LEADERSHIP EQ 360

REPORT

Sam Sample
Other Raters (3), Family/Friends (3), Direct Reports (3), Peers (4), and Manager (3)

Sample Report
Multi-Health Systems Inc.

December 05, 2014

MHS

Self-Actualization
Pursuit of meaning; Self-improvement

| 70 | 90 | 100 | 110 | 130 |

105

Low Range   Mid Range   High Range
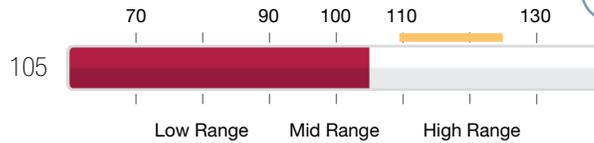
How You Responded:

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, as a leader it means finding purpose and enjoyment in your role and performing to your fullest potential. Sam, your result suggests that you operate with a slightly higher sense of accomplishment and resolve than most leaders, which spurs both you and the organization to strive for greatness. Your result may mean that:

- You operate with an energetic focus and involvement in your business objectives.
- You achieve the goals you establish for the organization, although you may benefit even more by setting stretch goals that challenge yourself and others.
- For the most part, you believe you are fulfilling your potential.
- On rare occasions, you may not be making optimal use of your full skill-set.

While you scored slightly above average on Self-Actualization, you could benefit from strengthening these skills and reaching the leadership bar.

Leadership Impact

Authenticity   Insight

Leadership Implications. You are likely leading people with a moderate sense of mastery and accomplishment. You usually motivate your employees to achieve their potential, and you ignite their ingenuity and resolve to achieve personal and professional goals. You may benefit from striving even harder to be the best you can be so that your work and personal life are as meaningful as possible.

Organizational Implications. You are perceived as a person who is striving to learn, developing new skills and willing to grow in order to fully optimize your talents. If strengthened, this quest could permeate the entire organization, as employees may emulate your approach. This drive for self-fulfillment may stimulate higher productivity and greater employee satisfaction. Continue to work on achieving the zenith of your potential so that employees may learn from this style.

Strategies for Action

One Small Step. Transcribing your objectives is a great strategy to solidify your action plan as you work toward greater self-actualization.

- By writing your action plan on paper or sharing it with a colleague, you solidify your goals. Choose one small strategy for making your life more enriching and share this with a colleague or place it in your calendar. Or, is there a way you can get your whole team involved in adding more meaning to the workday? Research clearly demonstrates that the likelihood of successful goal attainment increases by the mere fact of simply writing down your goals.

Capitalize on Strengths. You are already aware of your passions, though at times you may not realize it.

- List tasks in which you excel (e.g., chairing meetings, producing comprehensive financial reports), and try to incorporate these activities throughout the workday. If you feel unsure of your areas of strength, pinpoint pursuits in which you receive many compliments, or ask your colleagues for feedback. These activities will reinvigorate your zeal for work and improve your productivity.

Balancing Your EI

This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (105) ⟶ Self-Regard (69)

Your Self-Actualization is higher than your Self-Regard. To balance these components, set realistic goals that are challenging and aligned with what you are trying to achieve in life. If you set goals that are unrelated to what is important to you, accomplishing them will not necessarily improve your self-worth. Set goals that are challenging, relevant, and give meaning to your life.

MHS

Self-Actualization
Pursuit of meaning; Self-improvement

70   90   100 110   130

DR · M F S

Low Range   Mid Range   High Range
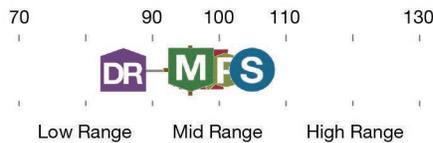
How Your Raters Responded:

There is variability in how your rater groups rated your Self-Actualization—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

The rater group whose score is most different from your self-assessment: **DIRECT REPORTS**

How your DIRECT REPORTS rated you:

You see yourself as being more self-actualized compared to how you are seen by your Direct Reports, which could mean that your goals and achievements do not align with what others expect of you. It may seem that you are not contributing to your fullest, or that you lack commitment to your role. It may be the case that this rater group is not aware of certain types of pursuits and activities in which you engage. For example, your colleagues may not know you coach soccer or volunteer at a senior's centre in your community. Given that perceptions of your self-actualization can have profound implications for future opportunities, you might want to appropriately show others that your goals are indeed stretching you above and beyond what is expected for satisfactory performance. *How can you show more drive and passion when interacting with your Direct Reports?*

The rater group that agreed most closely with your self-assessment: **PEERS**

How your PEERS rated you:

You and your Peers agree that you are usually self-motivated and driven to accomplish meaningful goals. This consistency in ratings means that you and your Peers believe that you have something to contribute, but that you could benefit from showing a greater drive to reach more challenging goals and greater enrichment in your work and personal life. Self-Actualization is a continuous process, and improvement can always be made. Sam, continue to expand your interests and contributions in your personal and professional worlds, and seek tasks that make good use of your natural abilities. *How can you ensure that your goals and contributions are in line with the expectations of your Peers?*

| This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Accomplishes goals	5	4	5	4	5	4
Has something to contribute	5	4	5	4	4	4
Seeks enriching experiences	5	4	4	4	4	4
Self motivated	5	4	4	4	4	4
Makes good use of abilities	4	4	4	4	4	4
Strives to be the best he/she can be	4	4	4	3	4	4
Driven to achieve	4	4	4	3	4	4
Makes life meaningful	4	4	4	3	4	4
Looks for ways to improve	4	4	4	3	4	4

Responses: 1 Never/Rarely   2 Occasionally   3 Sometimes   4 Often   5 Always/Almost Always   ? Omitted Item

This table contains abbreviated versions of the items your raters responded to. These items are copyrighted and not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

▌ Independence
Self-directed; Free from emotional dependency

60

70	90	100	110	130

Low Range   Mid Range   High Range
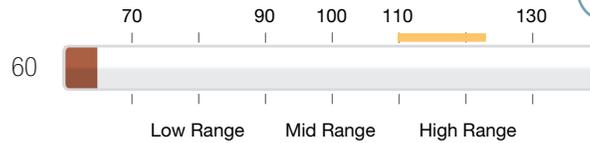
▌ How You Responded:

Sam, being independent means that you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. As a leader, this approach can be particularly obvious when you need to make decisions. Although you do need to consult with your team and gain their buy-in, regularly passing on the role of primary decision maker can hurt the performance of your team and your reputation as a leader. Consider the following interpretation of your results:

- You prefer to receive guidance and direction from others on many decisions you make.
- Since you likely crave the approval of your team, you may not bring forth alternative opinions, which may mean the group is determining the course of action without your input.
- You may fear that the decisions you make for your team will prove to be a mistake, restraining risk taking.

You scored below the leadership bar on Independence and could benefit from strengthening skills in this area.

▌ Leadership Impact

Authenticity   Insight

Leadership Implications. Your tendency to depend on others instead of operating autonomously means you may struggle to make quick, objective decisions—a critical skill for leaders. Your team is likely to find you open to their ideas and needs, and while on the surface this appears to be a great characteristic, you may do so at the expense of voicing your own thoughts and beliefs. Even though your team may not agree, sharing your personal and unbiased thoughts helps you be viewed as a leader and not as a follower.

Organizational Implications. In conversations or meetings, you may find yourself adopting the same emotions or opinions as others in the room, or easily conforming to others' decisions. When ideas are brought to the table, you may find yourself being more of a passive receiver than an active participant. As a leader, it is crucial to consider multiple ideas, explore each idea from a broad range of perspectives, and encourage your team to do the same.

▌ Strategies for Action

Step Up. The next time you have to make a decision, follow these steps.
- Write down a list of people you can consult for advice.
- Write a list of pros and cons for and against the possible decisions.
- Reach out for advice: if you have any additional information for your list of pros and cons, integrate it now.
- For options you wish to dismiss, write the reasons why.
- Use the remaining pros and cons to make the final decision from the options.

Enhance Your Confidence. Holding on to convictions becomes difficult when we start doubting ourselves and the decisions we make. When you start second-guessing your decision:
- Rewrite the problem you are trying to solve, considering the people and areas affected by the decision.
- Check in with trusted colleagues to ensure that you have not missed any information required for your decision.
- Review the list of pros and cons you used in your decision-making process.

These steps will keep you focused on the task and give you the confidence you need in your decision-making.

▌ Balancing Your EI

This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Independence (60) ◀ Problem Solving (111)

Your Independence is lower than your Problem Solving. Although collaborative solutions are often effective, these facets are balanced when solutions are not just a reflection of what the group thinks or wants. Ideally, group input is considered and integrated with what you think is needed to determine the best course of action.

MHS

▌ Independence
Self-directed; Free from emotional dependency

70		90	100	110		130	

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Low Range   Mid Range   High Range
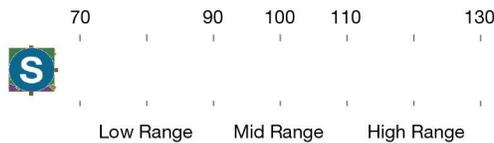
▌ How Your Raters Responded:

There is variability in how your rater groups rated your Independence—some see you differently than you see yourself, while others agree with your self-assessment. This section details:
1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

The rater group whose score is most different from your self-assessment:

DIRECT REPORTS

How your DIRECT REPORTS rated you:

The gap between how you and your Direct Reports responded suggests that you are seen as less independent than you believe yourself to be. Consider whether the decisions you make could appear to be heavily based on the input of others, particularly from the viewpoint of your Direct Reports. It may be worthwhile to clarify what level of autonomy this rater group expects; perhaps what you believe to be gathering input is seen as seeking reassurance and validation by your Direct Reports. Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Direct Reports have rated you lower than you did yourself on Independence? What are the implications of believing yourself to be more independent compared to how others see you?*

The rater group that agreed most closely with your self-assessment:

FAMILY/FRIENDS

How your FAMILY/FRIENDS rated you:

You and your Family/Friends are in agreement that you are less independent than most people and could benefit from exercising more autonomy in your approach to work and in the expression of your thoughts and feelings. For instance, rather than making a decision on your own, this rater group may see you being influenced by others' opinions or needing reassurance from others before a final decision is made. Sam, you and your Family/Friends are aware of your tendency to adopt the same emotions or opinions as others when in meetings or conversations. Conforming to the influence of others may give the impression that you are a great team player, but it can be at the expense of your independent voice. *Have there been times when you were influenced by others to abandon an idea of your own?*

This person…	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Finds it hard to make decisions	4	4	4	5	4	4
Clings to others	4	4	4	4	4	4
Easily influenced	4	4	4	4	4	4
Prefers job where told what to do	3	4	3	4	4	4
Difficult doing things on own	3	4	3	4	3	4
Needs reassurance	3	4	3	4	3	4
Needs others	3	3	3	4	3	3
More of a follower	3	3	3	4	3	3

Responses: 1 Never/Rarely   2 Occasionally   3 Sometimes   4 Often   5 Always/Almost Always   ? Omitted Item

This table contains abbreviated versions of the items your raters responded to. These items are copyrighted and not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

▓ MHS

Interpersonal Relationships

Mutually satisfying relationships

70   90   100   110   130

75

Low Range   Mid Range   High Range
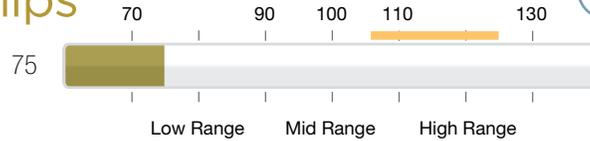
How You Responded:

Leadership cannot exist without strong relationships. Even if you have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Sam, your lower score indicates that you may struggle with gaining buy-in, coaching, instilling trust, and garnering the resources that you need to reach team and organizational goals. The stronger your interpersonal skills, the better you'll be able to engage your team to reach common goals. You may:

- Genuinely like those you work with but have not focused on getting to know them on a deeper level (e.g., their talents and interests); knowing people only at a surface level holds you back from finding ways to motivate and inspire your team.
- Rely on your own devices to get the job done rather than asking for help or delegating appropriately.

You scored below the leadership bar on Interpersonal Relationships and could benefit from strengthening skills in this area.

Leadership Impact

Authenticity   Insight

Leadership Implications. Your result in Interpersonal Relationships indicates that your leadership approach is likely process-oriented and not focused on building strong relationships. Keep in touch and stay connected with your team members' reality by coaching them to reach their fullest potential. A lack of rapport can keep your team from comfortably sharing valuable information and feedback that lead to better-informed decision-making. Mutually satisfying relationships can help you motivate and inspire your team, and gain the commitment needed to follow through on strategies.

Organizational Implications. When relationships are not as strong as they can be, you may struggle to play on the organizational stage. Your impact may be nominal because without loyal and trusted colleagues, you don't have the network needed to gain resources for your team. Maintaining mutually beneficial relationships can have immeasurable returns, both in terms of providing you with a supportive network to buffer the negative effects of stress, as well as to promote a positive team and corporate culture.

Strategies for Action

It's an Open Concept. How approachable are you? Do you have an open door policy, but nobody walks into your office? Leaders can sometimes lose sight of how their behavior can actually close their open door.

- Determining whether you are approachable requires a thorough examination of your leadership behaviors. For example, do you actively listen, or check your smartphone when someone is talking? Are you a good sport about tolerating workplace annoyances? Do you actively participate in company events, groups and parties?
- Brainstorm at least five other indicators of an approachable leader, and if you need help, ask a coach or a trusted colleague for their input.

Recognition Goes a Long Way. Remember to express recognition on a regular basis.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleagues. These opportunities can help expose you to the type of recognition people prefer.

Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships (75)   Problem Solving (111)

Your Interpersonal Relationships result is lower than your Problem Solving result. These factors work together effectively when decisions are made and problems are solved while considering how the decisions will impact those around you. Take extra time when needed to communicate with others from the beginning so that they are engaged in the solution process.

70   90   100   110   130

M F S

Low Range   Mid Range   High Range
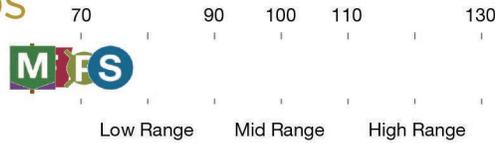
■ How Your Raters Responded:

There is variability in how your rater groups rated your Interpersonal Relationships—some see you differently than you see yourself, while others agree with your self-assessment. This section details:
1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

The rater group whose score is most different from your self-assessment: DIRECT REPORTS	How your DIRECT REPORTS rated you: This gap suggests that your Direct Reports may have higher expectations for your relationships than you do. It is important to examine any differences where others may not experience the same quality of relationship as you do. In the case of your Direct Reports, there may be unmet needs or unequal give and take in this relationship, or perhaps this rater group sees a similar situation in the way you interact with others. You need strong relationships to successfully navigate your career. If interactions become strained because people see you as less trusting or approachable, they may avoid sharing information with you or feel little commitment to fulfilling their part of any shared objectives. *Do you treat your relationship with your Direct Reports any differently than you treat your relationships with your other rater groups?*
The rater group that agreed most closely with your self-assessment: PEERS	How your PEERS rated you: You and your Peers agree that you could focus more on developing mutually satisfying relationships. Sam, your relatively low result on this scale suggests that you either have difficulty connecting with this group, or that you are generally dissatisfied with the quality of your current relationships. While it's critical to focus on the task at hand, if you rarely engage in personal, friendly conversations, you will miss out on learning about the expertise and talents of your colleagues. Additionally, strong relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *Think about what kinds of social situations make you more comfortable than others. What it is about these interactions that allows you to be more engaging?*

This person…	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
	4	3	3	2	3	3
	3	2	3	2	3	2
	3	2	3	2	3	2
	3	2	3	2	2	2
	3	2	3	2	2	2
	3	2	2	2	2	2
	3	2	2	1	2	2
	3	2	2	1	2	2

Responses: 1 Never/Rarely   2 Occasionally   3 Sometimes   4 Often   5 Always/Almost Always   ? Omitted Item

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MHS

▉ Reality Testing

Objective; See things as they really are

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        70        90   100  110       130
   93  [██████████████]        [▬▬▬]
      Low Range   Mid Range   High Range
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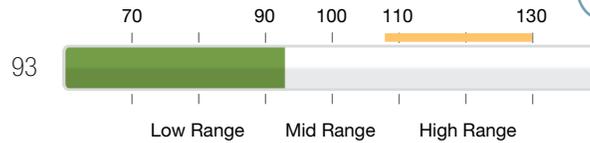
▉ How You Responded:

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Sam, your result on this subscale may mean that at times you lose your objectivity in favor of seeing things the way you wish them to be. Falling just below the midpoint means you may be connected with what is happening around you. However, if your decisions and interactions at times seem unrealistic, your team may question them. Your result suggests:

- You have a moderate sense of what is happening around you, but could benefit from being even more tuned in to your team and the organizational landscape.
- You may habitually deal with everyone in the same way, not always adjusting your approach to individual needs.
- You may set goals for yourself and others that are unrealistic, and you can benefit from creating goals that are based on data and reasonable expectations.

You scored below the leadership bar on Reality Testing and could benefit from strengthening skills in this area.

▉ Leadership Impact

Authenticity   Insight

Leadership Implications. You are likely conveying an appropriate level of objectivity which helps your direct reports see you as a fair, accurate and in-touch leader. Your leadership is likely even-keeled, particularly if you are high on impulse control as well. However, there may be times, particularly when under stress, when you allow your emotions and personal biases to cloud your objectivity.

Organizational Implications. Your midrange result suggests that you understand that giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Your goals are usually seen as realistic although more effort here could ensure that others, particularly those in other teams, can trust that your decisions are rooted in evidence. Leaders who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements.

▉ Strategies for Action

Fearing the Worst, or Sugarcoating Reality? Under times of stress, you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality. Which of these two extremes best describes you when you are not seeing things realistically?

- If you worry about catastrophes, remember that sometimes the best actions involve risks. Don't be stymied by worst-case scenarios that may never occur. Is there evidence that there is real danger? Try running your catastrophe hypothesis by a third party to see if it has any truth.
- If you tend to sugarcoat reality, try playing the role of "devil's advocate", and find data to more accurately describe the current situation. Also, watch others' reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

Opening the Books. Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is a form of power and can combat the tendency to color reality with our own personal biases.

Instill this power in your team. Validate theories, and assumptions and avoid targets that have no basis in hard data.

▉ Balancing Your EI

This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing (93) ⟫ Self-Regard (69)

Your Reality Testing is higher than your Self-Regard. To align these components, set meaningful but attainable goals and base your self-assessment on the accomplishment of these goals. The use of objective, supportive feedback can be helpful.

70   90   100   110   130

DR MS

Low Range   Mid Range   High Range
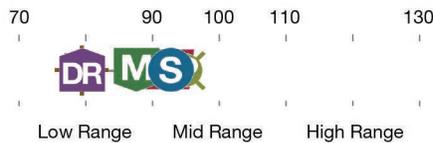
■ How Your Raters Responded:

There is variability in how your rater groups rated your Reality Testing—some see you differently than you see yourself, while others agree with your self-assessment. This section details:
1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

The rater groups whose scores were most different from your self-assessment:

OTHER RATERS DIRECT REPORTS

How your OTHER RATERS AND DIRECT REPORTS rated you:

Your self-assessment suggests that you see yourself as more objective and realistic compared to the perceptions of your Other Raters and Direct Reports. You may feel that you are setting realistic goals, and making clear, objective decisions; however, those around you may not perceive the same level of practicality in these plans. Reality Testing includes being aware of what is happening around you, particularly when emotions run high. It seems that your Other Raters and Direct Reports may pick up on times when you are less tuned-in to situations, or when you see things as you wish them to be rather than how they really are. *Can you think of an example where your Other Raters and Direct Reports might have observed you being unrealistic or biased in your evaluation of a situation?*

The rater group that agreed most closely with your self-assessment:

FAMILY/FRIENDS

How your FAMILY/FRIENDS rated you:

Sam, you and your Family/Friends agree that you are generally connected to what is happening around you, taking the time to validate the way you see things against external data. Consider the plans and goals you set for yourself and others. How do you know they are realistic? What about your reaction to an upsetting problem? How can you tell whether you over- or under-reacted? You have room to grow in your capacity to see things objectively; strive to create a more consistent experience of your unbiased approach to making decisions. *How can you check in with your Family/ Friends to ensure that the goals you set are realistic? What evidence tells you whether or not you are being objective?*

This person…	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Sees situations as they really are	4	4	4	3	4	3
Makes realistic plans to achieve goals	4	3	4	3	4	3
Recognizes own biases	4	3	4	3	4	3
Has good sense of strengths and weaknesses	4	3	4	3	3	3
Knows what to be objective	4	3	3	3	3	3
Knows what emotions affect objectivity	4	3	3	3	3	3
Even when upset, aware of what's happening to self	3	3	3	2	3	2
Has a good sense of what is going on	3	3	3	2	3	2

Responses: 1 Never/Rarely   2 Occasionally   3 Sometimes   4 Often   5 Always/Almost Always   ? Omitted Item

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■ MHS

Stress Tolerance
Coping with stressful situations

EQ 360®

| 70 | 90 | 100 | 110 | 130 |

91

Low Range   Mid Range   High Range
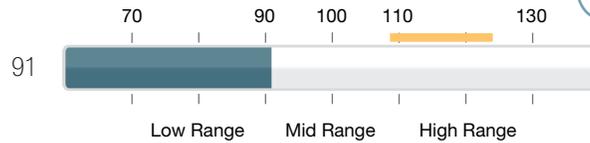
How You Responded:

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Sam, your result indicates that you are slightly less comfortable than most when dealing with challenging situations. Some difficulties may arise when deadlines are imminent. Nevertheless, you generally inspire confidence in your team concerning your capability to manage change and complex issues. Some characteristics of your result are:
- You are able to achieve results when under pressure.
- You are generally viewed as a resource who is equipped with effective coping strategies, although you could always add more to your repertoire.
- You may, at times, feel uneasy managing multiple competing priorities and goals.

You scored below the leadership bar on Stress Tolerance and could benefit from strengthening skills in this area.

Leadership Impact

Authenticity   Insight

Leadership Implications. Your even-keel demeanor is a tool that allows you to effectively weather most challenges encountered at work. To your direct reports, you are normally seen to calmly appraise a situation at hand, and show confidence in your ability to resolve issues. Regardless, there remain some times and trigger points when you may feel overwhelmed and unable to lead others through pressure and deadlines.

Organizational Implications. While you are able to cope with the challenges that you encounter at work, at times you may not be able to make tough decisions under pressure. By developing your stress tolerance, your skill at handling conflict and at managing your emotions under situations of duress leads to problems being effectively solved. Be sure to balance your focus between the long-term growth of the organization and the use of short-term "band-aid" solutions. If you further strengthen your tolerance to stress, others may see you as a resource when stressful events occur and may seek your counsel when they are unsure of the best course of action. Try to appear composed even when your emotions may cloud your judgment.

Strategies for Action

Exercise. If you experience tension from a stressful circumstance, exercise will help ease the strain.
- Exercise relaxes muscles and eases pent up energy, allowing you to redirect your focus.
- Stress related illnesses are avoided and endorphins are released that help fuel concentration.
- By maintaining a regular fitness routine, your reaction to stress will be mitigated with time.

Implement a Wellness Program. Organizations that invest in stress management initiatives help fuel a productive workforce. Major overhauls are not necessary, as small initiatives can have a major impact.
- Diet can have a substantial effect on one's ability to cope with stress. For instance, if the organization has an on-site cafeteria, a good recommendation is to replace unhealthy food with fresh fruit and vegetables, host a cooking class, or have a team potluck encouraging healthy eating and socializing.
- Employees can be encouraged to take a yoga or tai-chi class during their lunch hour at a subsidized rate.

Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance (91) Problem Solving (111)

Your Stress Tolerance is lower than your Problem Solving. While solving the actual problem is of course necessary, it is also important to pay attention to effectively coping with the stress it creates. When problems take longer to resolve (e.g., ongoing job demands), you may need to use coping strategies (e.g., relaxation techniques) in order to keep you energized and effective in the long run.

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MHS

■ Stress Tolerance
Coping with stressful situations

70   90 100 110   130

S DR M P

Low Range   Mid Range   High Range
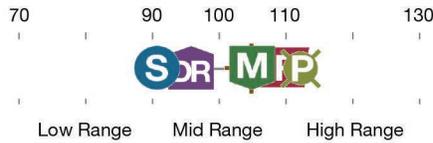
■ How Your Raters Responded:

There is variability in how your rater groups rated your Stress Tolerance—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

The rater group whose score is most different from your self-assessment: PEERS	**How your PEERS rated you:** To your Peers, you appear to be handling stress better than you think you are handling it. This discrepancy could mean that you do not visibly display the signs of stress or fatigue, even though physically and emotionally you may be feeling it to some degree. Individuals who find themselves in this situation are prone to burnout or illness as they have the tendency to take on more work given their composed demeanor and may be less likely to get the help they need. Consider why this rater group might believe you to be more tolerant of stress. Do you tell them that everything is under control when in fact you feel overwhelmed? *Why would your Peers give you a higher rating on Stress Tolerance than you gave yourself?*
The rater group that agreed most closely with your self-assessment: DIRECT REPORTS	**How your DIRECT REPORTS rated you:** Sam, you and your Direct Reports agree that you generally withstand adverse events and stressful situations but there are times when mounting pressure might cause you to lose your composure. Both you and your Direct Reports would likely agree that there is room to improve your ability to tolerate stress, selecting from a wider range of coping mechanisms to maintain your calm and focused demeanor. Keep in mind that not all raters agree with your self-rating, so there may be interactions with certain individuals in which you are more tolerant or less tolerant of stress. *What strategies do you use to cope with stress? What do you think is the reason for the agreement between you and your Direct Reports regarding how you handle stress?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Keeps calm	4	5	5	4	5	5
Can't think clearly when under stress	2	1	1	2	1	1
Thrives when challenged	4	4	5	4	5	4
Handles stress well	4	4	5	4	5	4
Performs well under pressure	4	4	5	4	4	4
Copes well	3	4	4	4	4	4
Handles upsetting problems	3	4	4	3	4	4
Does not react well to stress	3	2	2	3	2	2

Responses: 1 Never/Rarely   2 Occasionally   3 Sometimes   4 Often   5 Always/Almost Always   ? Omitted Item

This table contains abbreviated versions of the items your raters responded to. These items are copyrighted and not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

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Well-Being Indicator

Satisfied with life; content

101
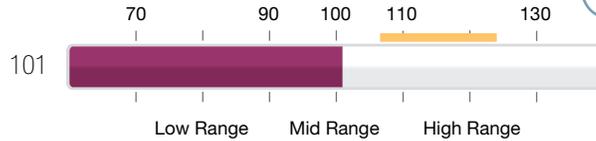
How You Responded:

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being. Your Happiness result is shown on this page, linked to your results on the four subscales most often associated with Happiness. Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

Sam, your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:
- Have fun at both work and play while participating in activities you enjoy.
- Be seen by your team as likeable and pleasant to be around.
- Have to occasionally manage your discontentment with certain aspects of your life.

Of the subscales most typically tied to Happiness, you scored lower in Interpersonal Relationships and Self-Regard. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (69)

Happiness is a by-product of believing in oneself and living according to your own values. Your low Self-Regard may lead you to question your values, performance, and decisions, ultimately lowering your happiness.
- What leadership skills are strengths for you? Can you use them more often?
- How can you show more conviction in your decisions? How will this help your leadership?

Optimism (115)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.
- How does your optimism increase employee motivation and productivity?
- What can you do to impart this optimistic outlook in a transparent manner so that colleagues can benefit?

Interpersonal Relationships (75)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your lower result in Interpersonal Relationships suggests that you may not have a strong, supportive network that can help restore your happiness when you need it the most.
- How often do you interact with others to complete a "transaction," instead of having a meaningful interaction?
- Do you try to gain feedback and advice from colleagues? Seek their input to improve your leadership skills.

Self-Actualization (105)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualization, but further development in this area will help to promote feelings of achievement and overall happiness.
- What responsibilities in your current leadership role allow you to feel self-actualized?
- Can you identify ways to spend more time on those specific activities (e.g., by delegating other tasks to colleagues)?

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Well-Being Indicator

Satisfied with life; content

| 70 | | 90 | 100 | 110 | | 130 | |

Di **S** M **F**

Low Range   Mid Range   High Range
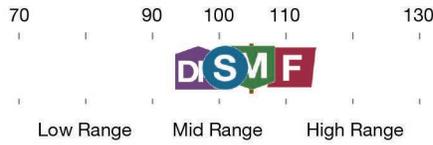
How Your Raters Responded:

There is variability in how your rater groups rated your Happiness—some see you differently than you see yourself, while others agree with your self-assessment. This section details:
1. the rater group whose score was most different from your self-assessment, and
2. the rater group that agreed most closely with your self-assessment.

	Self **S**	Manager **M**	Peer **P**	Direct Reports **DR**	Family/Friends **F**	Other ⌖
Happiness	101	105	102	97	111*	105

* indicates that there is a significant difference between this rater group's score and SELF score

The rater group whose score is most different from your self-assessment:

FAMILY/FRIENDS

How your FAMILY/FRIENDS rated you:

You are perceived by your Family/Friends to be happier compared to what you report yourself. Perhaps you appear to be more satisfied than you actually feel, or alternatively, you may be most comfortable and happiest when working with this particular rater group. Consider whether you openly share your emotions and moods with your Family/Friends, or if you adopt a happy facade in their presence to give the illusion that you are happy. If you feel happier with this group than with other groups or in other contexts, consider which characteristics of this relationship please you most, and work on fostering these characteristics in your relationships with others. What are some reasons why your Family/Friends would rate you differently on Happiness than you rated yourself?

The rater group that agreed most closely with your self-assessment:

PEERS

How your PEERS rated you:

Sam, you and your Peers agree that more often than not, you feel satisfied with your life. Although you acknowledge that there are moments when you could be more content, in most of your interactions with your Peers you convey what you feel on the inside: a general enthusiasm for life and a happy disposition. You may want to look into why there are differences in how other rater groups see your level of Happiness. Consider whether you present yourself in a different light when working with groups other than your Peers. Why would there be more agreement on your level of Happiness between you and your Peers than between you and other rater groups?

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Has a hard time enjoying life	1	1	1	2	1	1
Is not happy with his/her life	1	1	1	2	1	1
Is enthusiastic	4	5	4	4	5	5
Is happy	4	4	4	4	5	4
Is satisfied with his/her life	4	4	4	4	5	4
Is excited about his/her life	4	4	4	4	4	4
Looks forward to his/her day	4	4	4	4	4	4
Is content	4	4	4	4	4	4

Responses: **1** Never/Rarely   **2** Occasionally   **3** Sometimes   **4** Often   **5** Always/Almost Always   **?** Omitted Item

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