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EQ Self-Assessment Report

for

Campbell Macpherson

EQ is twice as important than IQ when it comes to career success.

Harvard Business School describes emotional Intelligence as:

*"Your ability to understand yourself and understand other people:
what motivates them and how to work cooperatively with them."*

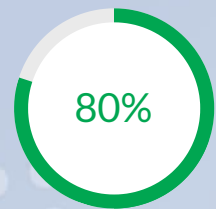
However, if we wish to improve our EQ and become even more effective at work and in life,
we need to dig deeper.

The 5 Categories of Emotional Intelligence



Your EQ Self-Assessment Scores

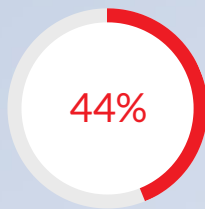
Overall Results



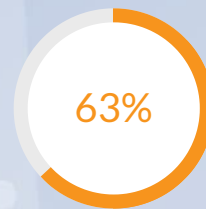
Self-awareness



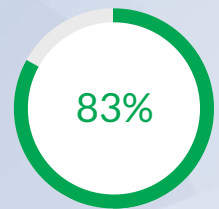
Self-control



Empathy



Relationship
Management



Motivation

Detailed Results for each Category

EQ Category 1: Self-awareness	Scores
Self-confidence: "Sureness about your self-worth, strengths and capabilities."	4
Humility: "Appreciation of your weaknesses, influences and biases. The fact you may not be 100% right."	4
Observation: "The ability to observe your emotions and actions without judgement."	4
Behaviour under Pressure: "Awareness of how you react under pressure."	3
Self-honesty: "Your honesty about the previous questions and both the right reason and the real reason for why you want to achieve your desired outcomes."	5
Impact on Others: "Understanding the effect you have on others (positive & negative)."	4

EQ Category 2: Self-Control	Scores
Controlling Emotions: "The ability to pause, to not act or react impulsively when confronted with an emotional situation."	2
Ownership: "The realisation that it is you who generates your emotions, not the other party."	3
Detachment: "The ability to stay slightly detached, emotionally. To be objective and look at the bigger picture."	2
Integrity: "A desire to maintain standards of honesty and honour."	4
Adaptability: "The ability to accept uncertainty and adapt accordingly."	2

EQ Category 3: Empathy	Scores
Transposition: "The ability to put yourself in the other person's shoes, appreciate their point of view and understand their intentions."	3
Understanding Motivations of Others: "Understanding what drives them - the right reason and the real reason for their actions."	2
Respect for Others: "Respect for the other person and an ability to assume that they have the best intentions / come from a 'good place'."	2
Diversity of Opinion: "Embracing and encouraging diversity of thought, background and experience. Embracing and encouraging 'constructive disagreements' and new ideas."	2
Social Awareness: "The ability to read a group's emotional currents and relationships."	2

EQ Category 4: Relationship Management	Scores
Fostering Key Relationships: "The ability to identify the key relationships you need to foster – and proactively develop those relationships."	4
Active Listening: "Listening to understand not merely to reply."	3
Clear Communications: "The ability to deliver clear, concise and relevant messages that are fully understood by the other party or parties."	3
Scanning: "The ability to gauge how an interaction is going in real time and pick-up on social cues."	2
Collaboration, Cooperation and Compromise: "Willingness to compromise to find shared objectives."	4
Managing Conflicts: "Managing conflicts and difficult situations with honesty and respect."	3

EQ Category 5: Motivation	Scores
Self-motivation: "The ability to motivate yourself, even when things aren't going your way."	4
Motivating Others: "The ability to motivate other people to want to achieve shared objectives."	3
Drive: "A strong desire to deliver the required outcomes, to grow and to develop."	5
Driving and Embracing Change: "Willingness to initiate, lead and embrace change."	4
Positivity: "Optimistic mindset, positive attitude and a proactive approach."	4
Clarity: "Clarity of what you are seeking to achieve, and why."	5

High Score Categories

Self-confidence. *Sureness about your self-worth, strengths and capabilities.*

Humility. *Appreciation of your weaknesses, influences and biases. The ability to acknowledge that you may not be 100% right. Humility is strength.*

Observation. *The ability to observe your emotions without judgement.*

Self-honesty. *Honesty about all of the above and both the right reason and the real reason for why you want to achieve the outcome.*

Impact on Others. *Understand the effect you have on others (positive & negative).*

Integrity. *A desire to maintain standards of honesty and honour*

Fostering Key Relationships. *The ability to identify the key relationships you need to foster – and proactively develop those relationships.*

Collaboration, Cooperation and Compromise. *Willingness to compromise to find shared objectives. 'Winning' solo is only ever short term.*

Self-motivation. *The ability to motivate yourself, even when things aren't going your way.*

Drive. *A strong desire to deliver the required outcomes, to grow and to develop.*

Driving and Embracing Change. *Willingness to initiate, lead and embrace change.*

Positivity. *Optimistic mindset, positive attitude and a proactive approach.*

Clarity. *Clarity of what you are seeking to achieve, and why.*

Low Score Categories

Controlling emotions. *The ability to pause, to not act or react impulsively when confronted with an emotional situation. The ability to not react impulsively to someone else's emotional outburst, even when it is aimed at you.*

Detachment. *The ability to stay slightly detached, emotionally. To be objective and look at the bigger picture.*

Adaptability. *The ability to handle change with flexibility.*

Understanding the Motivation of Others. *Understanding the right reason and the real reason for their actions.*

Respect for Others. *Respect for the other person and an ability to assume that they have the best intentions / come from a 'good place.'*

Diversity of Opinion. *Embracing and encouraging diversity of thought, background and experience. Embracing and encouraging 'constructive disagreements' and new ideas.*

Social Awareness. *The ability to read a group's emotional currents and relationships.*

Scanning. *The ability to gauge how an interaction is going in real time and pick-up on social cues.*

Key Development Areas

"Extremely Important" (with scores of 1, 2 or 3)

Behaviour under Pressure (3)

How do you behave when you are under pressure? Do you get short with people? Do you become more demanding? Do you retreat within? Do you stop leading and start doing it yourself? Diagnostic tools such as HBDI or Insights are valuable ways of starting to identify how you behave under pressure. But there is nothing more valuable than asking your colleagues and family – perhaps armed with the diagnostics to keep the conversation from going off the rails!

Once you have determined how you react you can start to change the behaviours or at least pre-warn the people you work with!

Ownership (3)

The other person doesn't control your emotions – you do. Even if you believe they are triggering an emotional response from you on purpose, it is you who is providing that response, not them.

The emotions you feel, their strength and what triggers them – are all within your control. They may be difficult to control, but you are the only one who can. They are yours.

Transposition (3)

Being able to be able to genuinely see another's point of view is the foundation skill of becoming a more empathetic person and an emotionally-intelligent leader. The first thing you have to do is – care. I know this sounds trite, but it is true. You have to want to understand where the other person is coming from.

Respect their viewpoint, even if you don't agree with it. Assume they have a valid point buried somewhere among what they are saying – and search for it. Acknowledging a valid point does not mean you agree with everything they say.

Avoid assumptions and don't assume you fully understand someone's experience just because you've been through something similar.

Be aware of your biases. We naturally filter information based on our assumptions and beliefs. Challenge these filters to broaden your understanding.

Diversity of Opinion (2)

The best decisions are made when diverse and conflicting opinions are sought. Consensus is not the goal – arriving at the best course of action is.

Look for contrary views – of why it is good why it is bad, why it will soar, the potential challenges. Engage people who can give you different perspectives – and value their perspectives. Explore how each of your stakeholders will be affected by your plans.

When someone disagrees with you, thank them for they are giving you a potential opportunity to improve the outcome.

Social Awareness (2)

Enhancing your social awareness will help you to navigate interactions more adeptly and build stronger relationships.

- Pay closer attention to social cues. Start by focusing on specific aspects, such as tone of voice or facial expressions.
 - Be an active listener
 - Put yourself in others' shoes during the interaction,. Where are they coming from?
 - Pay more attention to group dynamics - power dynamics, social hierarchies, and unspoken rules.
 - After interactions, take a moment to reflect. Consider how you felt, how others reacted, and what you learned.
- Social awareness is a skill that develops over time.

Active Listening (3)

"Listen to understand, not to reply." Sounds so simple, doesn't it? And yet it can be so difficult to do when emotions are running high and the pressure is on.

All effective communication starts with active listening. *Active* listening means paying attention - enough to then replay what you have heard back to the person for the purposes of enhancing your understanding. Not for the purpose of proving them wrong or even to enhance *their* understanding (even though one or both of these may ensue!).

It requires a genuine curiosity of what the other person is saying - because you believe that they may have something valid to add.

Active listening fosters better relationships and enables better outcomes to be delivered.

Clear Communications (3)

If the other party doesn't understand what you are saying - it isn't their fault. It's yours.

Clear communications are concise and relevant to the audience - and contain a clear 'So What?' and action. Here are some tips from the '*Communication that Works*' module of my '*Leading with Influence*' program:

- Start with the punchline – don't leave it to the end. Most communications jump straight into Context – and lose the audience. State your main point and what do you want them to do – upfront. You will have them on the edge of their seats.
- Be concise.
- Think in terms of layers (eg The purpose of the email subject line is to entice the reader to open it. The purpose of the opening is to entice the reader to read on, ...)
- Tailor the tone, the language and the vocabulary to the audience.
- Answer 'So What?'
- Make your paper or email visually appealing.
- Remember: good written communications takes time and practice.

Managing Conflicts (3)

How to managing conflicts and difficult situations with honesty and respect?

- Stay calm. Pause before responding.
- Seek to understand. Avoid interrupting or formulating your response while they speak.
- Recognize and validate their emotions: "I understand this is frustrating for you,"
- Express your feelings and needs using "I" statements. For example, "I feel hurt when..." or "I need clarity on..."
- Avoid blaming or accusing.
- Shift the conversation toward finding solutions.
- Play the ball and not the player: Refrain from attacking the other person's character or making hurtful comments. Keep the discussion respectful.
- Choose your battles: Not every disagreement requires confrontation. Sometimes, letting go is the best choice.
- Find areas of agreement. Highlight shared goals or interests.
- Apologize when wrong. Honesty and humility go a long way.

Motivating Others (3)

Motivating others demands genuine care for them, active communication and a commitment to helping them to be successful. It requires you to:

- Understand what drives them
- Be clear about what you want them to do – but frame it from their perspective. Why should they be motivated to do this? What is in it for them?
- Lead by example
- Praise them and show gratitude for their efforts and commitment
- Appeal to their emotions
- Set them up to succeed and empower them to deliver - together

Key Development Areas

"Very Important" (with scores of 1 or 2)

Controlling Emotions (2)

The first step to controlling our emotions is to accept the fact they exist and that they are entirely normal. Observe them without judgement.

Our aim is to lessen the number and intensity of the times we react emotionally. Try the following:

- Take a pause. Count to three before reacting.
- Breathe mindfully. Inhale slowly for a count of 4, hold for 4, and exhale for 4. This calms your nervous system and helps regain control.
- Read the Room: Adjust your emotional responses based on the context.
- Create Space: Step away from the situation if you feel yourself about to erupt. Reengage in a calmer frame of mind.

Detachment (2)

Being slightly detached, emotionally, does not mean not caring. Quite the opposite. If you care enough to be slightly detached, you will achieve far greater outcomes.

Watch the scene as if you were the camera operator or the director, rather than the actor. The director would be thinking how he/she would want the scene to play out, interested in the plot twists but not directly involved in the heat of the moment. But once the scene is over, they are ready to influence.

Adaptability (2)

Change and uncertainty are not only inevitable, they are the natural state of the world. Entropy is the term science gives to this truth. Order and certainty are only ever temporary.

Accepting this fact is the critical first step to enhancing our ability to adapt.

- Embrace the law of consequences (there are implications and consequences to every decision, to every change) and the law of unintended consequences (we cannot always see all of the consequences in advance). Seek out the former and accept the latter.
- Be open-minded and willing to explore new approaches.
- Stay Curious.
- Embrace challenges by developing your problem-solving skills.
- Develop your resilience (see chapter from *The Power to Change*).
- Step out of your comfort zone once in a while
- Learn from mis-steps (don't use the word 'failure' – it has terminal overtones)

Understanding the Motivations of Others (2)

What motivates other people? What drives them? What will make them nod along in agreement? What will make them clam up?

To understand the motivations of others, start with yourself. What motivates you? What are you seeking to achieve – and why? What is about your upbringing, education, personal circumstances affects the way you think and feel? What are your prejudices and biases – and how do they affect your behaviour?

Then ask each of these questions of the other person. Without judgement and with curiosity. Ask yourself what may be the right reason and the real reason behind their actions.

Respect for Others (2)

You don't have to agree with the other person to respect them. Respectful disagreement lies at the heart of every high-functioning team or partnership.

It isn't always easy to respect the other person, especially their values appear to be the polar opposite of yours and you sense they have a selfish personal agenda. But the picture we have formed of them is rarely 100% accurate.

We need to take a deep breath and take another look, this time with as much respect as we can muster. Interactions are transformed when we assume that the other person has the best intentions of the organisation, that they are 'coming from a good place' – but we can't see it yet.

With this new perspective (even if it is forced to begin with) you can seek to understand what they are trying to achieve. Once you think you have done that, replay what you understand back to them – with respect.

Scanning (2)

Scanning how an interaction is going in real time and picking up on social cues involves more than just observing – it involves understanding the underlying dynamics of the situation. This is a skill that can only improve with practice.


- Pay close attention to verbal and non-verbal cues - body language, tone of voice, and facial expressions.
- Stay present
- Be alert to how people react to others during the interaction
- Check your observations with a buddy after the event

My Action Plan

What are your key learnings from all of the above?

What are the top 5 actions that you will do to further develop your EQ?





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