.00)	4.12 (0.41)	3.90 (0.87)
Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)	6.00 (1.00)	5.00 (0.73)	4.00 (1.00)	2.88 (0.55)	3.46 (0.88)
Maintains an effective balance between work, family and personal life	5.00 (1.00)	5.00 (0.73)	5.00 (1.00)	4.17 (0.51)	4.45 (0.89)
Demonstrates flexibility and resilience in response to adversity and challenge	5.00 (1.00)	4.00 (0.73)	5.00 (1.00)	3.75 (0.48)	3.82 (0.88)
Self-Control	**5.20 (0.87)**	**4.33 (0.66)**	**3.89 (0.71)**	**3.55 (0.49)**	**3.78 (0.54)**
Handles tense situations without overreacting, becoming overly emotional or defensive	5.00 (1.00)	4.67 (0.84)	3.50 (0.83)	3.12 (0.46)	3.54 (0.88)

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

Questions	Self	Manager	Peer	Direct Report	Average
Expresses little anger or frustration towards others when upset (e.g., does not raise his/her voice or get impatient with others)	5.00 (1.00)	3.67 (0.69)	3.50 (0.83)	2.57 (0.70)	3.00 (0.92)
Maintains poise, composure and control of behaviors in the face of interpersonal challenge or threat	5.00 (1.00)	4.67 (0.84)	5.00 (1.00)	2.88 (0.52)	3.62 (0.88)
Avoids taking unnecessary risks or making impulsive decisions without adequate and relevant information	6.00 (1.00)	5.00 (0.73)	3.00 (1.00)	5.14 (0.67)	5.10 (0.91)
Resists the desire to speak or act when it will not be helpful to the situation	5.00 (1.00)	3.67 (0.58)	4.00 (0.67)	4.12 (0.74)	4.00 (0.92)
Trustworthiness	**5.75 (0.86)**	**5.17 (0.64)**	**4.57 (0.39)**	**4.00 (0.42)**	**4.36 (0.44)**
Demonstrates and practices high standards of personal and professional integrity	6.00 (1.00)	6.00 (0.73)	6.00 (1.00)	4.88 (0.52)	5.19 (0.89)
Maintains openness, honesty and candor in interpersonal relationships	5.00 (1.00)	4.67 (0.69)	6.00 (0.67)	3.25 (0.45)	4.00 (0.85)
Demonstrates consistency between actions and words (i.e., says and does things that are congruent and consistent with each other)	6.00 (1.00)	4.67 (0.84)	4.00 (0.67)	4.38 (0.53)	4.39 (0.90)
Creates a trusting relationship making it easy to discuss and share personal information (e.g., maintains confidences, does not disclose personal information to others)	6.00 (1.00)	5.33 (0.58)	3.00 (0.33)	3.43 (0.36)	3.83 (0.83)
Strategic Problem Solving	**5.80 (0.87)**	**4.87 (0.76)**	**5.00 (0.41)**	**4.79 (0.53)**	**4.84 (0.56)**
Makes decisions confidently and quickly when necessary	6.00 (1.00)	5.33 (0.84)	4.00 (0.33)	4.38 (0.40)	4.54 (0.86)
Researches and utilizes available information in order to understand and solve issues and problems	6.00 (1.00)	5.00 (0.73)	6.50 (0.83)	5.12 (0.58)	5.30 (0.90)
Generates and considers multiple options before making a decision	5.00 (1.00)	4.67 (0.84)	4.00 (0.33)	4.43 (0.57)	4.42 (0.89)
Sticks with a decision or course of action unless it is obvious that it is incorrect	6.00 (1.00)	4.33 (0.84)	6.00 (1.00)	5.00 (0.64)	4.80 (0.92)
Makes high quality and logical decisions based on adequate data and information	6.00 (1.00)	5.00 (0.73)	5.00 (0.67)	5.00 (0.59)	5.00 (0.91)
Achievement Orientation	**6.00 (1.00)**	**4.67 (0.69)**	**4.25 (0.60)**	**4.81 (0.46)**	**4.69 (0.52)**
Works hard to achieve and accomplish tasks, projects, assignments and goals	6.00 (1.00)	5.33 (0.84)	4.50 (0.83)	5.50 (0.47)	5.31 (0.89)

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

Questions	Self	Manager	Peer	Direct Report	Average
Demonstrates the ability to complete tasks, projects and assignments on time and with quality	6.00 (1.00)	4.67 (0.69)	3.50 (0.50)	4.71 (0.51)	4.50 (0.88)
Follows through on stated commitments and promises	6.00 (1.00)	4.33 (0.58)	4.50 (0.50)	4.00 (0.45)	4.15 (0.87)
Performs work in a conscientious and dependable manner	6.00 (1.00)	4.33 (0.84)	4.50 (0.83)	5.00 (0.56)	4.77 (0.91)
Building Strategic Relationships	**5.67 (0.84)**	**4.11 (0.63)**	**4.20 (0.51)**	**4.27 (0.40)**	**4.22 (0.46)**
Effectively initiates and cultivates strategic internal alliances with key senior managers and others within the organization	5.00 (1.00)	3.33 (0.84)	4.00 (0.67)	3.57 (0.39)	3.58 (0.88)
Effectively builds relationships and partnerships with others outside the organization	6.00 (1.00)	5.33 (0.84)	4.00 (0.33)	5.14 (0.48)	5.00 (0.87)
Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)	6.00 (1.00)	3.67 (0.69)	5.00 (1.00)	4.12 (0.44)	4.00 (0.88)
Conflict Management	**5.20 (0.87)**	**3.80 (0.72)**	**3.80 (0.37)**	**3.20 (0.50)**	**3.43 (0.51)**
Encourages others to express contrary views, ideas and opinions	5.00 (1.00)	4.00 (0.73)	3.50 (0.17)	3.00 (0.42)	3.31 (0.85)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise with others	5.00 (1.00)	3.67 (0.84)	4.00 (0.33)	3.50 (0.56)	3.62 (0.89)
Allows for disagreements to emerge and to be discussed openly	5.00 (1.00)	4.00 (0.73)	3.50 (0.17)	3.12 (0.58)	3.38 (0.88)
Makes an effort to acknowledge and resolve interpersonal conflicts with others	6.00 (1.00)	4.00 (1.00)	4.50 (0.83)	2.88 (0.46)	3.39 (0.88)
Resists reacting defensively and keeps an open mind when others disagree with him/her	5.00 (1.00)	3.33 (0.58)	3.50 (0.83)	3.50 (0.56)	3.46 (0.90)
Leadership/Influence	**5.60 (0.73)**	**3.87 (0.60)**	**4.60 (0.42)**	**3.92 (0.59)**	**4.01 (0.55)**
Communicates and expresses ideas in a manner that persuades and influences others	6.00 (1.00)	3.33 (0.84)	5.50 (0.50)	4.00 (0.67)	4.08 (0.90)
Modifies his/her leadership style to persuade, motivate and influence others	4.00 (1.00)	3.33 (0.84)	2.50 (0.83)	3.12 (0.61)	3.07 (0.92)
Convinces and persuades others to see his/her perspective and ideas	6.00 (1.00)	4.00 (0.73)	4.50 (0.50)	3.88 (0.69)	4.00 (0.91)

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

Questions	Self	Manager	Peer	Direct Report	Average
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and opinions	6.00 (1.00)	3.33 (0.58)	4.50 (0.50)	3.75 (0.64)	3.77 (0.90)
Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge	6.00 (1.00)	5.33 (0.58)	6.00 (0.67)	4.88 (0.58)	5.16 (0.89)
Interpersonal Sensitivity/Empathy	**6.20 (0.87)**	**4.20 (0.72)**	**4.60 (0.36)**	**3.78 (0.43)**	**4.00 (0.46)**
Makes it easy for others to disclose, share and openly talk about their ideas, concerns and problems	6.00 (1.00)	3.67 (0.84)	3.50 (0.17)	3.25 (0.48)	3.39 (0.87)
Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner	7.00 (1.00)	5.00 (0.73)	6.50 (0.83)	4.38 (0.50)	4.85 (0.88)
Develops and maintains warm, friendly, and sensitive relationships with others	6.00 (1.00)	4.33 (0.84)	4.00 (0.33)	3.88 (0.44)	4.00 (0.87)
Shows an interest in and is considerate of the feelings and needs of others	6.00 (1.00)	4.00 (0.73)	4.50 (0.50)	3.50 (0.47)	3.77 (0.88)
Makes an effort to understand and take an interest in how others are feeling	6.00 (1.00)	4.00 (0.73)	4.50 (0.83)	3.88 (0.37)	4.00 (0.87)
Team/Interpersonal Support	**5.20 (0.75)**	**4.27 (0.85)**	**4.44 (0.45)**	**4.05 (0.46)**	**4.16 (0.52)**
Takes initiative and offers formal and informal assistance, training and coaching to others	5.00 (1.00)	4.67 (0.84)	4.50 (0.83)	3.75 (0.68)	4.08 (0.92)
Provides timely and ongoing feedback to others regarding working relationships and job performance	4.00 (1.00)	4.33 (0.84)	5.00 (1.00)	3.38 (0.47)	3.64 (0.88)
Acknowledges and recognizes the contributions and accomplishments of others	6.00 (1.00)	4.00 (1.00)	5.50 (0.50)	4.25 (0.48)	4.38 (0.88)
Encourages cooperation and teamwork among people who depend on each other to get work done	6.00 (1.00)	4.00 (1.00)	4.50 (0.50)	4.12 (0.52)	4.15 (0.89)
Expresses confidence in the skills and abilities of others	5.00 (1.00)	4.33 (0.84)	3.00 (0.33)	4.75 (0.34)	4.38 (0.84)
Collaboration	**5.00 (0.81)**	**3.72 (0.69)**	**3.58 (0.38)**	**3.64 (0.46)**	**3.65 (0.49)**
Solicits and values the thoughts, opinions, feedback, and ideas of others	5.00 (1.00)	4.67 (0.84)	3.00 (0.33)	3.25 (0.48)	3.54 (0.87)

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

Questions	Self	Manager	Peer	Direct Report	Average
Develops cooperative, rather than competitive, working relationships with others	4.00 (1.00)	3.00 (0.73)	4.50 (0.50)	3.71 (0.44)	3.66 (0.87)
Actively involves others in his/her decision-making, planning, and problem-solving tasks when appropriate	5.00 (1.00)	4.33 (0.84)	4.50 (0.83)	3.57 (0.61)	3.92 (0.91)
Works collaboratively and non-competitively with others	5.00 (1.00)	3.00 (0.73)	2.50 (0.50)	3.43 (0.39)	3.17 (0.86)
Develops supportive, helpful, and friendly working relationships with others	6.00 (1.00)	3.67 (0.69)	4.00 (0.33)	3.75 (0.45)	3.77 (0.87)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	5.00 (1.00)	3.67 (0.84)	3.00 (0.33)	4.12 (0.46)	3.84 (0.87)
Written Communication	**6.00 (0.73)**	**5.22 (0.66)**	**5.80 (0.51)**	**5.54 (0.63)**	**5.51 (0.61)**
Writes in a logical, organized, clear and persuasive manner	6.00 (1.00)	5.00 (0.73)	5.50 (0.50)	5.50 (0.59)	5.38 (0.90)
Uses appropriate grammar, tense, and language in all written communications	7.00 (1.00)	5.67 (0.58)	7.00 (1.00)	6.25 (0.78)	6.09 (0.93)
Uses written communications effectively and appropriately (e.g., email)	5.00 (1.00)	5.00 (0.73)	5.50 (0.50)	4.88 (0.69)	5.00 (0.91)
Two-Way Feedback	**4.67 (0.84)**	**4.67 (0.78)**	**3.17 (0.27)**	**3.54 (0.45)**	**3.74 (0.44)**
Maintains close contact and communications with others (i.e., keeps others well informed)	4.00 (1.00)	4.33 (0.84)	3.00 (0.33)	3.50 (0.33)	3.61 (0.85)
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	5.00 (1.00)	5.00 (0.73)	3.00 (0.33)	3.50 (0.59)	3.77 (0.88)
Communicates information needed by others in a prompt and timely manner	5.00 (1.00)	4.67 (0.84)	3.50 (0.17)	3.62 (0.45)	3.84 (0.86)
Oral Communication	**5.50 (0.63)**	**5.08 (0.71)**	**5.43 (0.57)**	**4.78 (0.53)**	**4.95 (0.57)**
Maintains eye contact when communicating with others	7.00 (1.00)	6.00 (1.00)	7.00 (1.00)	5.00 (0.53)	5.27 (0.89)
Articulates and enunciates clearly when speaking and communicating	4.00 (1.00)	5.33 (0.69)	5.50 (0.50)	5.12 (0.49)	5.23 (0.88)
Clearly expresses and requests information from others	5.00 (1.00)	4.67 (0.84)	5.00 (0.67)	4.38 (0.56)	4.54 (0.90)
Provides clear, succinct and logical answers to questions from others	6.00 (1.00)	4.33 (0.84)	5.00 (0.67)	4.62 (0.59)	4.61 (0.91)

EMOTIONAL INTELLIGENCE VIEW360

Overall Item Summary

Questions	Self	Manager	Peer	Direct Report	Average
Oral Presentation	**5.50 (0.83)**	**4.75 (0.69)**	**4.43 (0.25)**	**5.06 (0.63)**	**4.89 (0.56)**
Confidently delivers oral presentations that are persuasive, clear, and logically organized	6.00 (1.00)	5.67 (0.84)	5.00 (0.33)	5.12 (0.61)	5.23 (0.90)
Is prepared and organized for meetings, discussions and presentations	5.00 (1.00)	5.00 (0.73)	4.00 (0.33)	5.25 (0.60)	5.00 (0.89)
Handles questions in meetings and presentations in a responsive and diplomatic manner	6.00 (1.00)	4.00 (0.73)	4.00 (0.00)	5.12 (0.74)	4.69 (0.88)
Restates and clarifies important points and questions from others during presentations	5.00 (1.00)	4.33 (0.84)	5.00 (1.00)	4.75 (0.60)	4.64 (0.91)
Listening	**5.50 (0.63)**	**4.42 (0.68)**	**5.17 (0.64)**	**4.44 (0.51)**	**4.55 (0.56)**
Summarizes and paraphrases what others have said in order to clarify understanding	4.00 (1.00)	4.33 (0.84)	6.00 (1.00)	4.50 (0.56)	4.45 (0.90)
Maintains eye contact and attentive non-verbal behavior when being spoken to	7.00 (1.00)	5.33 (0.69)	6.00 (1.00)	4.88 (0.52)	5.00 (0.89)
Takes the time to understand and listen to others	6.00 (1.00)	4.00 (0.73)	4.00 (0.67)	3.62 (0.53)	3.77 (0.90)
Waits out silences and listens patiently without interrupting others	5.00 (1.00)	4.00 (0.73)	5.50 (0.83)	4.75 (0.57)	4.69 (0.90)

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary

STRENGTHS

Participant:

Others:

Strong analytical skiils
Logical thinking
Depth of understanding of the health care business

Chris is a bright, articulate and thoughtful leader.

Easy to work with unless under pressure

Chris is very professional, respected and well liked by the business community. My working relationship has been very positive and she is the reason I make Full Court Press my career choice. Her ability to deligate and surround herself with competitent staff is her strength. She always promotes the Full Court Press mission statement and lives it 100%.

Articulate,
Analytical,
Knowledgeable in her job,
Does not micro-manage,
Confident

Chris has the ability to write well when she has the time to prepare in advance. Chris is very analytical and prides herself in being able to use these skills to make decisions. Chris is always willing to take on new projects with enthusiasm.

Bright, ambitious and hard-working.

Chris is extremely bright and knowledgeable. She is loyal to the organization and exceedingly capable at managing tasks, timelines and projects with the interests of the organization always at the forefront. She has adept analytical skills, writes well and has a competent relationship to both macro and micro-oriented issues.

Chris maintains objectivity when others share their ideas.

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary

DEVELOPMENT AREAS

Participant:

Others:

Developing collaborative relationships
Effective team leadership

Unaware of how communication/interactions are perceived by others
Communications are perceived as aggressive and directive, rather than open and collaborative.

Impatient when attempting to gain the buy in of other group members
Very concerned with own 'status' and feels respect/responsiveness are 'owed' by less senior staff.

Chris has her own unique management style that lends itself to a staff that is self motivated, qualified, and committed to their job responsibilities. She expects the best from everyone and demands attention to detail.

Chris somtimes allows incompetent employees to hang around to long. Better communication, feedback, and action plans to solve unacceptible behavior would be beneficial.

It does appear that at times she is overwhelmed with many tasks and her staff, at times, may take the back seat in the list of corporate priorities.

Provides little feedback on performance unless negative,
Is not very good at communicating information in a timely manner; frequently creates information bottle necks.

Appears not to have real respect from subordinates, peers and above.
Competitive behavior often alienate others

Chris has a great desire to take on new projects, yet has an increasing amount of difficulty in follow-through once she adds new tasks. She tends to forget to disseminate information when needed. Although Chris has strong written skills, when Chris writes informally or in haste, her communication is often unclear and difficult to understand, and therefore requires follow-up for clarification. Chris's challenges are in the area of team building and forging strong working relationships among her peers and subordinates.

Chris maintains a degree of distance from her subordinates that has her appear unapproachable. She is quick to criticize others

EMOTIONAL INTELLIGENCE VIEW360

Open Ended Comments Summary

DEVELOPMENT AREAS

Others, Cont'd:

sharply rather than provide feedback in a safe, constructive manner. She is emotionally sensitive when feeling that her performance has been questioned, yet can be harsh and impatient in her view of others. This leaves others with an experience of fear of repercussion, with Chris appearing imperious, inconsistent, unpredictable and egocentric.

She does not recognize the outstanding accomplishments of her staff and interact with them positively. This is counterproductive to the team effort of her division. Decisions about major issues need to be more timely to be effective.

EMOTIONAL INTELLIGENCE VIEW360

Professional Development Plan

Examining your Emotional Intelligence View 360 Feedback Report

You reactions to your Emotional Intelligence View 360 feedback report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

Emotional Reaction

Your initial reaction to your summary feedback report is important. It provides insight that is useful in interpreting your results and in deciding what competencies you will target for your developmental planning efforts. Start with your feelings about your summary feedback report. If you had to select a single word or phrase to describe your emotional reactions, to your summary feedback report it would be:

_____

What is it about your report that leads you to feel this way?

_____

_____

How do your self-ratings compare to your manager? Your direct reports? Your peers? Team members? Other raters?

_____

_____

What trends do you see (things that are surprising or validating)?

_____

_____

What new insights, if any do you get from your report?

_____

_____

DECIDING WHAT MANAGEMENT COMPETENCIES TO WORK ON

The first column below summarizes the Emotional Intelligence View 360 competencies. Place a check next to the ones you would rate as being most important to your current position. The second column reflects competencies in which other raters have provide feedback that some additional development is desirable. Place a check next to those competencies that others see as potential development areas. Any competency with both columns checked suggests a more critical development area These should be targeted as part of your Development Plan.

EMOTIONAL INTELLIGENCE VIEW 360 COMPETENCY	IMPORTANCE	DEVELOPMENT
SELF MANAGEMENT COMPETENCIES		
Self-Development		
Adaptability/Stress Tolerance		
Self-Control		
Trustworthiness		
Strategic Problem Solving		
Achievement Orientation		
RELATIONSHIP MANAGEMENT COMPETENCIES		
Building Strategic Relationships		
Conflict Management		
Leadership/Influence		
Interpersonal Sensitivity/Empathy		
Team/Interpersonal Support		
Collaboration		
COMMUNICATION COMPETENCIES		
Written Communication		
Two-Way Feedback		
Oral Communication		
Oral Presentation		
Listening		

DECIDING WHAT MANAGEMENT COMPETENCIES TO WORK ON

List three strengths based upon your Emotional Intelligence View 360 results to continue to leverage for successful performance in your current job or position:

1. _____

2. _____

3. _____

List three development areas based upon your Emotional Intelligence View 360 results (i.e., behaviors you will do more, less or differently for successful performance in your current job or position):

1. _____

2. _____

3. _____

The purpose of your Emotional Intelligence View 360 feedback is to assist you to develop your managerial competencies. Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! Research suggests that desired change is more likely to be successful when:

- The desired competency is specifically defined
- There is commitment and motivation to change behavior
- An action plan is shared with others
- An analysis is made of reasons for potential lack of success
- Other people support your behavior change
- The behavioral outcomes are visible and can be measured

The action plan worksheet on the next page will assist you in developing one of the competencies you have identified based on the results of your Emotional Intelligence View 360. As you begin your action plan, consider the following:

- Focus on being specific
- Use the recommendations in your feedback report as a basis for your behavioral plan
- Keep your plan simple and put it in writing
- Define how to monitor and evaluate results

DECIDING WHAT MANAGEMENT COMPETENCIES TO WORK ON

Summarize your key development area (competency) that you plan to focus on. Target these toward a specific group and list them in order of importance in the space provided below:

I wish to increase my **own** general effectiveness in the following areas:

I wish to increase my effectiveness with my **Manager** in the following areas:

I wish to increase my effectiveness with my **Direct Reports** in the following areas:

I wish to increase my effectiveness with my **Team Members or Peers** in the following areas:

PROFESSIONAL DEVELOPMENT PLAN

Emotional Intelligence View 360 Competency:	
Development Activities:	**Target Dates:**
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	