



Thomas Sample

Trait Emotional Intelligence

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Norms: United Kingdom 2010

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This report provides you with information and guidance which can help you become more aware of your emotional intelligence. It provides a basis for development and training activities.

Before going any further please read this introduction. It provides the background you need to understand your report and to act on it.

What is emotional intelligence and why is it important?

How well do we understand ourselves and other people? How do we approach crucial relationships? These are issues in every aspect of our home, social and work life.

Much of our work success is based on our skills, knowledge and experience; but another part depends on how we get on with colleagues, managers, staff who report to us, suppliers and customers. We need to understand ourselves and how we appear to other people, as well as understand what makes other people tick. We can then use this knowledge to achieve our goals. Emotional intelligence is not about being nice or soft. It involves interacting effectively with other people to get a job done or to achieve the kind of life we want.

Emotional intelligence is important in work areas as varied as leadership and management, team and project work and all types of customer relationship. It affects our family and social life.

The Trait Emotional Intelligence Questionnaire measures our understanding of ourselves and of other people, and our ability to use this knowledge to achieve our goals.

How to think about your report

Put the scores and these comments in the context of your life and work when you're thinking about them. Ask questions like: what am I trying to achieve?; where do I have problems in relationships with other people?; what aspects of my emotional intelligence are particularly important in my work or personal life?

Scores on the Trait Emotional Intelligence Questionnaire tend to be very stable over time; as stable as your basic personality. But like your basic personality, work or life events may cause certain aspects of your emotional intelligence to fluctuate. The scores in this report are therefore not carved in stone. They will assist in your own assessment of how effectively you interact with others. This report should be seen as the beginning of an investigation which can result in an improved understanding of how to interact with other people. This will have benefits in both your work performance and social life.

Scores

Your scores are reported in three different banding categories:



The use of the word 'average' does not imply that you can achieve good or bad scores on this questionnaire. The percentages indicate how you responded as compared with the other people who filled in the Questionnaire during its development.

There is no right or wrong way of using emotional intelligence. There are positive and negative implications for all the different scores on this questionnaire. These are explained in the report.

Uses

The Trait Emotional Intelligence Questionnaire is used for a number of purposes. Examples of these are:



It is important that you understand why you have been asked to fill in the Trait Emotional Intelligence Questionnaire and how the scores will be used to benefit you.

This report has been produced by Thomas International website. Further information can be obtained <http://www.thomasinternational.net>

The Trait Emotional Intelligence Questionnaire was developed by K.V. Petrides, PhD at the London Psychometric Laboratory in University College London (UCL).

Factor and Facet scores

Below are your scores on the four Factors of the Trait Emotional Intelligence Questionnaire. Trait emotional intelligence comprises four broad categories called 'Factors' ('well-being', 'self-control', 'emotionality', and 'sociability') that help summarise people's scores on the 15 different Facets. Factors represent a level of measurement that is broader than that of the Facets, but more detailed than that of global Trait Emotional Intelligence. The trade-off between the various levels of measurement (Facet – Factor – Global) concerns breadth versus depth. At the Facet level, descriptions are detailed and focused, whereas at the global level, descriptions give a broad overview. The Factor level provides a useful level of intermediate measurement and description.

Global score

The Global score gives you a snapshot of your general emotional functioning.

This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Background

This report is based on your responses to the questionnaire. It therefore reflects what you think of yourself. Your scores have been compared to the responses of a representative UK working population sample then reported under the headings of four main, broad Factors. These are made up of fifteen more focused Facets.

There are also two independent Facets that do not contribute to a Factor:

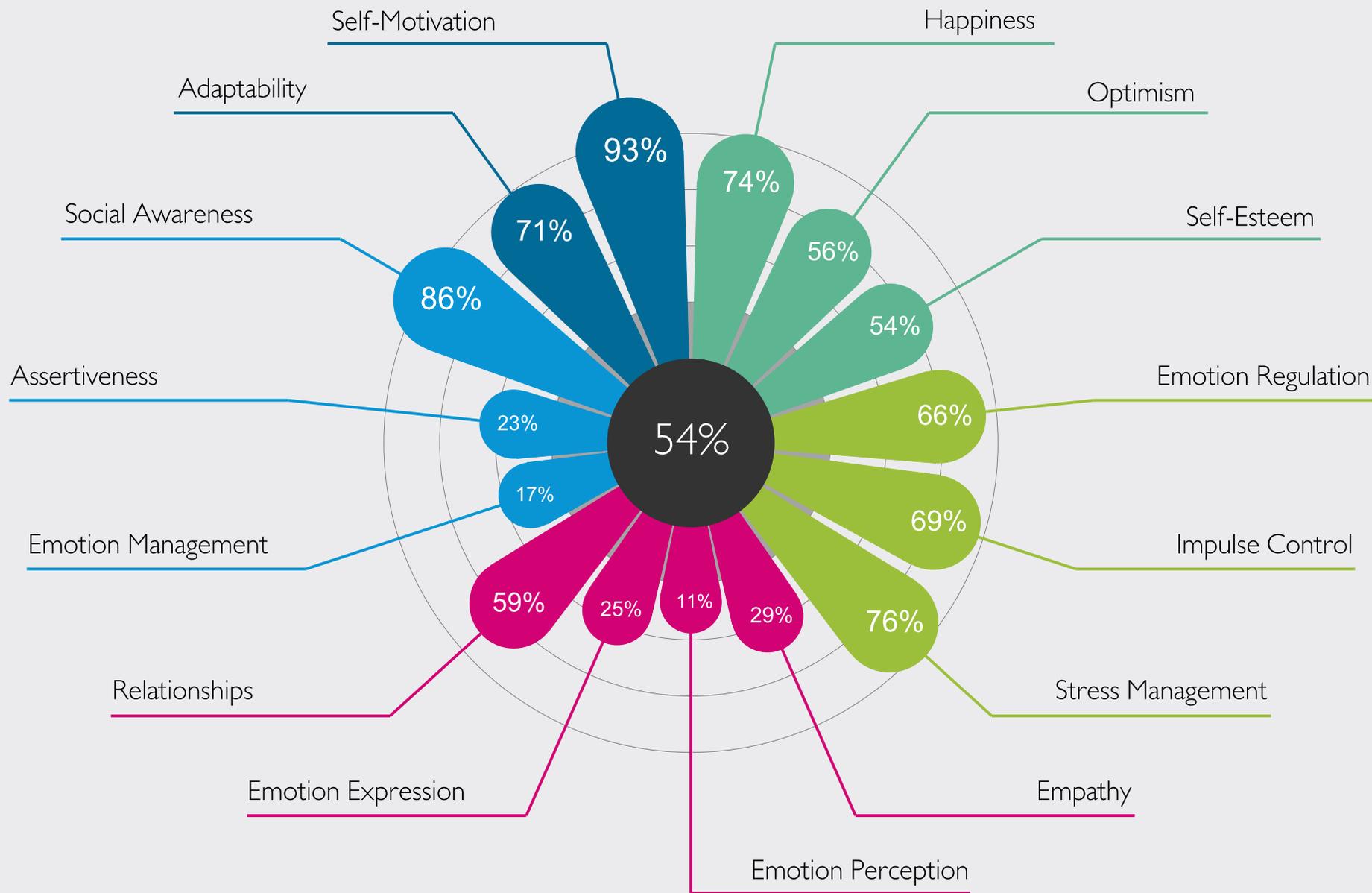
Adaptability and Self Motivation



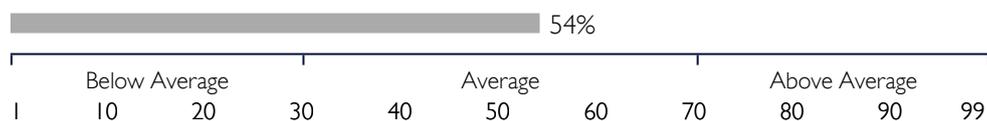
View the full interactive TEIQue Guide online at www.thomasinternational.net

"How much of an impact does emotional intelligence have on your professional success? The short answer is: a lot! It's a powerful way to focus your energy in one direction with a tremendous result"

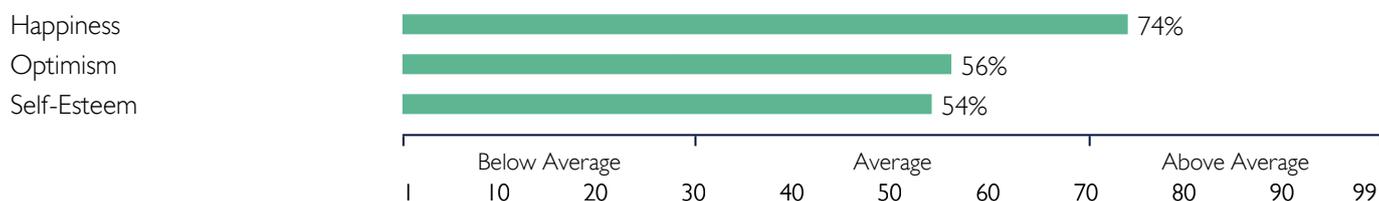
Travis Bradberry - for Forbes.com



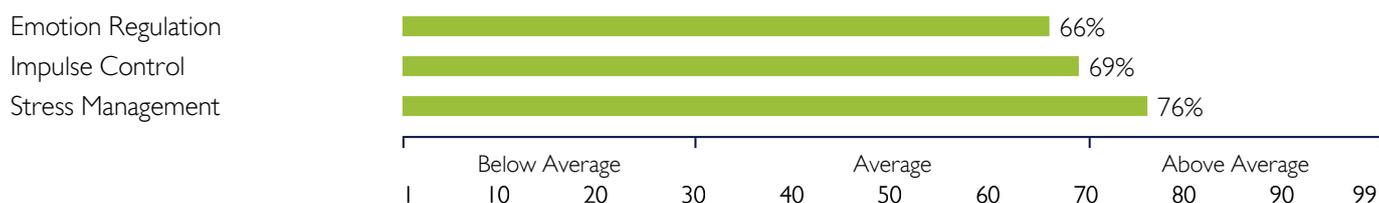
Global Score



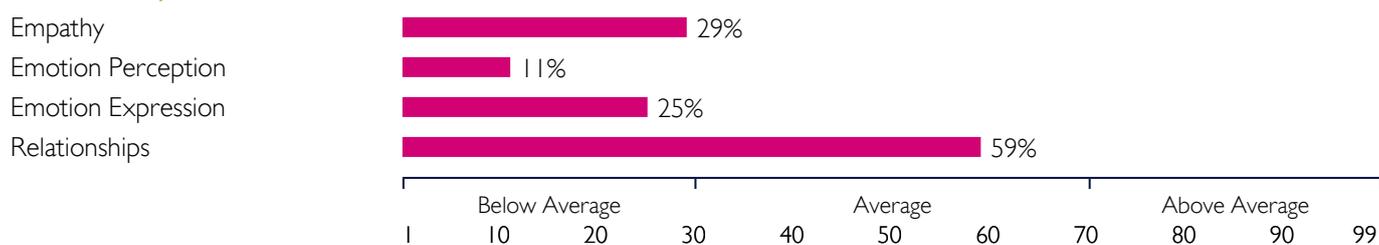
Well-Being Factor



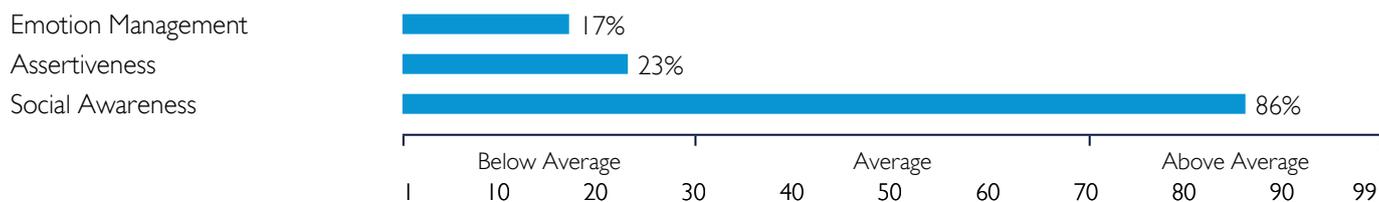
Self-Control Factor



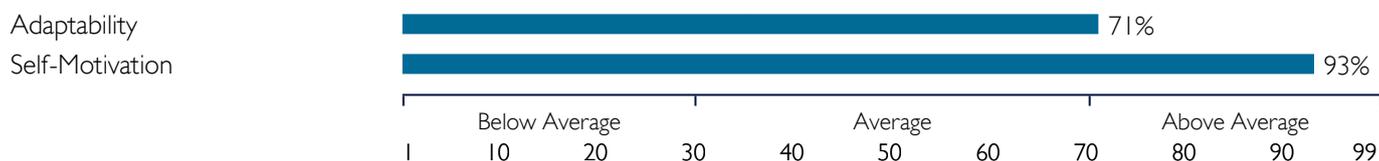
Emotionality Factor



Sociability Factor



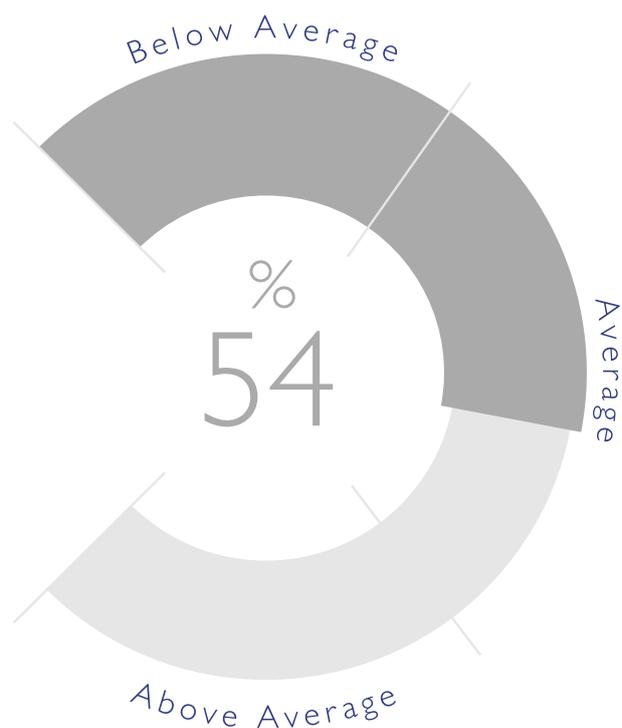
Independent Facets



GLOBAL SCORE

The Global score gives you a snapshot of your general emotional functioning.

This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.



Average scores

Your Global score suggests you are in the average band: some people see themselves as more emotionally developed than you, while others view themselves as less emotionally developed. Your score is based on your own view of yourself and suggests that certain events and environments may challenge your capacity to understand, process, and utilize emotional information. At other times you will cope easily and well. It is important to note that the Global score is very broad in comparison to the Factor and Facet scores and the associated commentaries included in this report. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

Well-Being Factor

This Factor describes your overall well-being.

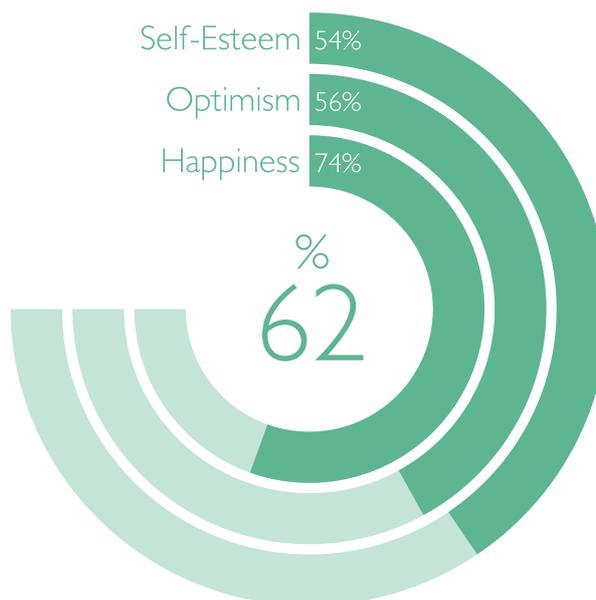
It is made up of three Facets:

Happiness: how content and how good you feel about the present;

Optimism: how positive you feel about the future;

Self-esteem: how confident you are and your levels of self-respect.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



Average

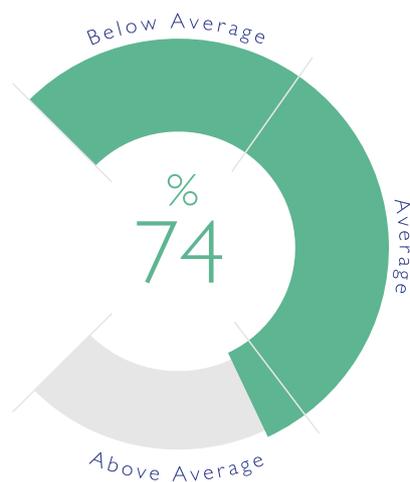
Your Well-being score suggests that you are as happy as most people with yourself, others and life in general. You tend to view life in a balanced way without experiencing extreme disappointment or extreme enthusiasm.

People with scores similar to yours are neither over-optimistic nor pessimistic. At the same time, they are likely to remain conscious of the areas where they need improvement.

Answering the questions below will give you a better understanding of your Well-being score:

- How realistic are you in your estimates of your abilities?
- Are you accurate about how quickly and easily you can achieve goals and positive outcomes?

Your responses also suggest that you enjoy life and expect positive things to happen to you, but are prepared to face setbacks along the way.



Happiness is a widely-used word. This report uses a specific definition:

Happiness measures pleasant emotional states in the present.

This is different from the Facet Optimism, which measures how you view the future. How you view your past might be indicated by a term like life-satisfaction.

So, the Facet Happiness measures which state naturally reasserts itself. Obviously specific events may affect your happiness for a while but, at any given time, are you usually cheerful and content or are you dissatisfied and unhappy?

Happiness

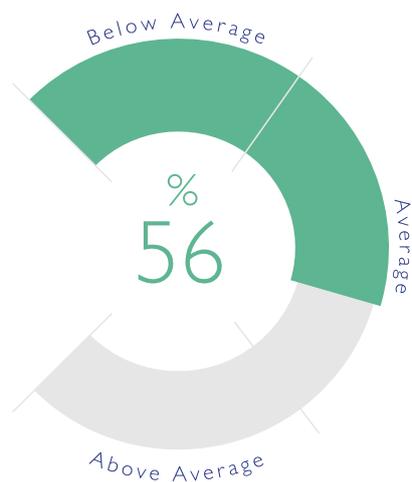
Above Average scores

Your responses suggest you feel you're more cheerful and content about yourself than most people. This feeling affects your life at work and at home.

Happiness is good for you. It helps you feel well and can influence your physical health. Happiness is contagious. Customers and friends prefer to talk to cheerful people.

Here are some issues you can think about and work on.

- Try to have patience and listen to people who are not as naturally happy as you. This is particularly important if you work in a team.
- Some people view cheerfulness whatever the circumstances as a sign of slap-dash work – that you are taking things too lightly. Your actions could strike others as naive and suggest you haven't grasped what is really going on.
- Don't let your natural happiness blind you to warning signs or problems.



Whereas Happiness looks at pleasant emotional states in the present, Optimism measures the extent to which we view the future positively.

You hear this kind of measure applied all the time when people talk about a 'glass half full or a glass half empty' kind of person.

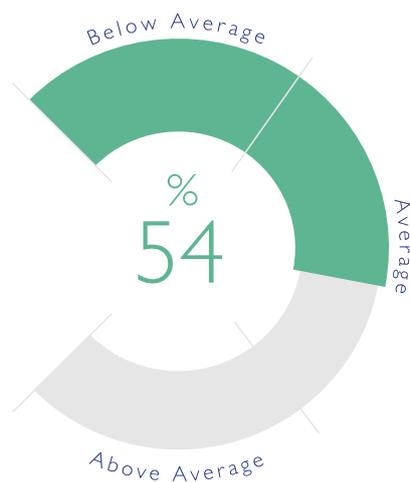
Optimism

Average scores

Your score indicates that you are as optimistic as other people. You alternate between feeling positive about the future and viewing it with anxiety. You take a fairly realistic and balanced view.

Here are some issues you can think about and work on.

- You may consider yourself (and others may view you in the same way) as a realist. But your view doesn't mean you're always realistic: you might mistake the signs in some cases and be pessimistic when optimism is the correct response or vice versa.
- When you do feel very positive or negative seek other people's point of view to check your outlook.



Self-esteem measures how you evaluate yourself: your abilities, your achievements, and other aspects of your life.

Low self-esteem is often used as an excuse for mistakes or socially unacceptable behaviour.

There is a kernel of truth in this interpretation: self-esteem is an important driver of achievement and well-being.

Good levels of self-esteem are important in all aspects of our lives and very low levels can cause problems to your well-being. However, even here the situation is not absolute. People with low levels of self-esteem can do demanding jobs well, create satisfying relationships and enjoy their lives. Too high a level of self-esteem can cause as many problems as a very low level.

Self-Esteem

Average scores

You have an average level of self-esteem. You are as positive as most people about yourself, your achievements, what you have been given in life, what you have worked to achieve and who you are.

This score suggests you will not be tempted by two extremes. One is to be over-confident and arrogant. The other is to doubt your ideas so much that you are unable to do your job effectively or take a full part in social and family life.

Of course, you will doubt yourself at certain times and in specific circumstances. But these can be useful learning experiences.

You'll flourish in roles which are pretty well-defined, but where you also need to back your own judgement.

Here are some issues you can think about and work on.

- Try to identify and note triggers such as an unguarded comment or a personal confrontation that cause a sudden drop or rise in self-esteem. By thinking about such events you can develop ways of coping with damaging effects and building on positive ones.

Self-Control Factor

This Factor describes how well you regulate external pressure, stress, and impulses.

It is made up of:

Emotion Regulation: your capacity to regulate your emotions, stay focused and remain calm in upsetting situations;

Impulse Control: whether you think before you act, if you give into your urges, or take hasty decisions;

Stress Management: how well you manage pressure and stress.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



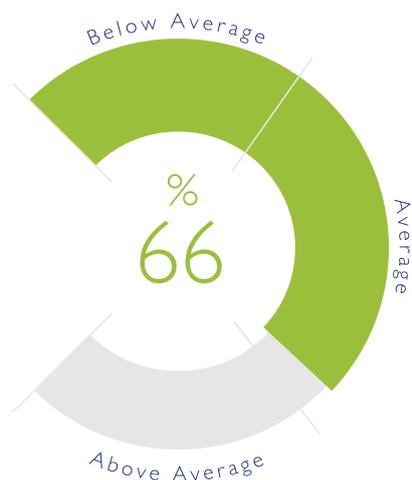
Above Average

Your Self-control score suggests that you feel more comfortable controlling your emotions, impulses and stress than most people. You seem to think carefully before you act. This may prevent errors but means you sometimes delay making decisions, overanalyse facts, or become too risk-averse. You are generally more comfortable than most people in dealing with stresses and strains in your life. Others will not often see you react emotionally but emotional reactions can be an important aspect of communication.

Answering the following questions may give you a better understanding of your levels of Self-control:

- Do you tend to remain calm and relaxed in the face of adverse situations?
- Do you feel other people view your lack of emotional reactions negatively or misunderstand you?

Developing a more flexible decision-making style may help you work better with others.



Emotion Regulation measures how you control your feelings and internal states in the short, medium and long term. Emotion Expression, another Facet in this report, measures how you communicate your feelings and emotion to other people. The two areas will affect each other: what you feel and think may affect how you act. But Emotion Regulation concentrates on your internal states rather than their outward expression.

Emotion Regulation concentrates on such issues as your ability to stay calm and focused even in upsetting situations. Negative thoughts and disruptive emotions get in the way of our concentration and affect our performance. What are seen as positive emotions can be as disruptive as negative ones. For example, you may get too happy or excited to think straight: these feelings may cause you to jump to conclusions rather than take into account all the factors of a problem. Dwelling on the way emotions have affected us for too long may serve to make a problem worse, rather than better.

Emotion Regulation

Average scores

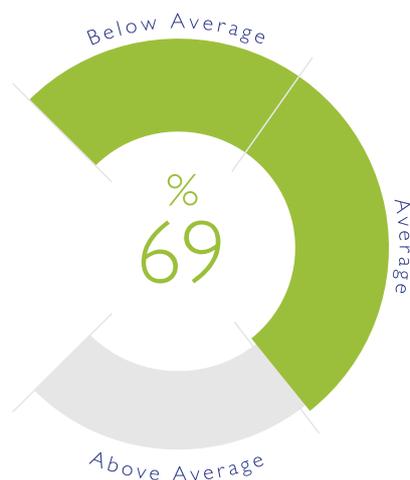
You are able to control your emotions and to allow them to develop internally as well as most people.

This allows you to stay focused and calm. You can avoid disruptive effects on your internal state which happen when emotions get out of control in stressful and confrontational situations.

Your responses indicate that you will occasionally experience uncontrolled emotions. These may express themselves in your behaviour, though not in an extreme way. This is a good balance: being controlled, but allowing emotion to affect your thinking in appropriately.

Here are some issues you can think about and work on.

- You may be critical of people who are affected by emotions and show it. This sort of person can articulate the emotional aspects of a problem more quickly than someone who is very controlled.
- Emotion is important in our individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.



This Facet measures the characteristic way we act: with forethought and planning or unthinkingly, quickly and on the spur of the moment.

We are taught to think before we make decisions or act. We are supposed to weigh up evidence and arguments. Yet work and life change so fast that there isn't always time to think things through. Decisions have to be made based on incomplete information. Sometimes it is more important to act than to weigh up the options. Many people will admit, when pressed, that they at times act on gut instinct, on pre-existing beliefs, on impulse or for reasons they find hard to explain.

Many senior leaders say that one of their most important jobs is to make decisions quickly, based on minimal evidence. They claim that making a decision and acting is usually better than sitting around and over-analysing a situation.

Both thinking things through and acting on impulse have their positive and negative aspects.

Impulse Control

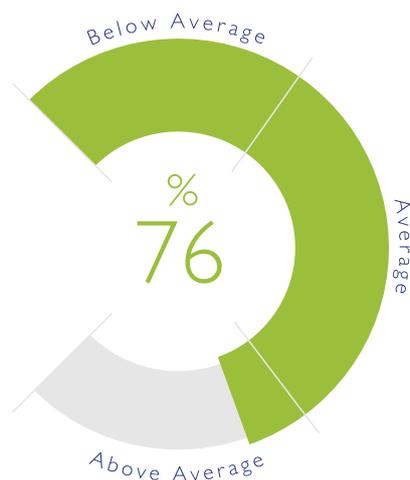
Average scores

You can plan ahead, take your time to gather evidence and evaluate arguments before deciding on any course of action as much as most people. But you can also act quickly and impulsively when the situation demands it.

You will enjoy jobs where there are different sorts of decisions to make: long-term strategic ones where you have time to gather evidence and short-term tactical ones where you need to act fast.

Here are some issues you can think about and work on.

- Both extremes of this Facet are important in business and you should value having people with these different approaches in your team.
- Try to identify where it's right to be impulsive and where it's better to be more considered. It is best not to decide to change your job or emigrate on the spur of the moment, or spend months planning whether to get your hair cut.
- Try to distinguish between impulses that spring from your experience and genuinely held beliefs, as opposed to those which are to do with how you're feeling that day: bored, tired, irritated, eager to move on. The former may well help you seize opportunities; you may regret the latter.



Stress Management measures how well you handle pressure and stress. These are inescapable aspects of work and home life. A certain amount of pressure is essential for achieving what we want and enjoying many activities. Past a certain point pressure and stress have psychological and physical effects which prevent us doing our best work, finding pleasure in our life or, in extreme cases, staying healthy.

Many people try to develop ways of coping with the pressure and this Facet looks at whether you feel you cope well.

Stress has received a lot of attention in recent years. There are many books and training courses that describe ways of living a less unhealthily pressured life, including methods to prioritise work and relaxation techniques.

Stress Management

Above Average scores

Your score on this scale indicates that you have developed coping mechanisms that allow you to handle pressure calmly and effectively. You are less likely than others to complain about your workload and schedule.

You are particularly well-suited to working on parallel projects with tight deadlines, clashing priorities, large numbers of people clamouring for your attention and urgent decisions. You'll also be able to cope with a lot of demands in your private life.

Here are some issues you can think about and work on.

- Make sure you distinguish between managing stress effectively and ignoring it. Ignoring stress creates problems in the future.
- You may find yourself unsympathetic to people who manage stress badly. If you manage, know or live with people like this, watch out for signs of stress. Talk the issues over with the person exhibiting them and help them to plan action.

Emotionality Factor

This Factor describes your capacity to perceive and express emotions and how you use them to develop and sustain relationships with others.

It is made up of:

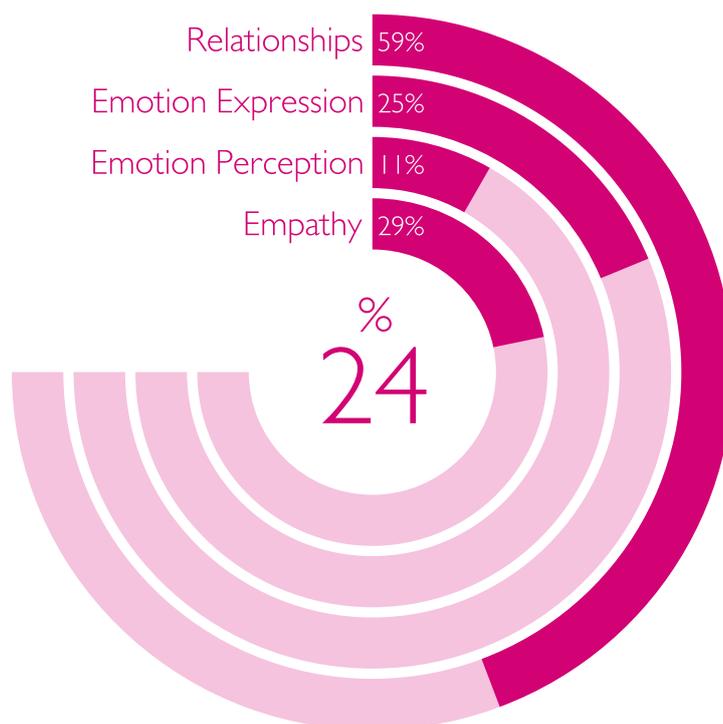
Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;

Emotion Perception: your capacity to understand your own and other people's emotions;

Emotion Expression: your capacity to express your emotions;

Relationships: your capacity to forge and sustain fulfilling relationships both in and out of work.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



Below Average

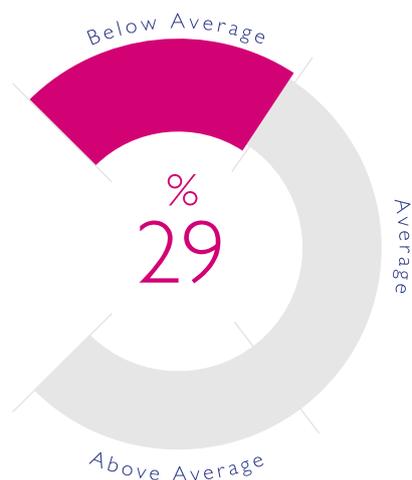
Your Emotionality score suggests that you are less likely than most people to be aware of your own and others' feelings. You may tend to overlook emotional signals. People who responded in a similar manner to you often find it easier to deal with situations where they have to make objective decisions based on facts, rather than those that involve feelings and emotions.

You may find it challenging to understand and express your feelings. Other people may be more comfortable with emotional information and may misunderstand your evasiveness.

Answering the questions below will give you a better understanding of your Emotionality score:

- How important is it for you to express your feelings to others?
- How do you think your level of emotion expression affects the quality of your relationships?
- Can you think of situations where you have missed, ignored or misinterpreted emotional hints or signals? What were the results of this?
- In situations when your feelings overwhelm you, do you find that acknowledging them and reflecting on them helps you to get them under control?

People with similar responses to yours on the Emotionality factor are independent and less reliant on others, though others may view this as aloofness.



This Facet measures whether you understand other people's viewpoints and their reasons for feeling and acting the way they do. It also looks at how far you take their motives and feelings into account when considering how to respond to them.

If you understand why someone is doing or thinking something, you are in a better position to communicate with them effectively.

Thus, empathy is a key element in work roles, from management and supervision to selling and customer support. It also helps in personal relationships.

Empathy is important with colleagues. Understanding someone's reasons for doing something can avoid misunderstandings and arguments at work. People often attribute the wrong motives to each other.

Empathy does not imply agreement or sympathy. It can lead you to judge someone more harshly because you've put yourself in their shoes and found their thinking sloppy, their motives dubious or their reasons for acting in a certain way inadequate.

Empathy has downsides: it can lead you to focus on individuals and their concerns, rather than on a wider picture or the goal you have in mind.

Empathy

Below Average scores

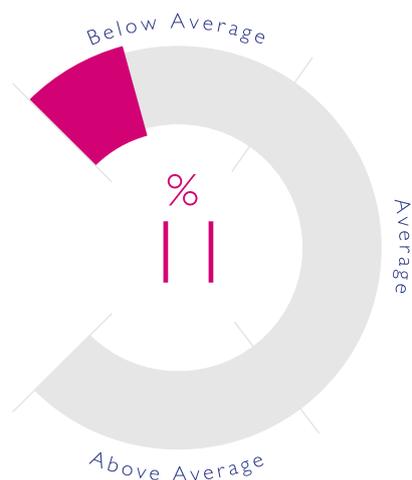
You find it harder than most to appreciate other people's emotions, views and needs. This means that you will not let people issues get in the way of the bigger picture: a target to be achieved by a certain date; a change that has to be made to improve organisational performance or an important personal decision that may affect others.

Your responses indicate you prefer to focus on the task in hand. You will tend not to allow people's fears, objections and resistance to get in the way of delivering hard organisational outcomes or important personal decisions.

You may feel more comfortable in roles that involve managing processes, running systems or introducing changes and improvements where there is resistance.

Here are some issues you can think about and work on.

- You may get a reputation for being unsympathetic. This is particularly important if you manage people. By not taking the time to understand what is really going on with a key member of staff you may miss out on important information or misjudge the situation. People may simply not tell you things, or go to someone else they think is more empathetic.
- Understanding other people's feelings and motives becomes more and more important as you are promoted and take on more senior roles. More of your work will involve working through other people. Your ability to communicate with them appropriately to achieve a desired outcome will be a core skill.



Emotion Perception measures your emotional literacy: how good you are at understanding your and other people's emotional feelings. Empathy measures how easy you find it to put yourself in others' shoes. Emotion Expression is your ability to make your emotions clearly understood. By contrast, Emotion Perception looks at how well you can read emotions in any situation.

Research shows that inability to recognise emotions, coupled with a lack of sensitivity to social situations (which is measured in Social Awareness) can cause anti-social behaviour and avoidable disagreements. These can hinder organisational effectiveness and happiness in relationships, among other things. Emotion Perception contributes to the smooth running of any group of people.

Emotion Perception

Below Average scores

Your score on this scale indicates that you are less clear than most people about how you feel, and find it difficult to identify the emotional signals that others send out.

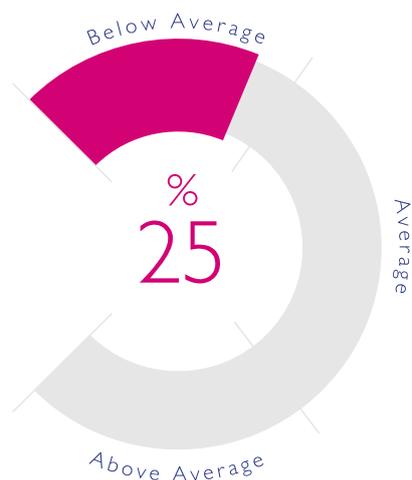
This could cause you problems, since emotional signals are a powerful way of communicating. You may miss out on information or misjudge a situation.

However, it is likely that in business you'll concentrate on process and outcome issues rather than on translating problems into human and emotional terms. You will probably be more effective in jobs where success does not depend on being very aware of human emotions. You will prefer tasks like running a system with set procedures, analysing numerical and written data or constructing plans.

In your social life you'll be less swayed by emotional appeals – you may not notice them.

Here are some issues you can think about and work on.

- Identify friends and colleagues who have more skill in this area than you and listen to their insights.
- There are plenty of good books and techniques for increasing your skill in perceiving and identifying emotions.



The Facet Emotion Regulation concerns control of your internal states. By contrast this Facet, Emotion Expression, measures how fluent you are at communicating your emotions to others.

We express our emotions in many different ways: through our facial expressions; through our posture and bodily actions; through written and spoken words. We can express our emotion deliberately to create a desired effect, or naturally without any forethought.

Emotion is not a soft side-issue at work or outside it. It contributes to work culture, problem solving, motivation, trust and building effective teams. Being able to express how we feel can prevent misunderstandings in relationships.

Emotion Expression

Below Average scores

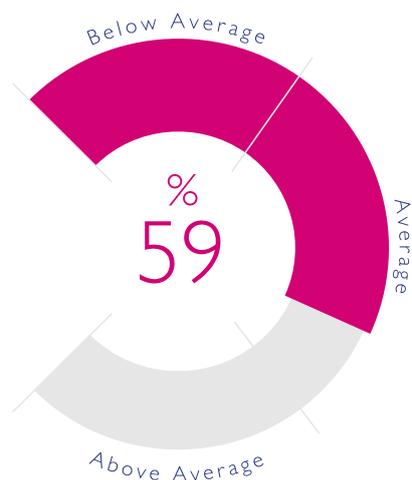
You find it harder than most people to communicate your feelings and emotions to others. You may not be able to find the words, behaviour and actions to get your feelings across in a way that makes you feel comfortable. Because of this you may feel misunderstood when people fail to understand what you're trying to communicate.

You may feel emotions but just not want to express them.

All this looks negative, but, in fact, it has many positive implications. People can't see through you and you will be able to hold discussions, contribute to meetings and run negotiations with something of a poker face. Displays of emotions can make us seem and feel more vulnerable than we like. You don't have this problem.

Here are some issues you can think about and work on.

- Emotion motivates and creates loyalty. You may find it difficult motivating others without some emotional expressiveness.
- Unexpressed strong emotion can cause problems. If you can't express your feelings at work find other arenas where it can be let out safely – such as sport, exercise or other activities.
- If you know you have difficulty expressing your emotions, check that you have reached mutual understanding at the end of discussions. You can summarise not only the factual content of a discussion but its emotional content.



This Facet measures how effective you are at starting and maintaining relationships with others.

Attitudes to relationships can be looked at in many ways. To some people relationships are a priority. To others their own thoughts and the jobs they have to do are more important. People can be more or less skilled in starting relationships and continuing them. Numbers of relationships differ from person to person, as does their depth.

We use the language of relationship management at work all the time without realising it. It helps us to explain why people work the way they do and what projects or roles they're best suited to. You may find people characterised as:

- good networkers – people with a large number of not particularly deep relationships;
- a good team member – who has deeper relationships with a small group; or
- loners – people who don't seem to need relationships with others and may be concentrated on specific tasks.

This way of describing people also fits how we function outside work: some people have lots of friends and keep in touch; some have a few close friends.

Relationships

Average scores

Your responses suggest that you believe you are as good as most people at starting and sustaining fulfilling personal relationships in and out of work. Most of the time, your personal relationships will have no adverse impact on your work and your work will not get in the way of your relationships. You are flexible and balanced. However, you may occasionally experience friction that interferes with your productivity, overall well-being and social life.

Here are some issues you can think about and work on.

- Be careful about getting close to someone, then dropping them. This can cause problems both in and outside work.

Sociability Factor

This Factor describes your capacity to socialise, to manage and to communicate with others.

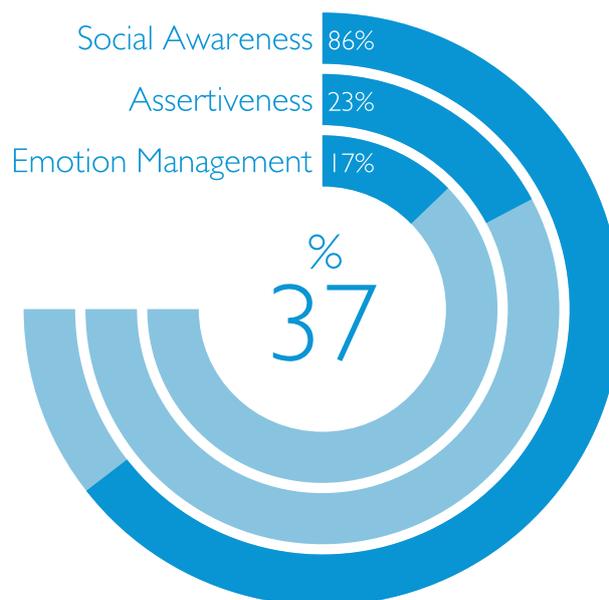
It is made up of:

Emotion Management: your capacity to manage other people's emotional states;

Assertiveness: how forthcoming you are and the degree to which you stand up for your own rights;

Social Awareness: your capacity to feel comfortable in social contexts and how you behave in the presence of people you do not know well.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



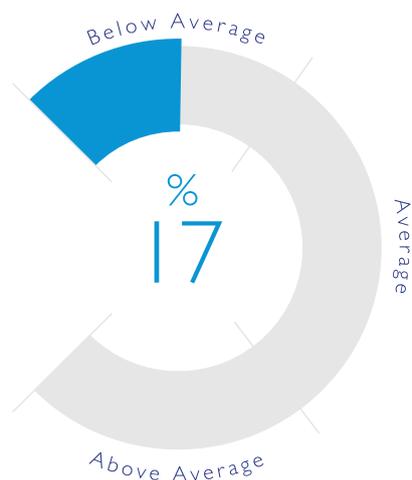
Average

Your Sociability score suggests that you feel as comfortable in social contexts as most people.

These questions will allow you to reflect on your Sociability-related behaviour to understand it better:

- Do you like interacting with people from different backgrounds, with different skills and views?
- Are there types of people you don't like interacting with?
- Have you ever found that your interest in socialising has become an end in itself and has distracted you from other priorities?
- Do you tend to feel confident around people whom you do not know well?
- Can you enjoy quieter activities or socialising with small groups of people?
- Do you always stand up for your opinions or do you give in to others who argue more? Think of some instances.
- Are there certain types of social situations you enjoy less than others?

Your score also indicates that you are fairly confident of your ability to influence others.



As opposed to Emotion Regulation, which deals with your ability to control your own emotions, Emotion Management measures your ability to manage other people's emotional states. It looks at how effective you believe you are in influencing how other people feel. You can do this by sympathising with them, calming them down and motivating them. At times you will want to make people feel better but Emotion Management is not just about instilling positive emotions in other people.

It is about the wider issue of getting other people to act in a way that achieves a goal. You may want to instil a variety of emotions in employees if you feel that will help you to, for instance, improve underperformance. In some personal situations, people's emotions can get out of control and prevent a problem being solved: we may want to calm things down.

Emotion Management

Below Average scores

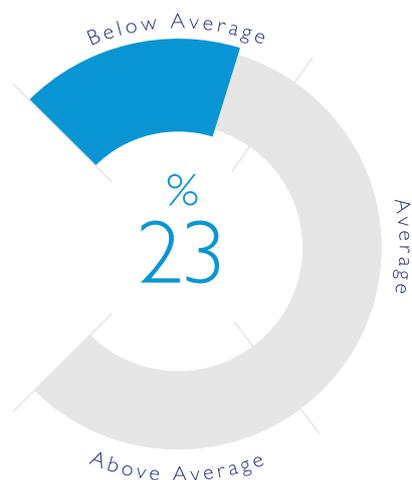
You believe you are less effective than most people at influencing how others feel.

This suggests that you should avoid, wherever possible, jobs where other people are prone to emotional confessions or outbursts (e.g., counselling). You may feel you do not have the natural skills or the interest to manage an irate customer or a friend who is too angry to think clearly.

On the other hand, you won't let other people's emotions sidetrack you from your key aims and, consequently, you are more likely to stay focussed.

Here are some issues you can think about and work on.

- Try to predict possible flash points which occur when you meet people face-to-face. You can use techniques – such as delegation of certain tasks and written, rather than spoken, communication - to avoid these situations.
- Emotion management is important in senior management roles. If you get promoted, think about learning some of the main techniques, such as reflective listening, that are available to cope with highly emotional situations.



Assertiveness measures how forthright and frank you are in putting your views across. It also looks at whether your views are based on your beliefs, on an objective analysis of data, or simply on emotional reactions. It suggests how far you will stand up for what you perceive as your rights.

Assertiveness is different from aggression, though the two qualities are sometimes confused. Aggression involves hostile acts or feelings; assertiveness is a tendency to stand up and argue for your views.

Assertiveness

Below Average Scores

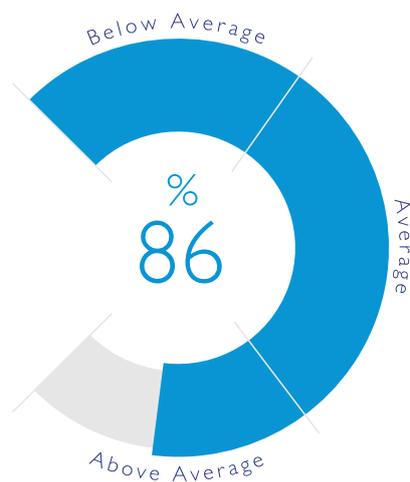
You are less assertive than most people and tend to back off even when you believe you are right. You may have difficulty saying no when someone asks you to do a job or demands something from you. This can lead to you doing things you have no time for or disagree with.

Assertiveness is often painted as a good thing in modern business and society. But if everyone in an organisation, a team or a marriage were assertive, nothing would ever get decided. Groups of people would be in a constant state of debate and argument. Your ability to accommodate other views helps to defuse difficult situations and move discussions on from disagreement to action.

Discussions and arguments are often won by the most assertive, skilled arguer, rather than the person who is right: there are other ways of getting your views accepted than simply airing them in meetings or discussions.

Here are some issues you can think about and work on.

- Your lack of assertiveness may be viewed as weakness. If you really feel you should be more assertive, there are plenty of training courses, books and techniques to help you.
- Beware of feeling resentment when you have agreed to an action you thought was wrong. In extreme cases this can lead to behaviours through which you try to subvert decisions and initiatives after the event. Resist this temptation.
- Look at other ways of getting your views across. If, for instance, you feel you perform poorly in meetings, use written documents to marshal your arguments and communicate them. This can even work in close relationships. Putting something down on paper allows you to be more assertive and shows the other person that you have spent time thinking things through.



Social situations bring their own pressures and we are more or less good at noticing and then adapting to them. There are unwritten and sometimes formal rules about how we dress, act or even speak differently at work, at home and in certain types of social situations. Some of us make efforts to adapt; some of us make a point of being ourselves.

Social Awareness measures your perception of how aware you are of different situations and how you adapt your behaviour based on this awareness.

Social Awareness

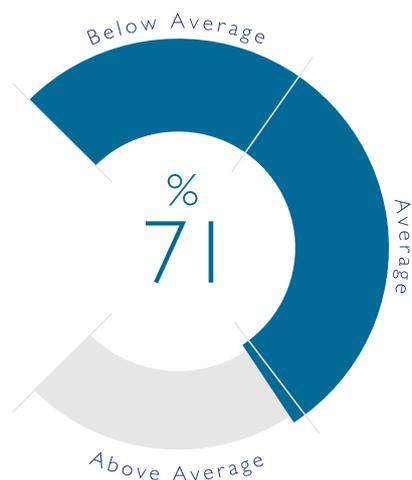
Above Average scores

Your score indicates that you believe you enjoy socializing and are a people-person. You feel comfortable around others and are thought of as outgoing and extroverted. Overall, you are socially sensitive and will adapt to circumstances. Because of this you may suit roles in public relations, selling, and client-facing services.

Being social sensitive is very important if your role or interests involve you meeting lots of different people in different forums. It will become more important the more senior your role in an organisation.

Here are some issues you can think about and work on.

- Use your interpersonal skills in the service of the organization and make sure you do not put socializing before work.



Adaptability measures how flexible you are in your approach to life. It reflects how you adapt to new environments, conditions and people, and how you deal with change. Your score indicates whether you will welcome and even seek out new experiences or will prefer a more stable environment and work.

Understanding your score on this Facet will help you cope with different situations at work, such as a reorganisation, a new job or a long, mundane project. It will also help you address personal changes, such as moving house or breaking up with a partner.

Adaptability

Above Average scores

Your responses suggest you are more flexible in your approach to life than most people. You are willing to adapt to new environments and conditions and like to try new things. You find novelty and change enjoyable. You may need variety to stay interested in a situation and may push new initiatives if they don't happen naturally.

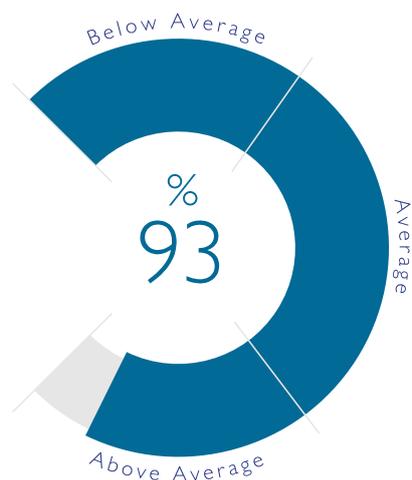
This means you will prefer jobs and situations which are relatively unstructured or where there is not a pre-existing system that has to be applied. You prefer to wake up every morning and believe you are going to face new challenges. You will tend to be enthusiastic and may champion new ideas.

Being adaptable is important in most organisations which regularly face changing conditions and environments.

At times you will have to cope with routine tasks or situations. But if your situation stays the same for too long you'll find it doesn't excite you and you will probably get bored.

Here are some issues you can think about and work on.

- You may search out change for its own sake. This can be deeply disruptive for people who don't share your attitudes. Ask yourself "does change really help us to achieve what we want to?".
- Remember, those around you may not adapt as well to change as you do.
- Your enthusiasm for change may drown out sensible caution. Make sure you listen to warning voices, even when you're excited by new possibilities.



Research shows that individuals are motivated by many different things in their work. These include financial rewards, status, praise, and social interaction.

Self-motivation measures the extent to which a person is intrinsically motivated. People motivated in this way have their own internal standards which they apply to any task. Their motivation comes from achieving those standards.

Self-Motivation

Above Average Scores

More than most people, you are driven by a need to carry out tasks at your optimum level. You do not need to be externally motivated to do a job well; your motivation comes from within. Your own judgement about whether you've done a job well matters more to you than other people's opinions.

You will be able to keep yourself motivated when working on lengthy projects where there are few interim results and little supervision. Indeed, this is one sort of job you are particularly suited for. You will also be good at jobs where you are the guardian of standards: for example, filling in data to the very highest possible standards of accuracy. Where failure to meet these standards has a huge downside you will defend them against short-cuts or second-rate work.

Here are some issues you can think about and work on.

- There will be clashes between meeting your standards and pressures to get a job done quickly. There is a danger you might be seen as obstructive, pedantic, un-commercial or unrealistic if you insist even the tiniest job is checked and double-checked.
- Don't become critical of people who follow variable standards in doing different types of work.
- If you let your search for perfection take over your life this can lead to work-life imbalance.



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