



180° EMOTIONALLY INTELLIGENT SALES BEHAVIOR FEEDBACK REPORT

Paul Example
1 January 2020
Strictly Confidential

ABOUT THIS REPORT

This report presents the results of a leadership survey for Paul Example that reflects how well Paul is observed to demonstrate certain leadership behaviors in the workplace. The information contained is sensitive, private and confidential.

Every effort should be made to ensure that this report is stored in a secure place, provided only to the intended recipient(s) and used only for its express purpose. The survey and this report were designed by Genos International based on sound scientific theory and research. The results presented in this report are, however, based on individual's responses to the survey questions. As such, Genos International makes no warranties regarding the accuracy or reliability of the results. No advice or information contained in this report shall create any warranty not expressly stated herein. No person(s) should act or fail to act on the basis of the results contained in this report. Intended recipients should consult professional advice about any matter affecting them.

ABOUT GENOS

We help professionals improve emotional intelligence in order to enhance their impact, influence and resilience. To learn more about our unique approach and the difference we make to people's working lives, visit our website:

www.genosinternational.com

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INTRODUCTION

The digital age has created a customer base that has an abundance of information at their fingertips. Today the buyer is well informed about products and services. They know what we've got to sell, what our products and services do and don't do, and how products and services compare with other like products and services in the market.

As a result, great sales teams know that what's most important to buyer decisions and loyalty is your understanding of their needs, the relationship you forge with them and the emotional experience you generate. What underpins your capacity to forge relationships and positive emotional experiences with buyers is your Emotional Intelligence.

Emotional Intelligence comprises six specific competencies.

- Self-Awareness - your capacity to identify your own emotions and be aware of the impact they are having on your decisions and behavior. Salespeople high in self-awareness have a clear picture of their own emotions and what affect those emotions are having on them. Emotions are contagious and can inadvertently infect buyers. Negative emotions can also inhibit good decision-making. Salespeople high in self-awareness are better equipped to manage emotions getting in the way and generate emotions that help facilitate buyer relationships and experiences.
- Awareness of Others – your capacity to perceive and understand the emotions of buyers. This capacity helps salespeople read the non-verbal emotional behavior of buyers and adapt their presentation accordingly (from informal to formal for example). Salespeople that demonstrate high awareness of others are adept at anticipating and reading the emotions of buyers.
- Authenticity – your capacity to effectively express how you feel and facilitate authentic dialogue with buyers. As buyers become more informed the opportunity for disagreement, objections and conflicts is heightened. Authentic salespeople can effectively express their views and facilitate difficult conversations. Some buyers express their feelings bluntly and others hold them back. Being able to share your views in a way that facilitates open, respectful dialogue is key to maintaining and developing relationships.
- Emotional Reasoning – your capacity to use emotional data gathered from Self-Awareness and Awareness of Others and combine it with other objective information when decision-making in sales calls. Salespeople use this capacity to identify when, what and how to communicate, when to listen, what questions to ask and when to let the buyer think things through.

- Self-Management – your capacity to effectively regulate and manage your emotions. Sales by its very nature generates considerable emotion, particularly disruptive emotions like stress, uncertainty, impatience and over-confidence. These emotions can derail sales conversations, how you build rapport, and have an effect on your overall judgment of situations. Salespeople high in self-management effectively regulate these emotions and generate the type of emotions within themselves that facilitate good judgment and healthy interactions with buyers. This capacity also contributes to resilience which is paramount in competitive markets.
- Positive Influence – your capacity to positively influence the emotions of buyers. Buying products and services is high stakes and this pressure can create heightened emotions in buyers. Positive influence helps salespeople respond to buyer emotions effectively. Salespeople high in positive influence are capable of breaking down resistances and building trust. They are also better equipped at dealing with conflict and helping buyers navigate internal disagreements which is critical to maintaining buyer relationships and loyalty.

Salespeople high in emotional intelligence are able to reflect on their own emotions and adjust them to best fit with the buyer and situation they are dealing with them in. They can anticipate and plan sales interactions to help ensure the buyer feels valued and confident in dealing with them. Salespeople with high emotional intelligence are more capable of regulating their own emotions, adapting, and influencing the emotions of buyers in a subtle way that brings about positive interactions.

Buyers purchase based on emotion and justify their choice with logic. Today buyers are able to justify their decisions online and elsewhere without any input at all from salespeople. It's the connection you make, how well you work through their objections, and how confident you help make them feel that helps you make the initial sale. How well you deliver on your promises, maintain the relationship and help the buyer navigate internal disagreements that helps keep them loyal. Emotional intelligence is the critical competency underpinning all this.

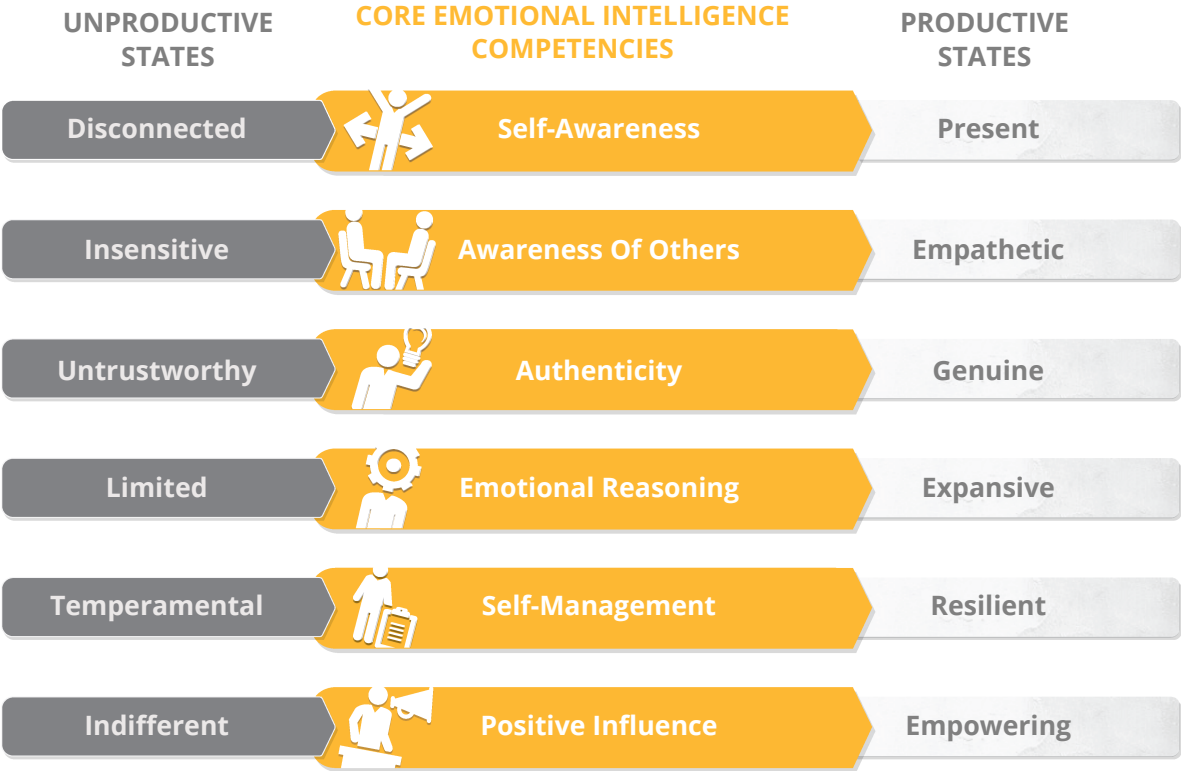
Emotional intelligence can and should be developed and improved over time. All that is required is a desire to improve, a foundation of self-awareness and practice. The personalized Genos EI Sales Report is designed to provide this foundation of self-awareness. It is the starting point for a developmental journey.

This report will provide you with:

- Insight into how important it is that you demonstrate emotionally intelligent workplace behavior.
- Insight into how well you currently demonstrate emotionally intelligent workplace behavior.
- Practical tips on how to obtain additional feedback from others on your emotional intelligence and how to effectively respond to it.

THE GENOS MODEL OF EMOTIONALLY INTELLIGENT COMPETENCIES

Emotionally intelligent competencies are based on emotional intelligence. The questions in the Genos survey that measure these competencies reflect what people do with their emotional intelligence in the workplace.



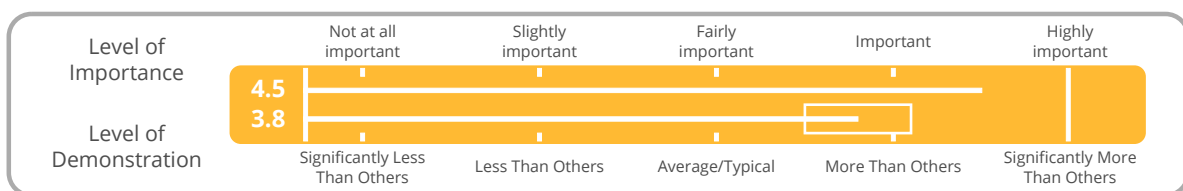
The competencies, shown in yellow on the model above, help us consistently demonstrate the productive being states on the right side of the model, as opposed to the unproductive being states, that we can all be at times, on the left side of the model.

ABOUT THE SURVEY

The Genos survey measures how well you demonstrate emotionally intelligent workplace behaviors in comparison to others. The better you demonstrate the behaviors measured, the more effective your relationships and work should be. Particular insight into how important the competencies are to your colleagues has also been established by the survey. When your raters completed the survey for you they were asked to indicate:

- (a) How important it is to them that you display the behaviors in question and
- (b) How well you demonstrate the behaviors in question.

Example Results






The rectangle over the second result bar represents the range of scores that are 'average' or typical in the Genos norm group, that is, between the 25th and 75th percentile (Level of Demonstration only). The Genos norm group comprises a representative workplace sample of individuals who have rated their colleagues using the Genos assessment.

If your score (represented by the horizontal bar) is:

- Within the rectangle this means that your score is within the average range.
- To the left of the rectangle this means that your score is in the bottom quartile for this competency.
- To the right of the rectangle this means that your score is in the top quartile for this competency.




The average responses your raters made to each of the questions measuring the competencies of the model are also presented. Discrepancies between Importance and Demonstration at the item level are highlighted in a traffic light methodology, as described on the following page.

-  Scores for importance and demonstrated within .5 of a difference are considered to be aligned. These could be your strengths.
-  Scores for importance and demonstrated between .51 and 1 in difference are considered to be misaligned. Steps should be taken to close gaps on these behaviors.
-  Scores for importance and demonstrated that are 1.1 or greater in difference are significantly misaligned. Focused attention and actions should be taken to close these gaps.

If your Level of Demonstration (D) for a given item is:

- Below the average range of scores (or below the 25th percentile), an arrow pointing down is displayed for that item.
- Within the average range of scores (that is, between the 25th and 75th percentile), a left-right arrow is displayed for that item.
- Above the average range of scores (or above the 75th percentile), an arrow pointing up is displayed for that item.

Item Results Example

Self-Awareness	I	D	d	BM
1. Demonstrates awareness of the way they feel.	4.4	3.2		▼
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.5	3.9		< >
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	4.7	4.6		^

If your Level of Demonstration result for a given item is greater than the Level of Importance result, a green circle with a tick inside it is presented. Research suggests that the better you demonstrate the behaviors of the survey the more effective your personal and interpersonal skills will be. There will almost always be some discrepancies between how important the behaviors are and how well you demonstrate them. Use the size of these discrepancies to prioritize your development actions at the end of this report.

INTERPRETING RATER SCORES

Rater Information

Responses to the survey were collected between 1 December 2019 and 1 January 2020. The table below lists the number of raters who provided responses and provides information on the validity of their responses.



Familiarity

When completing the survey your raters were asked to indicate how often they have work-related contact with you and how familiar they are with your workplace behavior. Their responses to these questions are used to determine their level of familiarity with you. The table below explains how to interpret the level of familiarity they have with you.

	THIS MEANS THAT RATERS...	SO SCORES FROM THIS CATEGORY ARE...
LOW	Have little contact with you and are unfamiliar with your workplace behaviors	Valuable and should not be dismissed. However, interpret these scores with caution.
MEDIUM	Have some contact with you and are familiar with your workplace behaviors	Meaningful. Identify actions to take on the basis of your results however validate these actions with your raters before implementation.
HIGH	Are highly familiar with your workplace behaviors	Very meaningful. Take action based on the feedback.

Consistency

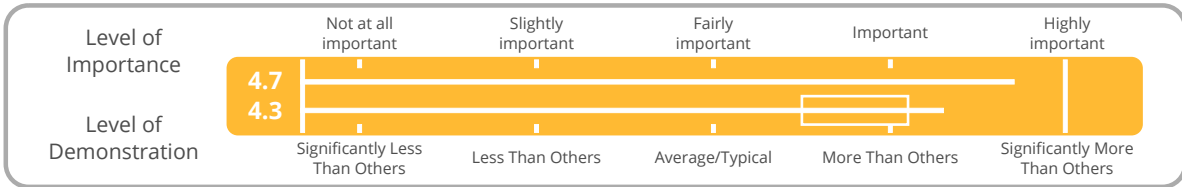
Consistency describes the level of variation (or lack thereof) in rater responses to the survey questions. The table below explains how to interpret your consistency score.

	THIS MEANS THE RATER RESPONSES TO THE SURVEY WERE...
LOW	Significantly inconsistent. This may be because: <ul style="list-style-type: none"> • You display different behavior to individual raters • Raters may be seeing different aspects of your behavior, or • Different situations, relationships or environments had an impact on their responses. When consistency of responses is low, interpret results with caution, as the results reflect averages that may not be meaningful.
MEDIUM	Somewhat consistent, as might be expected from a typical group of respondents.
HIGH	Highly consistent.

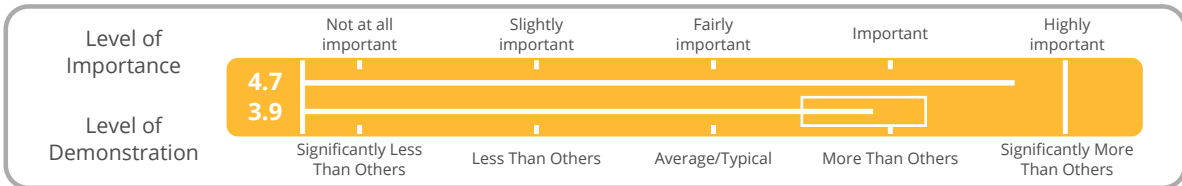
RESULTS AT A GLANCE

Your overall results for each of the six emotional intelligence competencies are summarized on this page. Your results represent the average response given by raters to the questions measuring each competency. More detailed item results are presented in the subsequent pages.

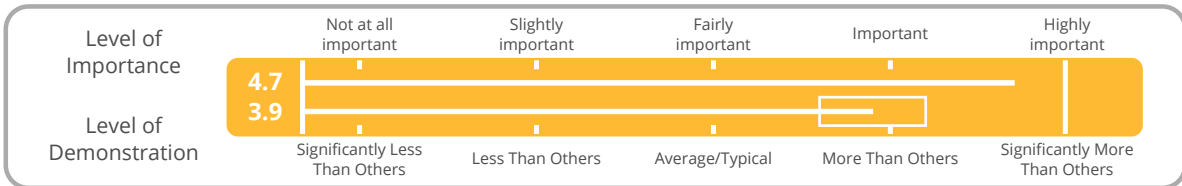
Self-Awareness



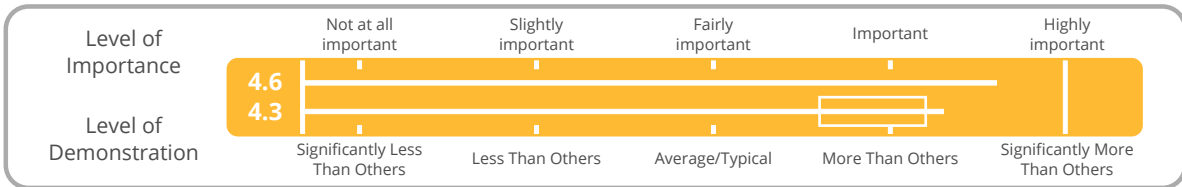
Awareness Of Others



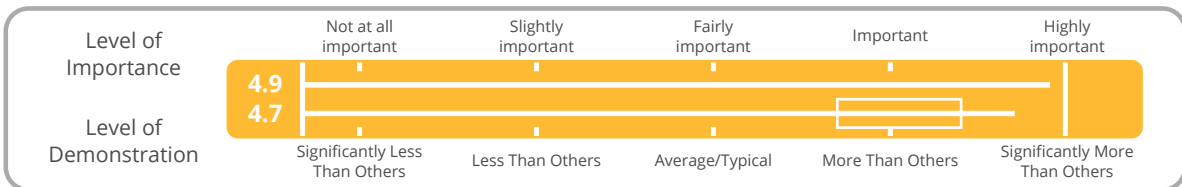
Authenticity



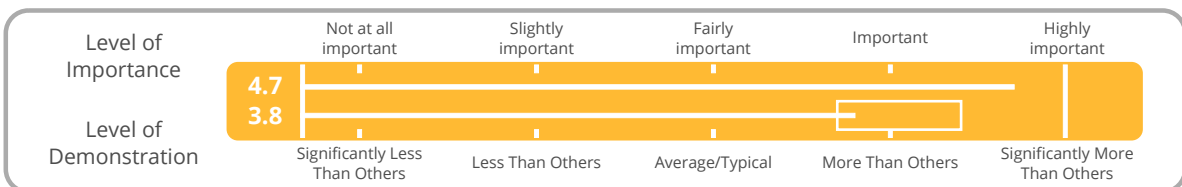
Emotional Reasoning



Self-Management



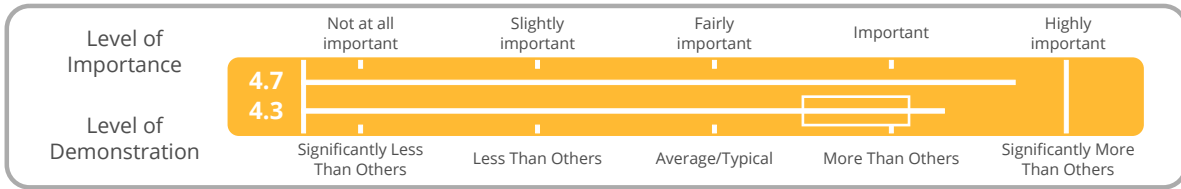
Positive Influence





SELF-AWARENESS

Self-Awareness is about being aware of the way you feel and the impact your feelings can have on decisions, behavior and performance. Your overall results for Self-Awareness are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Self-Awareness	I	D	d	BM
1. Demonstrates awareness of the way they feel.	5.0	4.8	0.2	^
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.8	4.2	0.6	< >
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	5.0	4.8	0.2	^
4. Asks others for feedback on their behavior.	5.0	4.2	0.8	^
5. Responds effectively to feedback from others.	4.4	3.6	0.8	< >
6. Demonstrates awareness of their mood.	4.0	4.0	✓	< >
7. Behaves in a way that is consistent with how they describe themselves to be.	4.6	4.6	✓	^

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

“Your vision will become clear only when you look into your heart. Who looks outside dreams. Who looks inside awakens.”
- Carl Gustav Jung

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

“Paul is a great team member who is extremely consistent in the way he interacts with others.”

“Paul thinks before he speaks (a quality others could learn from in this team!).”

“When I’ve given Paul feedback on the way he has managed certain pieces of work he has been a little defensive – this is not a big issue but an area where Paul could further improve his standing within the team.”

INSIGHTS



ACTIONS



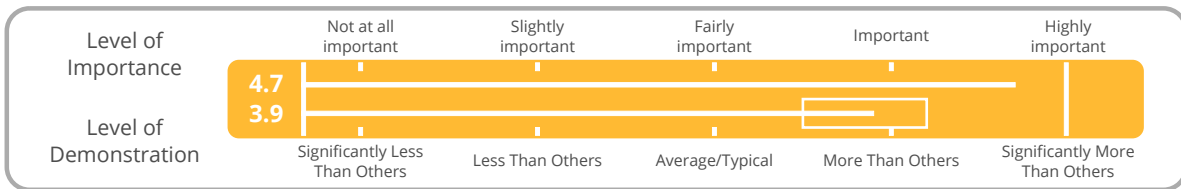
BENEFITS





AWARENESS OF OTHERS

Awareness of others is about perceiving, understanding and acknowledging the way others feel. Your overall results for Awareness Of Others are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Awareness Of Others	I	D	d	BM
1. Accurately acknowledges the way others feel.	4.8	4.0	0.8	< >
2. Recognizes others' non-verbal emotional cues (e.g., body language).	4.8	4.2	0.6	< >
3. Notices when someone needs support.	5.0	3.6	1.4	▼
4. Relates well to others' feelings.	4.8	4.0	0.8	< >
5. Accurately views situations from others' perspective.	4.6	4.4	0.2	▲
6. Adjusts their behavior so that it fits well with others.	4.4	3.6	0.8	< >
7. Accurately anticipates responses or reactions from others.	4.6	3.8	0.8	< >

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

- Maya Angelou

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

"I'd like to see Paul reach out and offer more practical help to the junior members of the team – he is highly skilled in what he does and it would be great to see him pass his experience down the line."

"Paul regularly checks-in with his stakeholder group, he has his finger on the pulse of his clients and is a role model for others in this area."

"Paul has a tendency to be analytical to his approach to his work – this is great but on some occasions he offers too much detail and fails to see people zone-out."

"Paul relates well to each member of the team."

INSIGHTS



ACTIONS



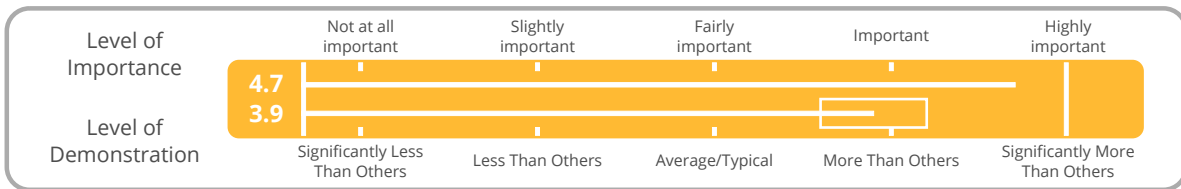
BENEFITS





AUTHENTICITY

Authenticity is about openly and effectively expressing oneself, honoring commitments and encouraging this behavior in others. Your overall results for Authenticity are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Authenticity	I	D	d	BM
1. Shares how they feel with others.	5.0	3.8	1.2	< >
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.8	3.6	1.2	< >
3. Expresses their feelings in the right place and time.	4.4	3.4	1.0	∨
4. When necessary, facilitates challenging conversations effectively.	4.8	4.6	0.2	^
5. Is consistent in what they say and do.	4.8	4.4	0.4	< >
6. Encourages others to express themselves.	4.6	3.2	1.4	∨
7. Honors commitments and keeps promises.	4.8	4.0	0.8	< >

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

"If people like you, they'll listen to you but if they trust you, they'll do business with you."

- Zig Ziglar

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

“Paul consistently delivers what he has promised and lets you know if he is behind schedule.”

“Paul rarely expresses how he feels or asks others about how they are feeling around work related issues. This seems to be part of the team culture and an area where we could all be a little more caring.”

“I like the way Paul runs meetings – he is great at asking questions and encourages others to put forward ideas.”

“When Paul commits to something he always follows through – he is very reliable.”

INSIGHTS



ACTIONS



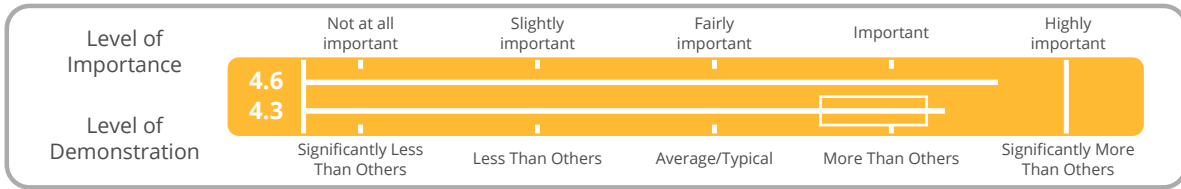
BENEFITS





EMOTIONAL REASONING

Emotional reasoning is about using the information in feelings (from oneself and others) and combining it with other facts and information when decision-making. Your overall results for Emotional Reasoning are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Emotional Reasoning	I	D	d	BM
1. Reflects on feelings when decision-making.	4.4	4.2	0.2	^
2. Asks others how they feel about potential solutions to problems.	4.4	4.4	✓	^
3. Considers issues from multiple perspectives.	4.4	4.4	✓	^
4. Involves you in decisions that affect your work.	5.0	4.6	0.4	^
5. Demonstrates awareness of biases in decision-making.	4.8	3.6	1.2	< >
6. Communicates decisions in a way that is sensitive to others' feelings.	4.4	4.4	✓	^
7. Uses the organization's values effectively when making important decisions.	5.0	4.6	0.4	^

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

"We know too much and feel too little of those emotions from which a good life springs."

- Bertrand Russell

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

“Paul has developed a wider ability to consider the business from various aspects and levels.”

“I have never once found fault in his logic or ability to communicate ideas to his stakeholder group.”

“Paul regularly wins support for his ideas – he achieves this through recognizing that across the team we usually have differing opinions. He always takes time to consult and is never dictatorial.”

“Paul is an expert at looking at issues from multiple perspectives.”

INSIGHTS



ACTIONS



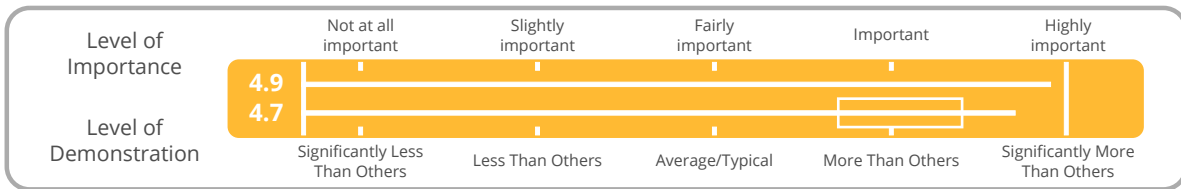
BENEFITS





SELF-MANAGEMENT

Self-Management is about managing one's own mood and emotions; time and behavior; and continuously improving oneself. Your overall results for Self-Management are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Self-Management	I	D	d	BM
1. Responds effectively in stressful situations.	4.8	5.0	✓	^
2. Demonstrates a positive, energizing demeanor.	5.0	5.0	✓	^
3. Adapts effectively to different/changing circumstances.	5.0	4.6	0.4	^
4. Responds effectively to criticism from others.	5.0	4.8	0.2	^
5. Manages their time effectively.	4.8	4.2	0.6	< >
6. Controls their anger at work.	4.6	4.2	0.4	< >
7. Improves themselves.	4.8	4.8	✓	^

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

"The greatest glory in living lies not in never falling, but in rising every time we fall."

- Nelson Mandela

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

“Paul continually looks for ways to grow his skills and capability.”

“I have only seen Paul lose his temper once in the 3 years we have worked together – he holds it together well.”

“Paul takes on a lot of responsibility and always delivers – he achieves this in part through managing his time extremely efficiently.”

INSIGHTS



ACTIONS

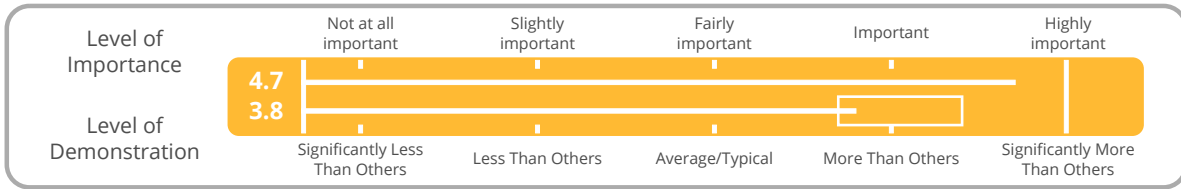


BENEFITS



POSITIVE INFLUENCE

Positive influence is about positively influencing the way others feel through problem solving, providing feedback and recognizing and supporting others' work. Your overall results for Positive Influence are shown below.



The table below shows the average response you received from raters to each of the questions measuring this workplace competency.

Positive Influence	I	D	d	BM
1. Provides useful support to others.	4.8	3.8	1.0	▼
2. Helps others resolve workplace conflicts.	4.4	4.0	0.4	< >
3. Helps others respond effectively to stressful situations.	4.8	3.6	1.2	< >
4. Responds effectively to others' inappropriate behavior.	5.0	3.4	1.6	▼
5. Helps create a positive work environment.	5.0	4.0	1.0	< >
6. Responds effectively to others' feelings.	4.6	3.6	1.0	< >
7. Positively influences the way others feel.	4.6	4.0	0.6	< >

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

“Great salespeople are relationship builders who provide value and help their customers win.”

- Jeffrey Gitomer

QUALITATIVE FEEDBACK

The feedback below has been provided by the people nominated to rate you. Please note that their comments have been printed verbatim, without any editing or spell checking.

"In our work environment we need people to inspire and motivate – Paul could do more in this area. Most of the day Paul is working through issues and sometimes misses the signs that the junior staff need more of his time."

"As the most senior member of the team I believe Paul should take greater responsibility in helping others be resilient. Paul does this with ease but around him there are obvious signs that people not coping."

"There are a few behavioral issues across the team that are holding us back as a group. As a senior member of the team I'd like to see Paul address some of these issues in the same way he manages operational challenges. People respect and respond well to Paul and this could be an area of development for him."

"He is a great asset to the team."

INSIGHTS



ACTIONS



BENEFITS



INTERPRETING RATER SCORES - CUSTOMER CATEGORY

Rater Information

The table below lists the total number of raters in the Customer category that responded to the customer survey and provides information on the validity of their responses.



Familiarity

When completing the survey your raters were asked to indicate how often they have work-related contact with you and how familiar they are with your workplace behavior. Their responses to these questions are used to determine their level of familiarity with you. The table below explains how to interpret the level of familiarity they have with you.

	THIS MEANS THAT RATERS...	SO SCORES FROM THIS CATEGORY ARE...
LOW	Have little contact with you and are unfamiliar with your workplace behaviors	Valuable and should not be dismissed. However, interpret these scores with caution.
MEDIUM	Have some contact with you and are familiar with your workplace behaviors	Meaningful. Identify actions to take on the basis of your results however validate these actions with your raters before implementation.
HIGH	Are highly familiar with your workplace behaviors	Very meaningful. Take action based on the feedback.

Consistency

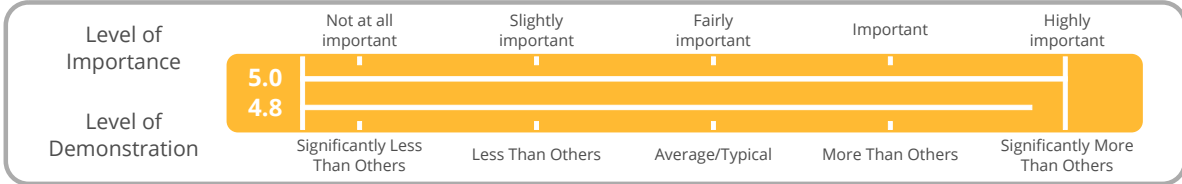
Consistency describes the level of variation (or lack thereof) in rater responses to the survey questions. The table below explains how to interpret your consistency score.

	THIS MEANS THE RATER RESPONSES TO THE SURVEY WERE...
LOW	Significantly inconsistent. This may be because: <ul style="list-style-type: none"> • You display different behavior to individual raters • Raters may be seeing different aspects of your behavior, or • Different situations, relationships or environments had an impact on their responses. When consistency of responses is low, interpret results with caution, as the results reflect averages that may not be meaningful.
MEDIUM	Somewhat consistent, as might be expected from a typical group of respondents.
HIGH	Highly consistent.

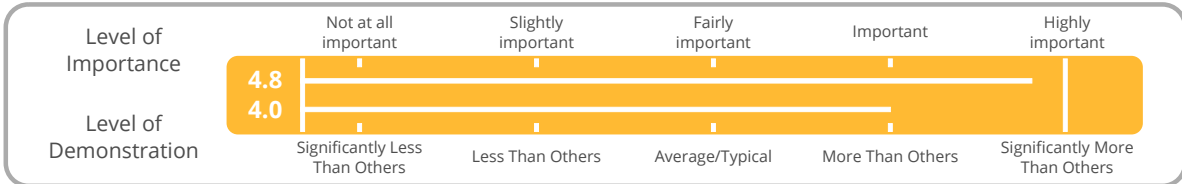
RESULTS AT A GLANCE - CUSTOMER CATEGORY

Your overall results for each of the six emotional intelligence competencies are summarized on this page. Your results represent the average response given by raters to the questions measuring each competency. More detailed item results are presented in the subsequent pages.

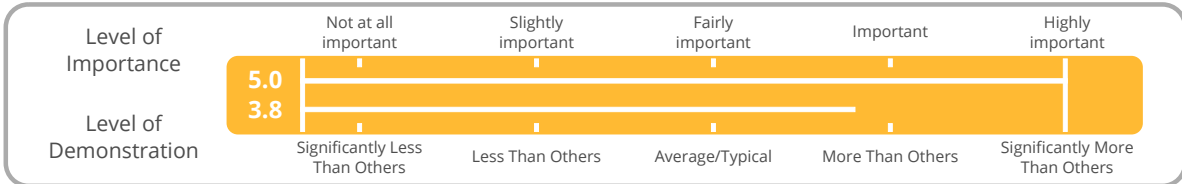
Self-Awareness



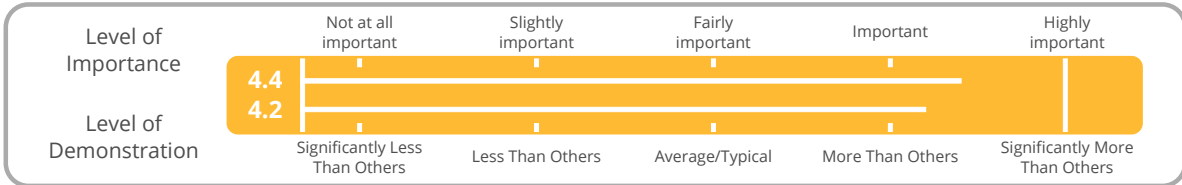
Awareness Of Others



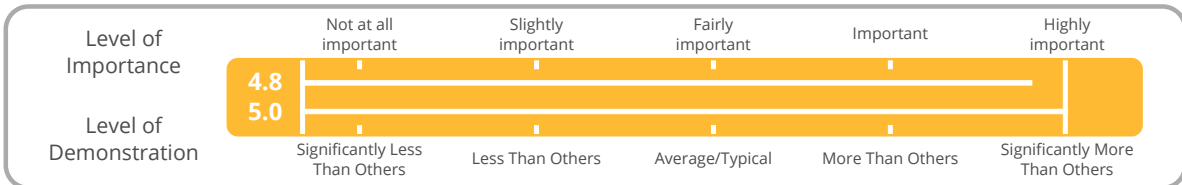
Authenticity



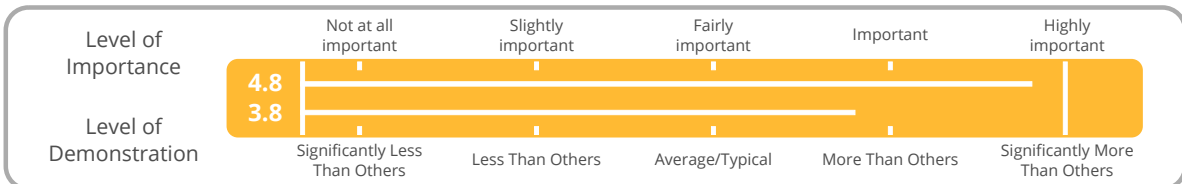
Emotional Reasoning



Self-Management



Positive Influence



RESULTS - CUSTOMER CATEGORY

Self-Awareness	I	D	d
Paul's awareness of his/her own feelings and behavior and the impact it has on themselves and others:	5.0	4.8	0.2
Salespeople high in self-awareness are clear about their own emotions and what affect those emotions are having on them. They are better equipped to manage emotions getting in the way and generate emotions that help facilitate positive relationships and experiences.			

Awareness Of Others	I	D	d
Paul's awareness of you, your thoughts, feelings and perspectives:	4.8	4.0	0.8
Salespeople high in this capacity are good at reading the non-verbal emotional behavior of others and adapting their approach accordingly.			

Authenticity	I	D	d
Paul's capacity to effectively facilitate authentic dialogue and develop trust:	5.0	3.8	1.2
Authentic salespeople deliver on their promises and can effectively facilitate difficult conversations. They are able to express their views in a way that facilitates open, respectful dialogue and maintains relationships.			

Emotional Reasoning	I	D	d
Paul's capacity to use emotional data gathered from Self-Awareness and Awareness of Others and combine it with other objective information when decision-making:	4.4	4.2	0.2
Sales people use this capacity to identify when, what and how to communicate, when to listen, what questions to ask and when to let you think things through.			

Self-Management	I	D	d
Paul's capacity to effectively regulate and manage his/her emotions:	4.8	5.0	✓
Salespeople high in self-management demonstrate a calm, optimistic demeanor which facilitates healthy, engaging interactions with customers.			

Positive Influence	I	D	d
Paul's capacity to positively influence the way you feel and the situations you may find yourself in:	4.8	3.8	1.0
Salespeople high in positive influence are better equipped at dealing with conflict and helping customers navigate internal disagreement.			

KEY: I = Level of Importance D = Level of Demonstration d = Difference

CUSTOMER FEEDBACK

The feedback below has been provided by the people nominated to rate you in the Customer category. Please note that their comments have been printed verbatim, without any editing or spell checking.

Written feedback: "We felt genuine authenticity and great level of emotional awareness during our sale with him."

Written feedback: "We've had fantastic experience during our sales transactions. He is an ideal salesperson with genuine concern for his clients."

Written feedback: "He has demonstrated amazing level of emotional intelligence during the sale process."

CUSTOMER CATEGORY - ACTION PLAN

Use the space below to reflect on the feedback provided by the people in this category.

INSIGHTS



ACTIONS



BENEFITS



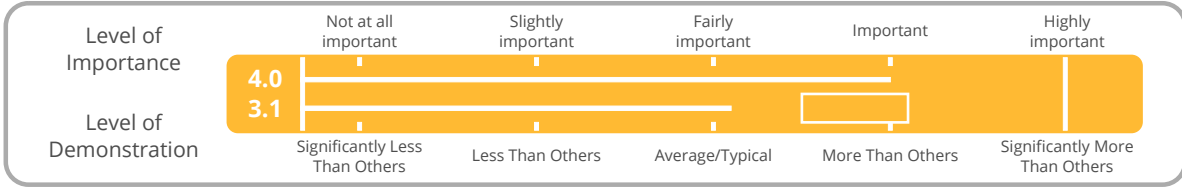
RESPONDING TO YOUR FEEDBACK

It is not recommended that you show your report to your raters. The feedback was given with the understanding that it was to be private and confidential and this should always be respected. Responding to your feedback is best done in one-on-one meetings with your raters. The intention and feel of these one-on-one meetings should be one of validation and to seek further input on actions to take. To respond to your feedback please consider following these steps (you might need to adapt them to fit within your specific context):

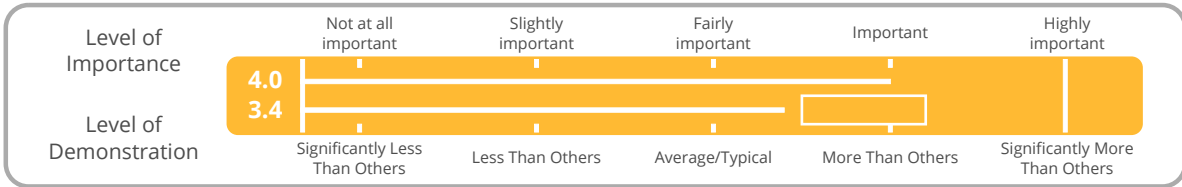
1. Thank your raters for completing the survey.
2. Outline the insights you gained and the actions you are intending to take.
3. Ask for their feedback and input on these actions. It is validation and/or refinement you are hoping to achieve from the dialogue.
4. Ask questions about any parts of your results that weren't clear or require further input/explanation.
5. Ask the person to be specific and to provide examples to support their comments.
6. Ask open, probing questions in order to clarify responses that are unclear. In these types of meetings people sometimes make ambiguous statements like, "You could be better at dealing with people". If you hear similar statements, ask probing questions like, "When you say I could be better at dealing with people, what are some specific things I could be doing?" or, "Could you please give me a specific example when I have not managed a situation as well as I might otherwise have done?"
7. Be careful not to justify or attempt put things into context by saying things like, "Yes, but, because...". Putting things into context can sound defensive and hinder the conversation. Remember, their perception is their truth. It is not about whether it is right or wrong, it is about understanding how others perceive you. Therefore, you need to be empathetic and willing to listen.
8. Ask for their support in implementing the actions you decide to adopt where necessary.
9. Be authentic about what you will and will not address. It is important to hear all feedback and not to justify. Equally, you may not agree with everything said or think all things are relevant or possible. Just remember to be authentic about what you will do and what you will not. Whether you provide rationales for your decisions/intentions should be considered within the specific context of the relationship with the person providing the feedback.
10. Set follow-ups to establish progress and review actions taken. Meeting again with the person 2-3 months later is usually a good timeframe to revisit things.
11. Thank them.

YOUR SELF ASSESSMENT RESULTS

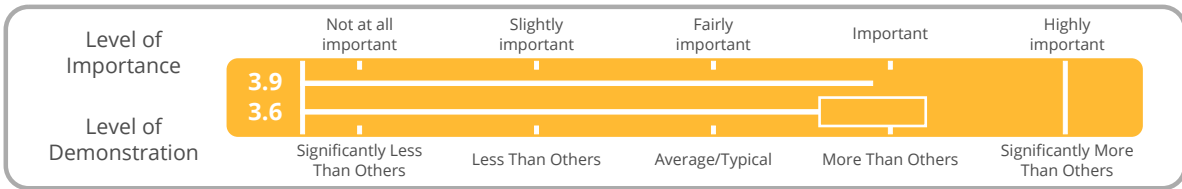
Self-Awareness



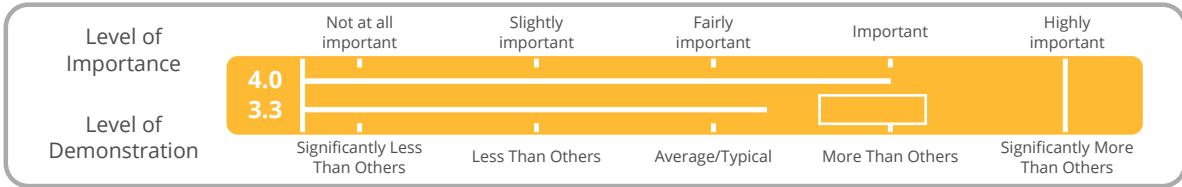
Awareness Of Others



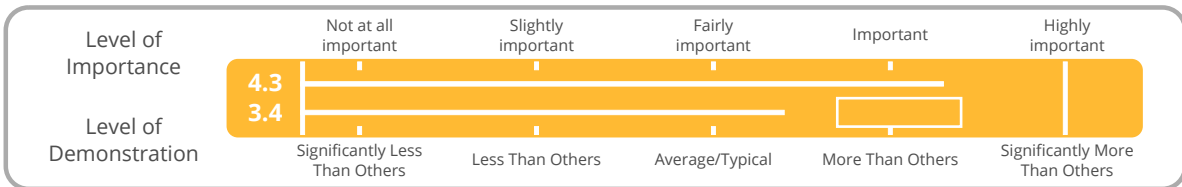
Authenticity



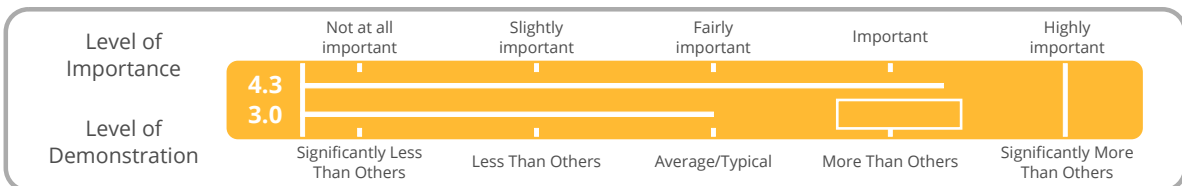
Emotional Reasoning



Self-Management



Positive Influence



YOUR DETAILED SELF ASSESSMENT RESULTS

Self-Awareness	I	D	d	BM
1. Demonstrating awareness of the way you feel.	3	3	✓	▼
2. Demonstrating awareness of the impact emotions can have on your thinking.	3	3	✓	▼
3. Demonstrating awareness of the impact your feelings can have on how you interact with others.	4	2	2	▼
4. Asking others for feedback on your behavior.	4	3	1	<>
5. Responding effectively to feedback from others.	5	4	1	<>
6. Demonstrating awareness of your mood.	4	4	✓	<>
7. Behaving in a way that is consistent with how you describe yourself to be.	5	3	2	▼

Awareness Of Others	I	D	d	BM
1. Accurately acknowledging the way others feel.	4	3	1	▼
2. Recognizing others' non-verbal emotional cues (e.g., body language).	4	4	✓	<>
3. Noticing when someone needs support.	5	4	1	<>
4. Relating well to others' feelings.	3	3	✓	▼
5. Accurately viewing situations from others' perspective.	4	3	1	▼
6. Adjusting your behavior so that it fits well with others.	5	3	2	▼
7. Accurately anticipating responses or reactions from others.	3	4	✓	<>

Authenticity	I	D	d	BM
1. Sharing how you feel with others.	3	3	✓	▼
2. Describing your own feelings in a way that is sensitive to the feelings of others.	2	2	✓	▼
3. Expressing your feelings in the right place and time.	3	4	✓	<>
4. When necessary, facilitating challenging conversations effectively.	4	3	1	▼
5. Being consistent in what you say and do.	5	4	1	<>
6. Encouraging others to express themselves.	5	4	1	<>
7. Honoring commitments and keeping promises.	5	5	✓	^

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

YOUR DETAILED SELF ASSESSMENT RESULTS

Emotional Reasoning	I	D	d	BM
1. Reflecting on feelings when decision-making.	3	3	✓	▼
2. Asking others how they feel about potential solutions to problems.	5	4	1	< >
3. Considering issues from multiple perspectives.	5	4	1	< >
4. Involving others in decisions that affect their work.	4	3	1	▼
5. Demonstrating awareness of biases in decision-making.	2	3	✓	▼
6. Communicating decisions in a way that is sensitive to others' feelings.	4	3	1	▼
7. Using your organization's values effectively when making important decisions.	5	3	2	▼

Self-Management	I	D	d	BM
1. Responding effectively in stressful situations.	5	5	✓	^
2. Demonstrating a positive, energizing demeanor.	4	3	1	▼
3. Adapting effectively to different/changing circumstances.	4	4	✓	< >
4. Responding effectively to criticism from others.	4	2	2	▼
5. Managing your time effectively.	4	3	1	▼
6. Controlling your anger at work.	4	3	1	▼
7. Improving yourself.	5	4	1	< >

Positive Influence	I	D	d	BM
1. Providing useful support to others.	4	3	1	▼
2. Helping others resolve workplace conflicts.	4	3	1	▼
3. Helping others respond effectively to stressful situations.	5	3	2	▼
4. Responding effectively to others' inappropriate behavior.	4	3	1	▼
5. Helping create a positive work environment.	4	3	1	▼
6. Responding effectively to others' feelings.	4	3	1	▼
7. Positively influencing the way others feel.	5	3	2	▼

KEY: I = Level of Importance D = Level of Demonstration d = Difference BM = Benchmark

RESULTS SUMMARY

Self-Awareness	S	C
1. Demonstrates awareness of the way they feel.	3	4.8
2. Demonstrates awareness of the impact emotions can have on their thinking.	3	4.2
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	2	4.8
4. Asks others for feedback on their behavior.	3	4.2
5. Responds effectively to feedback from others.	4	3.6
6. Demonstrates awareness of their mood.	4	4.0
7. Behaves in a way that is consistent with how they describe themselves to be.	3	4.6

Awareness Of Others	S	C
1. Accurately acknowledges the way others feel.	3	4.0
2. Recognizes others' non-verbal emotional cues (e.g., body language).	4	4.2
3. Notices when someone needs support.	4	3.6
4. Relates well to others' feelings.	3	4.0
5. Accurately views situations from others' perspective.	3	4.4
6. Adjusts their behavior so that it fits well with others.	3	3.6
7. Accurately anticipates responses or reactions from others.	4	3.8

Authenticity	S	C
1. Shares how they feel with others.	3	3.8
2. Describes their own feelings in a way that is sensitive to the feelings of others.	2	3.6
3. Expresses their feelings in the right place and time.	4	3.4
4. When necessary, facilitates challenging conversations effectively.	3	4.6
5. Is consistent in what they say and do.	4	4.4
6. Encourages others to express themselves.	4	3.2
7. Honors commitments and keeps promises.	5	4.0

KEY: S = Self C = Colleague (5)

RESULTS SUMMARY

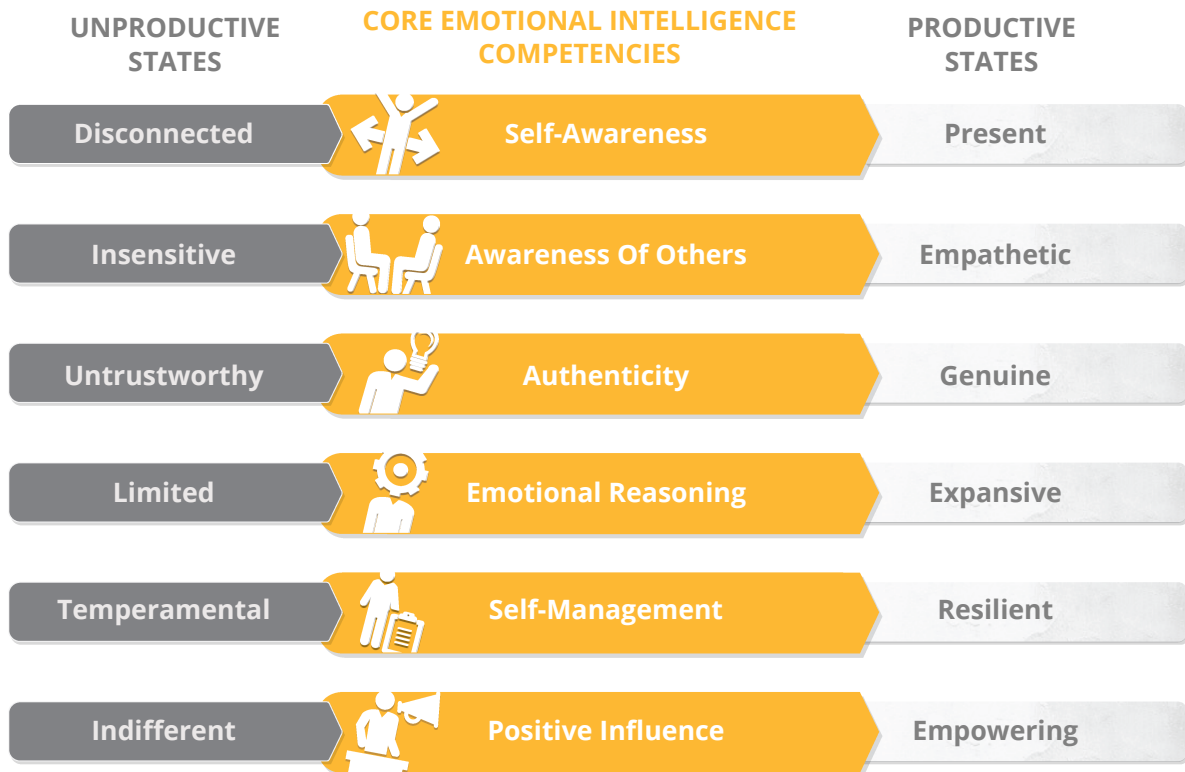
Emotional Reasoning	S	C
1. Reflects on feelings when decision-making.	3	4.2
2. Asks others how they feel about potential solutions to problems.	4	4.4
3. Considers issues from multiple perspectives.	4	4.4
4. Involves you in decisions that affect your work.	3	4.6
5. Demonstrates awareness of biases in decision-making.	3	3.6
6. Communicates decisions in a way that is sensitive to others' feelings.	3	4.4
7. Uses the organization's values effectively when making important decisions.	3	4.6

Self-Management	S	C
1. Responds effectively in stressful situations.	5	5.0
2. Demonstrates a positive, energizing demeanor.	3	5.0
3. Adapts effectively to different/changing circumstances.	4	4.6
4. Responds effectively to criticism from others.	2	4.8
5. Manages their time effectively.	3	4.2
6. Controls their anger at work.	3	4.2
7. Improves themselves.	4	4.8

Positive Influence	S	C
1. Provides useful support to others.	3	3.8
2. Helps others resolve workplace conflicts.	3	4.0
3. Helps others respond effectively to stressful situations.	3	3.6
4. Responds effectively to others' inappropriate behavior.	3	3.4
5. Helps create a positive work environment.	3	4.0
6. Responds effectively to others' feelings.	3	3.6
7. Positively influences the way others feel.	3	4.0

KEY: S = Self C = Colleague (5)






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