

Sam Sample

DECISION MAKER

**EMOTIONAL
INTELLIGENCE**

**SOLUTIONS
DEVELOPMENT**

POWERED BY
**PSYTECH
GeneSys**

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AADC - Psytech International's exclusive partner in the UAE.
T: +971 (0)4 3900 799 E:info@arabianassessment.com



REPORT STRUCTURE

This report presents Sam Sample's Emotional Intelligence (EI) profile in the following sections:

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- Team Working and Open Communication

8. Development Planning

- Feedback and Reactions
- Selecting Areas for Development
- Development Plan



DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The Emotional Intelligence profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Research studies have shown that Emotional Intelligence (EI) contributes to several factors of interpersonal effectiveness and leadership capability. Employees who demonstrate high levels of EI are better at understanding themselves and others, making confident decisions and expressing their views. They have also been found to effectively manage their emotions and have the drive, energy and optimism to succeed. Furthermore, they are more capable of being sensitive to interpersonal and organisational dynamics and relate to others with diplomacy and tact.

This report describes Sam Sample's Emotional Intelligence in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training. These competencies are described in detail below.

The report outlines Sam Sample's most likely personal strengths and weaknesses in each of the EI competency domains. These should be treated as hypotheses to be explored in greater detail via other assessments. For example, Sam Sample's level of job specific knowledge can be assessed through a critical review of his work history and previous qualifications, and by the use of objective tests and structured interviews. His skills can be assessed in greater detail through work sample tests, behavioural observation, role-plays and assessment centre exercises.

This report can be used for assessment and selection, or as a tool to facilitate Sam Sample's personal development. In the latter case it should be used as a starting point to begin exploring with Sam Sample possible development needs and to produce a shared development strategy for promoting his EI competencies

Please Note:

- As the report contains information relating to a number of different competencies, it is important when using it to focus on those competencies that are specific to the role being considered.
- The report describes Sam Sample's EI competencies in terms of his typical behaviour, and should not be taken as an assessment of his maximum (or most effective) performance. Rather it describes his core EI competencies, with his actual performance in any particular setting being influenced by a number of factors in addition to his level of Emotional Intelligence. These include: the specific skills he has developed; the impact the environment has on facilitating or inhibiting his performance; his motivation; his current level of emotional wellbeing, etc.



DIMENSIONS

In line with the work of Goleman this report defines emotional intelligence as consisting of competencies in two domains, the personal and interpersonal. Within these domains, EI competencies are split into two clusters. The definitions of the EI domains and associated competency clusters are presented below.

PERSONAL DOMAIN

The Self-awareness Competency Cluster includes: Emotional Self-awareness; Self-confidence and Accurate Self-assessment. These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

The Self-management Competency Cluster includes: Emotional Self-control; Optimism; Achievement Orientation; Forward Planning; Conscientiousness; Adaptability and Trustworthiness. These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

INTER-PERSONAL DOMAIN

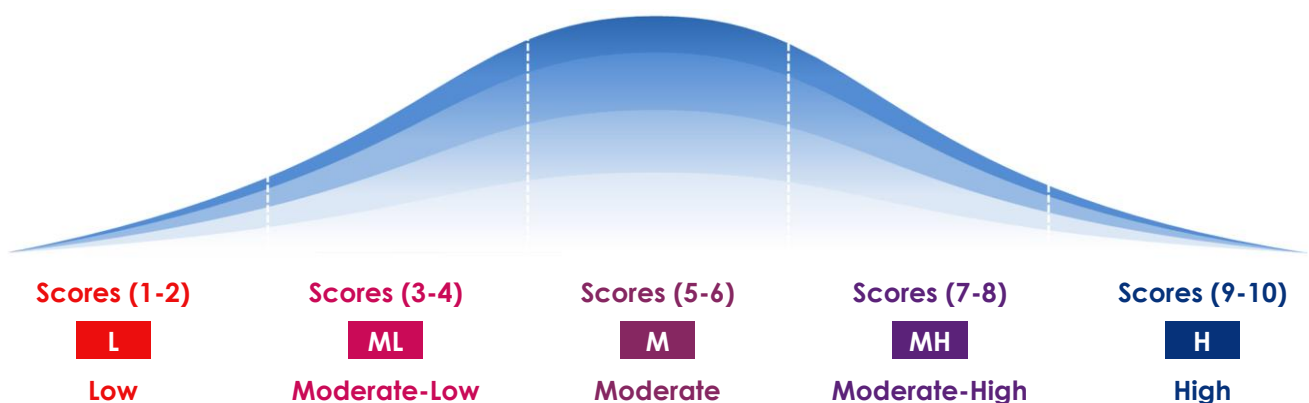
The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

The Relationship Management Competency Cluster includes: Persuasiveness; Conflict Management; Inspirational Leadership; Change Catalyst; Team Working and Open Communication. These competencies enable a person to: communicate effectively; relate to others with diplomacy and tact; network; negotiate successfully; work collaboratively; openly share information; actively participate in team projects; motivate others; actively promote change and develop colleagues' potential through coaching, mentoring and teaching.

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit effective workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.





RESPONSE STYLE

The personality questionnaire contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

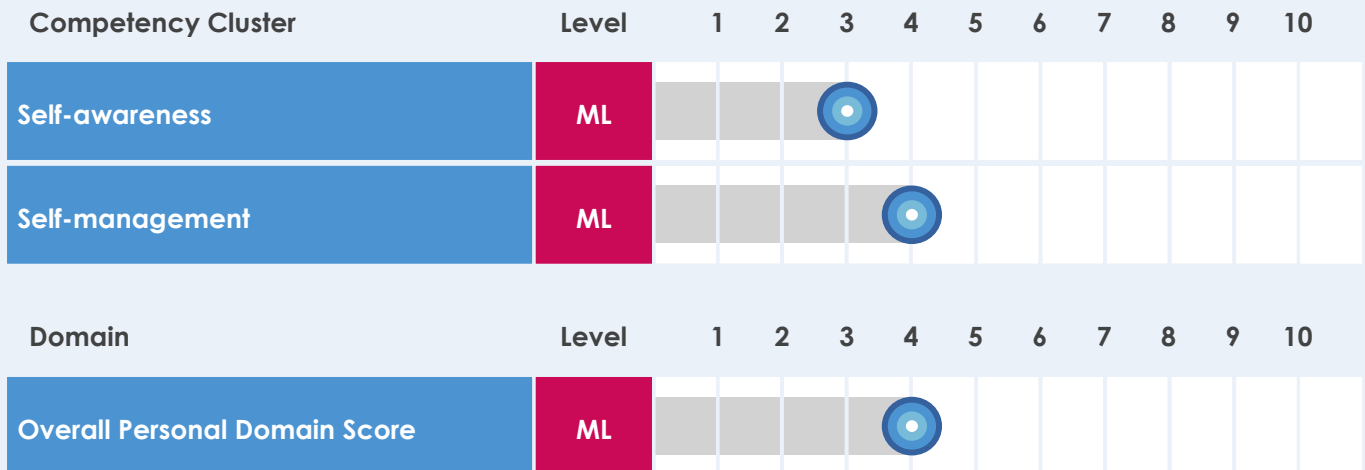
While the results suggest that Sam Sample may not have been particularly concerned about projecting a positive image of himself, he appears to have selected an unusually high number of middle or uncertain answers. This indication may be the result of his considered desire to reveal little of his true self, or may be a function of a genuinely moderate personality, perhaps reflective of someone who prefers not to readily express strong views on many issues. Furthermore, Sam Sample's results indicate that there was a strong element of randomness within how he answered the questionnaire. This indication may be the result of a conscious lack of commitment to the assessment process, a failure for him to buy into the process or simply a lack of willingness to portray his true self. Consequently, the number of central answers combined with the degree of randomness represents a high risk of distortion to the profile.



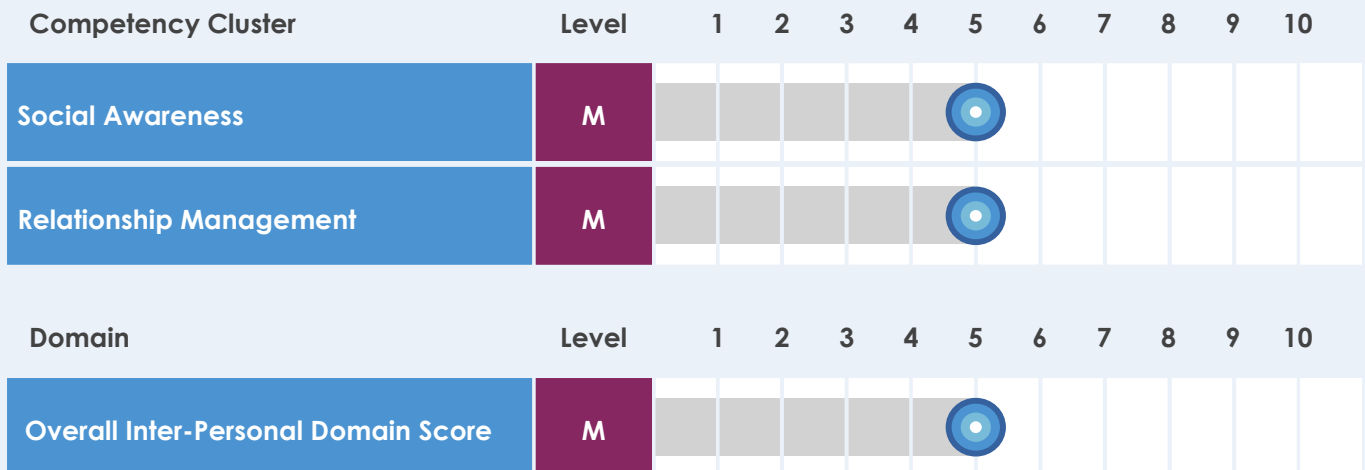
EMOTIONAL INTELLIGENCE PROFILE

The competency scores are weighted composites of the behavioural dimensions that contribute to each of EI Domains. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.

PERSONAL DOMAIN PROFILE CHART



INTER-PERSONAL DOMAIN PROFILE CHART





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sam Sample's responses to the questionnaire. Further details are available in the discussion of the results later in the report.

POTENTIAL STRENGTHS

Sam Sample's responses to the assessment suggest the following core competencies:

- He would be expected to be reasonably happy to take pro-active decisions.
- He would not be expected to be that prone to overestimate his own level of knowledge and skill.
- He is likely to be motivated to try to achieve a balance between attending to detail, while at the same time being open to 'the bigger picture'.

POTENTIAL AREAS FOR DEVELOPMENT

Sam Sample's responses to the assessment suggest the following development needs:

- To be more open to his own emotional experiences.
- To be more sensitive to others' emotions.
- To develop skills at better managing tension and frustration.
- To learn how to express his emotions and needs in a more effective manner.
- To be more attentive to clients' requirements and trying to understand how they can best be met.



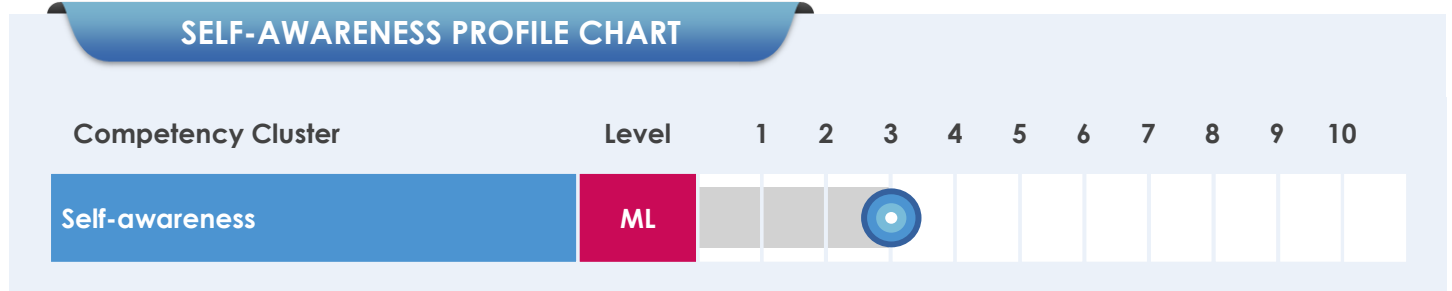
SELF-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-awareness
- Self-confidence
- Accurate Self-assessment

These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

SELF-AWARENESS PROFILE CHART



EMOTIONAL SELF-AWARENESS

Sam Sample's profile indicates he is unlikely to be particularly open to his own emotional experiences. His scores indicate he is inclined to take a fairly tough-minded and fairly utilitarian approach to life. As a result, it would be expected that his natural inclination will be to focus on external realities and ignore his own feelings.

SELF-CONFIDENCE

Sam Sample's responses to the questionnaire indicate he is likely to be fairly confident and self-assured. As a result, he is quite unlikely to be troubled by feelings of self-doubt. His scores indicate he is likely to have a fairly strong sense of his own self-worth and be relatively sure of his own opinions. Consequently, he should be reasonably happy to take decisions pro-actively. He would therefore not be expected to be unduly prone to prevaricate, even when much is at stake. He is likely to cope at least as well as most people with uncertainty; with him being reasonably comfortable making decisions in situations where outcomes are unclear and only limited information is available. His responses suggest he is as socially bold as most. As a result, Sam Sample is likely to have as strong a social presence as most other people. He is likely to be at least as happy as most to freely express his views and opinions, even if they are unpopular; without him being any more concerned than most that his views may be badly received. Sam Sample's scores suggest he is a little lacking in assertion and, as such, may experience some difficulty pushing uncooperative colleagues into action should this be required of him. His responses to the questionnaire indicate he is likely to have fairly high levels of self-esteem and be reasonably confident of his own opinions. Consequently, he is unlikely to feel a particularly great need to seek support and guidance from others.



ACCURATE SELF-ASSESSMENT

Despite the fact that his profile suggests he is not highly confident or sure of his own intellectual abilities, Sam Sample is nonetheless unlikely to be that prone to overestimate his own level of knowledge and skill. His scores suggest he is not any more suspicious than most and that he should be as open to receiving feedback, even when this is not presented in the most constructive manner. Moreover, he should be relatively happy to enter into a dialogue as to how best to improve his performance. Despite this, he may however become a little upset if he feels the feedback he is being given is unfair or undeserved. In general he is likely to be quite open to acknowledging mistakes or errors he has made, but may be a little reluctant to do so if he anticipates censure.



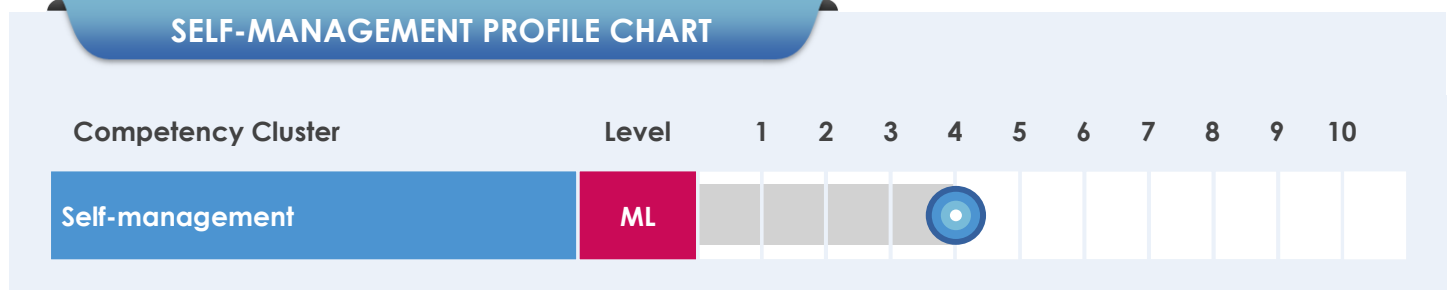
SELF-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-control
- Achievement Orientation
- Forward Planning
- Conscientiousness
- Adaptability
- Trustworthiness

These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

SELF-MANAGEMENT PROFILE CHART



EMOTIONAL SELF-CONTROL

Sam Sample's results indicate that, although he is likely to have above average levels of self-confidence and be fairly self-assured, he may nonetheless be a little less phlegmatic and emotionally stable than many people. As a result, he may be relatively prone to mood swings; with him possibly on occasion finding himself experiencing reasonably strong emotions that could disrupt his work or which others may even find a little difficult to manage. Moreover, he may be prone to experience a little difficulty concentrating in noisy surroundings. As such, his responses indicate he is likely to be a little less emotionally resilient than many and he may not be expected to always cope that well when placed under great pressure. As his scores suggest he has below average levels of frustration tolerance, he might be a little prone to lose his temper if things go wrong. Moreover, he may experience a little difficulty restraining his anger with slow or indecisive people, particularly if he thinks they are purposely being obstructive. Moreover, as he is inclined to be fairly lacking in assertion, there is a risk that in such situations he may be a little prone to bottle up any frustrations he may be experiencing until they become intolerable, at which point he may possibly give vent to his feelings in a slightly explosive manner.

ACHIEVEMENT ORIENTATION

As his results suggest he is as lively, enthusiastic and fun-loving as most, Sam Sample would be expected to have at least as high levels of energy and drive as most other people. As he is unlikely to be very prone to doubt himself, he should not have undue difficulty coping with setbacks and failures. However, being relatively labile in mood, his levels of energy and drive may be a little prone to fluctuate at times for no obvious reason. On such occasions, he might even be slightly prone to feelings of despondency.



FORWARD PLANNING AND CONSCIENTIOUSNESS

The assessment results indicate Sam Sample is likely to have a somewhat below average level of self-control and self-restraint. As a consequence, he would be expected to have a less strong sense of duty than some and to be less committed than some to finishing tasks. However, as his scores also indicate he is likely to be as meticulous and attentive to detail as most people, he would be expected to be reasonably committed to maintaining quality standards. While he is likely to perceive the value of forward planning and be motivated to look to the future to anticipate possible difficulties, he may nonetheless wish to keep his plans sufficiently flexible so as to be able to adapt them to changing events and circumstances as they arise.

ADAPTABILITY AND TRUSTWORTHINESS

As his profile suggests he is no more or less radical than most and no more inclined than most to question existing methods and procedures, Sam Sample would be expected to be as motivated as most people to seek out new solutions to problems. His scores suggest he is no more rule-bound or rigid than most and should therefore be at least as adaptable and open to change as most people. As his profile indicates he is likely to value tradition no more than most and is not by nature very respectful of authority, he may be inclined not to feel duty bound to follow conventional moral standards and codes of conduct.



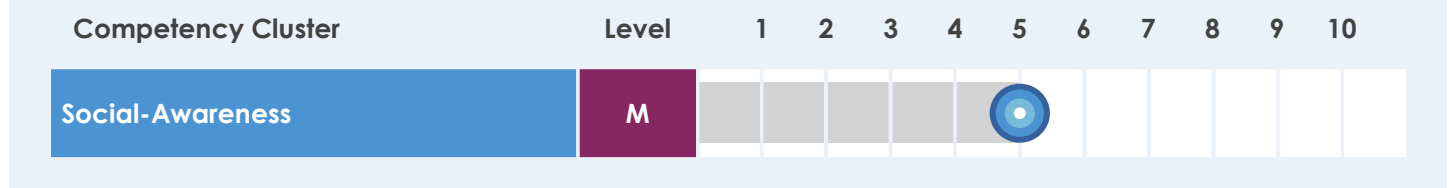
SOCIAL-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Empathy
- Interpersonal Openness
- Organisational ('political') Awareness
- Service Orientation

These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

SOCIAL-AWARENESS PROFILE CHART



EMPATHY

Sam Sample's scores suggest that, while in general he should be as concerned as most people not to say things that might cause offence, he is unlikely to be particularly warm and empathic. As a result, he would be expected to have slightly less insight into, and understanding of, others' emotions than many. However, as he is likely to be relatively attentive to the nuances of the setting he finds himself in, he should in general be at least as diplomatic and restrained as most in his dealings with others. As his scores suggest he is a little lacking in assertion, he may be slightly reluctant to raise issues that might cause discord or disagreement. Moreover, he may on occasion be a little prone to place his desire to preserve harmonious working relationships over the demands of the task.

INTERPERSONAL OPENNESS

His responses to the questionnaire suggest that even though Sam Sample is fairly agreeable and accommodating, he is a little lacking in interpersonal warmth. As a result, active listening skills are unlikely to be one of his strengths. he is somewhat lacking in interpersonal warmth. As a result, active listening skills are unlikely to be one of his strengths. As his profile suggests he is not unduly conservative or traditional by nature, he should be fairly open to others' views and opinions, even if they are highly radical and very unconventional.

ORGANISATIONAL AWARENESS AND SERVICE ORIENTATION

Having a pattern of scores that indicates he is likely to be at least as sensitive to the subtleties and overtones of social situations as most other people, Sam Sample would be expected to be at least as motivated as most to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As his scores suggest he is as disinclined to take others at face value, he is likely to be inclined to question others' motives and consider what hidden agendas (if any) may be at play. Sam Sample's profile indicates he is unlikely to have a great interest in understanding other people's needs, wants and goals, and is not likely to be that intuitive by nature. As a result, he is not expected to be very interested in trying to understand clients' requirements and how they can best be met.



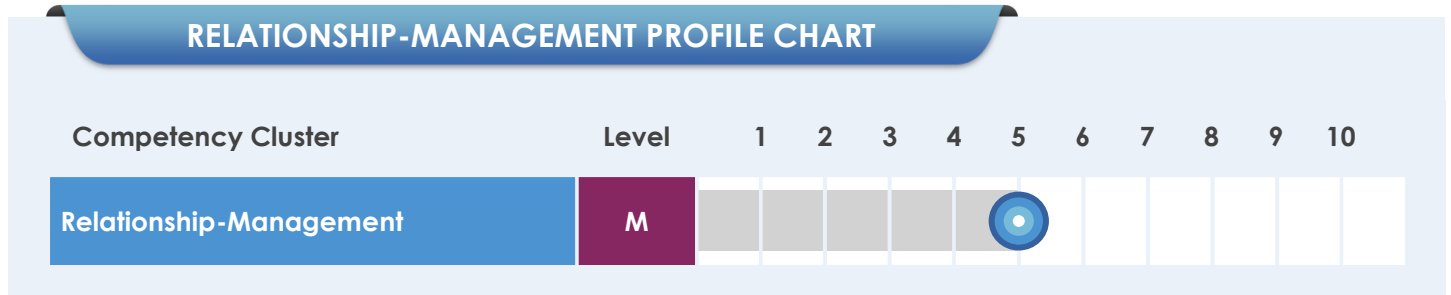
RELATIONSHIP-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Persuasiveness
- Conflict Management
- Inspirational Leadership
- Change Catalyst
- Team Working
- Open Communication

These competencies enable a person to: communicate effectively, relating to others with diplomacy and tact; negotiate successfully; motivate others and actively promote change; network; work collaboratively, openly share information and actively participate in team projects; develop colleagues' potential through coaching, mentoring and teaching.

RELATIONSHIP-MANAGEMENT PROFILE CHART



PERSUASIVENESS AND CONFLICT MANAGEMENT

As the assessment results suggest he is as socially confident as most and is likely to feel relatively comfortable and at ease when speaking to large groups of people, Sam Sample would be expected to be a reasonably effective public speaker. The profile further suggests he is fairly agreeable and accommodating, and should therefore not be particularly likely to try to dominate conversations. As a consequence, others are not likely to feel that they have great difficulty 'making their voice heard' in meetings and discussions with him. In situations where he is negotiating with others he would be expected to try to achieve a balance between making sufficient concessions to move the negotiations forward while not conceding on the most important issues. As his scores suggest he is as motivated as most people to attend to the emotional undercurrents of the setting he finds himself in, he should be capable of being at least as diplomatic and tactful as most others.

INSPIRATIONAL LEADERSHIP AND CHANGE CATALYST

Having a profile which suggests he is as lively and participative as most, Sam Sample is unlikely to experience undue difficulty energising and motivating others. As his responses to the questionnaire indicate he is as open to new ideas as most, others are likely to find the enthusiasm with which he embraces new working methods and procedures to be relatively infectious.



TEAM WORKING AND OPEN COMMUNICATION

As his profile suggests he is not highly group-orientated, Sam Sample is unlikely to greatly enjoy team work. Moreover, as he may be a little prone to believe he does his best work away from the distraction of other people, he is not very likely to have cultivated a network of friends and colleagues to seek out when help and advice is needed. His results further suggest he is not unduly inclined to doubt people's motives and is likely to be at least as open and straightforward as most people in his dealings with others. Consequently, he is unlikely to see undue reason to be guarded or manipulative in his work relationships. Moreover, he is likely to be relatively happy to share information and knowledge with colleagues, with him seeing no more reason than most to fear that they may use this to gain advantage over him. As a result, he is unlikely to be concerned that developing colleagues will undermine his position at work. His profile suggests that when developing others he is likely to prefer teaching to mentoring or coaching. As his scores further indicate he is a little lacking in confidence in his own academic abilities, he may need support and encouragement to take on such roles.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of the profile.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

A detailed description of Sam Sample's most likely behaviour on each of the competency behavioural dimensions is provided in this section along with development recommendations. Please review these before working with him on the development plan.



1. FEEDBACK AND REACTIONS

Gauging Sam Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the "Feedback" report can be shared with Sam Sample before discussing the results with him. Use the following questions to gauge his overall reaction to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam Sample which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plan is for:	This development plan is overseen by:
Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Universal Competency Framework. The areas which have been determined as most in "Need" for development from the profile have been marked with a check mark under the "Need" column, though users may also select other areas which they deem to be in need for development.

Domain	Competency Cluster	Need	Priority
Personal Domain	Self-awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Personal Domain	Self-management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Social Awareness	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Relationship Management	<input type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in "Need" of development and which have also been selected as a "Priority" should be considered as part of Sam Sample's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam Sample's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?