



EQ is the #1 Predictor of Success™

BlueEQ™ Self-Assessment Report Results  
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## Congratulations!

Welcome and congratulations on successfully completing your BlueEQ™ self-assessment, a new way of examining your emotional intelligence skills in managing and leading. So why is emotional intelligence so important? It's been proven that in most situations, EQ is more important than IQ. This is especially true for managers and leaders. Your BlueEQ™ self-assessment will help you improve your emotional intelligence, and the attitudes and behaviors you will need to become even more successful as a manager and leader.

## What is BlueEQ™?

BlueEQ™ is the world's most accurate, comprehensive, and powerful emotional intelligence self assessment for managers and leaders. It was designed by a team of industry experts, social and behavioral scientists, instructional psychologists, and psychometricians.

## How does BlueEQ™ work?

The BlueEQ™ Self-Assessment measures the five skills of emotional intelligence. Each skill is comprised of five dimensions or behaviors. To improve your emotional intelligence, focus on developing the dimensions within each skill. The BlueEQ™ Results Summary on the next page displays an easy to read analysis identifying and ranking skills and dimensions in the following five categories:

- Success Factor** These are EQ skills and dimensions that you have mastered. They represent the distinguishing characteristics of your emotional intelligence. They set you apart and explain what drives your fundamental success in working with others. Your success factors come from your efforts, experience, and natural endowments. Address your success factors based on specific opportunity or assigned responsibility.
- Strength Factor** These are EQ skills and dimensions that you have strongly developed. They represent basic strengths in your overall emotional intelligence profile. Strength factors come naturally to you as you work with and communicate with others. Your strength factor helped you get where you are today. They account for much of your effectiveness. Address your strength factors sparingly and with clear understanding of expected benefit.
- Growth Factor** These are EQ skills and dimensions that you have partially developed. Growth factors represent areas where you can invest more effort to develop and build additional effectiveness. Growth factors typically indicate average or acceptable performance. Based on an assessment of impact, address your growth factors selectively. Ask yourself: If I convert this growth factor to a strength factor, is it worth more than focusing on something else?
- Limiting Factor** These are EQ skills and dimensions that you have only slightly developed. Limiting factors restrict your ability to interact and influence others effectively. They limit your professional advancement and upward mobility, and threaten your personal relationships. In other words, they hold you back from what you are capable of becoming and accomplishing. Address your limiting factors after prioritizing them in terms of expected impact.
- Risk Factor** These are EQ skills or dimensions that you have poorly developed. Your risk factors put you at risk personally and professionally because they jeopardize your performance and have a negative impact on those around you. They reduce potential, damage relationships, and may lead to failure. Address your risk factors urgently and with sustained attention until they are corrected.

# Results Summary

The results in your color map below show your scores for each of the 5 skills and 25 dimensions. Below each of the 5 skills is a vertical column of the 5 dimensions that comprise each skill. The color of each cell represents your emotional competency level for that specific skill or dimension. Refer to the key below for the definition of each color, with its corresponding percent score. As you begin to interpret your results you will want to identify the three skills and/or dimensions to focus on developing. Once you identify the areas you want or need to develop refer to the profile page for each skill and or dimension. You will find helpful tips and techniques on how to improve in these areas.

**The overall BlueEQ™ score is:**

**78%**

## BlueEQ™ Skills

SELF-REGARD 87%	SELF-AWARENESS 80%	SELF-CONTROL 71%	SOCIAL PERCEPTION 75%	SOCIAL EFFECTIVENESS 77%
↓	↓	↓	↓	↓
<b>BlueEQ™ Dimensions</b>				
<b>OPTIMISM</b> 87%	<b>OPENNESS</b> 67%	<b>IMPULSE CONTROL</b> 73%	<b>EMPATHY</b> 80%	<b>INFLUENCE</b> 87%
<b>SELF-RESPECT</b> 87%	<b>SELF-KNOWLEDGE</b> 90%	<b>STRESS TOLERANCE</b> 53%	<b>OBSERVATION</b> 70%	<b>CONFLICT MANAGEMENT</b> 77%
<b>SELF-CONFIDENCE</b> 87%	<b>INTEGRITY</b> 73%	<b>EMOTIONAL STABILITY</b> 63%	<b>ANTICIPATION</b> 73%	<b>RELATIONSHIP MANAGEMENT</b> 70%
<b>MOTIVATION</b> 87%	<b>MONITORING</b> 87%	<b>RESILIENCE</b> 83%	<b>INTERPRETATION</b> 90%	<b>ACCOUNTABILITY</b> 73%
<b>INDEPENDENCE</b> 90%	<b>INTROSPECTION</b> 83%	<b>DELAYED GRATIFICATION</b> 80%	<b>MINDFULNESS</b> 63%	<b>EGO MANAGEMENT</b> 77%

COLOR/CATEGORY	SCORE
Risk Factor	0% - 44%
Limiting Factor	45% - 59%
Growth Factor	60% - 74%
Strength Factor	75% - 89%

COLOR/CATEGORY

SCORE

Success Factor

90% - 100%

## What is Psychological Safety?

**Psychological Safety** is a shared belief that it is safe to engage, discuss ideas, experiment, take risks, give feedback, and learn from mistakes. Researchers have proven that psychological safety is the most critical dynamic of high performing teams. Organizations with high psychological safety attract and retain the brightest talent, have higher levels of innovation and creativity, and are more productive and profitable.

**Fact:** Every person in every organization creates a psychological zone around them.

As part of the BlueEQ™ Assessment you were asked 16 questions that measure how psychologically safe you make others feel. The next page in this report details your results in The 4 Quadrants of Psychological Safety™.

The 4 Quadrants of Psychological Safety™ include:

1. Learner Safety
2. Collaborator Safety
3. Challenger Safety
4. Inclusion Safety

Your overall score is the average of the 4 Quadrants.

Your ability to create psychological safety is a learnable competency. As you focus on improving your emotional intelligence your proficiencies to influence the psychological safety within your team and organization will improve.

## The BlueEQ Core Logic™

The BlueEQ Core Logic™ establishes a cause and effect relationship between emotional intelligence, psychological safety, and career and business impact.

Understand  
why  
This

**EMOTIONAL  
INTELLIGENCE**

• emotional intelligence  
• psychological safety of  
• professional life

**PSYCHOLOGICAL  
SAFETY**

• personal level of  
• creates more career  
• emotional intelligence

**CAREER & BUSINESS  
IMPACT**

excite people and they find ways to connect. When emotional, they draw, and usually have a hard time collaborating.

# Psychological Safety

## 4 Quadrants of Psychological Safety™

## Your Overall Psychological Safety Score

99%

High psychological safety within a team leads to higher interpersonal risk taking, collaboration, engagement, creativity and innovation.

Learner Safety

100%

Collaborator Safety

100%

Challenger Safety

95%

Inclusion Safety

100%

COLOR/CATEGORY	SCORE
Very Unsafe	0% - 59%
Unsafe	60% - 69%
Neutral	70% - 79%
Safe	80% - 89%
Very Safe	90% - 100%

## Q1 Learner Safety

Learner safety means the culture makes team members feel safe to engage in all aspects of the discovery process, to ask questions, to experiment and try new things, to ask for help, and even learn from mistakes. If people don't have learner safety, it's not worth the risk to venture out, experiment, discover, and innovate. Learner safety fosters a willingness to learn something new, attack a thorny problem, or look for a new opportunity or breakthrough.

## Q2 Collaborator Safety

Collaborator safety is built on mutual access and social engagement. In other words, leaders encourage others to collaborate with anyone anytime. It's a constant and perpetual state of open dialogue and constructive debate based on a permeable membrane between all team members. Giving and receiving feedback is the norm and embedded within the culture. The tacit assumption is that execution and innovation are primarily social processes, so "co-laboring" as the word denotes, is a natural inherent driver of the organization.

## Q3 Challenger Safety

Challenger safety is a little different. You want it when you think something needs to change and it's time to say so. This type of safety is based on permission to challenge the status quo, which grants the challenger immunity from repercussion or reprisal. Organizations that foster challenger safety, allow people to speak up because they have been granted a license to disagree. If not, people will hunker down, smile and speak soothing words that reinforce the status quo. The team will go along to get along and things stay the same.



## Q4 Inclusion Safety

Inclusion safety is agnostic to a person's title, position, authority, or background. Delicate and perishable, inclusion safety is created and sustained through consistent, affirming touch points from leaders to their teams. All people within the organization feel they are valued, listen to, and treated fairly and with respect. Opportunities to advance and grow are based on an individual's contribution, character, and competency.

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# Self-Regard

SCORE: 87%

0%

25%

50%

75%

100%



## What is Self-Regard?

- Respecting yourself.
- Having confidence in your abilities.
- Believing in your own self-worth.
- Knowing that you matter and have inherent value.

## High & Low Behavior

**High Score** *People who score high on this skill:*

- Show patience with themselves.
- Allow for mistakes.
- Correct and hold themselves accountable.
- Treat others with respect and esteem.
- See failure as a learning experience.
- Cope with the challenges of life.
- Recover from setbacks.
- Maintain a cheerful, positive outlook on life.

**Low Score** *People who score low on this skill:*

- Judge themselves negatively.
- Measure self-worth by the opinions of others.
- React inappropriately to peer pressure.
- Feel trapped by addictive behaviors.
- Grow inactive and idle and exhibit a lack of initiative.
- Become discouraged or depressed.
- See failure as a reflection of self-worth.
- Fail to develop their unique gifts and talents.

## Development Tips & Techniques

**To increase your performance on this skill, apply these best-practice tips and techniques:**

- Set and strive to achieve stretch goals.
- Explore and identify your personal strengths.
- Take an honest inventory of your personal weaknesses and strive to overcome them.
- Reject harsh and inaccurate criticism.
- Avoid flattery, fame, wealth, or power as measures of personal value.
- Find the humor in your personal imperfections.
- Admit mistakes and apologize to those you have offended.
- Show patience and kindness to others.
- Avoid abusive, dominating behavior.
- Stand up for yourself if you have been mistreated.
- Invest in your relationships with others.
- Express gratitude and avoid complaining.
- Teach, coach, or mentor others.
- Serve someone in need.
- Learn a new skill.
- Contribute to a cause that is greater than self.

## Why does Self-Regard matter?

- People with self-regard develop better coping skills to adapt and respond to the challenges of life.
- Self-regard gives you the courage and confidence to take on new challenges.
- Self-regard allows you to reach your potential by resisting the opinions, criticisms, and limitations that others place on you.
- Self-regard allows you to lead and influence others because you are secure and accepting of who you are.
- Self-regard allows you to be happy in spite of your imperfections and the adversity life brings.



SELF-REGARD

# Optimism

SCORE: 87%

0%                      25%                      50%                      75%                      100%



## What is Optimism?

- Being cheerful, hopeful, and enthusiastic.
- Looking for the bright side of things.
- Believing in what's possible.
- Expecting and contributing to positive outcomes.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Focus on a vision of the future.
- Encourage others.
- Express gratitude.
- Assume others have good intent.
- Avoid negative thoughts and emotions.
- Display warmth and acceptance.
- Refuse to be discouraged.
- See the humor in things.

**Low Score** *People who score low on this dimension:*

- Feel hopeless about the future.
- Drag others down with pessimism.
- Act sarcastic and cynical.
- Assume others have ill intent.
- Wallow in negative thoughts and emotions.
- Act cold and miserable.
- Commiserate with others in self-pity.
- Complain about what's wrong with everything.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Look for the positive aspects of any setback.
- Recognize that most problems are temporary.
- Journal how you overcome adversity.
- Laugh and see the humor in problems.
- Visualize the future and what is possible.
- Anticipate challenges and smile when they come.
- Seek feedback from others to find solutions.
- Act early. Procrastination creates more pessimism.
- Reflect on the inherent goodness of people.
- Serve others. Optimism is a natural consequence of service.
- Solve a small problem to give you momentum to tackle bigger issues.
- Stretch yourself. Putting forth raw effort increases a positive outlook.
- Focus on what you can influence and control. Don't waste energy worrying about things you cannot change.
- Improve yourself. Personal progress creates hope.
- Give others specific and genuine compliments to create optimism as a by-product.

## Why does Optimism matter?

- Optimism is one of the most contagious emotions. It spreads quickly and leads to better morale and performance.
- Optimism is a natural stress reducer and promotes better emotional and physical health.
- People want to be with, and follow, optimistic people. If you're optimistic, you will have greater influence on those around you.
- Optimism leads to greater creativity and productivity because optimistic people look for possibilities.



SELF-REGARD

# Self-Respect

SCORE: 87%

0%                      25%                      50%                      75%                      100%



## What is Self-Respect?

- Respecting yourself as a human being.
- Appreciating your unique identity.
- Accepting your inherent worth.
- Valuing yourself in spite of your mistakes, weaknesses and failures.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Avoid insulting or criticizing themselves.
- Value themselves, not their status or position.
- Correct themselves willingly.
- Care about their personal reputation.
- Show concern for personal appearance.
- Use time wisely.
- Avoid addictive substances or behaviors.
- Hold themselves accountable.

**Low Score** *People who score low on this dimension:*

- Put themselves down.
- Doubt their personal worth.
- Make excuses for their behavior.
- Allow themselves to be mistreated.
- Fail to show proper respect for others.
- Neglect their personal appearance and disciplined routine.
- Lack strong work ethic.
- Wander in search of identity.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Identify your talents, strengths, and abilities.
- Contribute to the growth or development of another person.
- Keep company with people who will validate you for who you are.
- Avoid destructive relationships.
- Recognize change and improvement in yourself.
- Reflect on your inherent worth and equality with all people.
- Clean and organize your physical surroundings.
- Stand up for yourself if you are mistreated.
- List the things that make you unique and different.
- Hold yourself accountable by correcting yourself when you make a mistake.
- Set standards of personal conduct.
- Identify your personal values.
- Define who you are apart from your profession.
- Break a bad habit.
- Treat others with increased respect.

## Why does Self-Respect matter?

- Self-respect is reflected in the way you treat and respond to other people. If you feel good about yourself, others will be more likely to respect you as well.
- Self-respect drives behavior. If you value yourself and your unique identity, you will be less affected by harmful or negative influences around you.
- If you believe in yourself, you are more likely to reach your potential because you are motivated to keep trying.



SELF-REGARD

# Self-Confidence

SCORE: 87%

0% 25% 50% 75% 100%



## What is Self-Confidence?

- Believing in your abilities.
- Feeling self-assured.
- Trusting your own judgment.
- Having faith that your actions will produce a desired outcome.
- Possessing the inner strength to solve problems and overcome obstacles.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Take action quickly.
- Want to be involved.
- Act sure and deliberate.
- Bounce back from failure.
- Exhibit boldness, courage, and determination.
- Try things willingly.
- Turn outward to other people.
- Conduct self with poise and assertiveness.
- Believe in the power of their own ideas and action.

**Low Score** *People who score low on this dimension:*

- Fail to take action or hesitate.
- Expect failure.
- Become discouraged easily.
- Withdraw from participation.
- Act unsure of themselves.
- Feel overwhelmed with doubt.
- Rely on the opinions of others.
- Act insecure and fearful.
- Appear timid and paralyzed.

## Why does Self-Confidence matter?

- Self-confidence leads you to take action. This leads to new possibilities.
- Self-confidence influences and persuades other people to act.
- Opportunities follow those who are self-confident. If you're self-confident, you're more likely to earn additional rewards, recognition, and responsibility.
- Self-confident people are more successful and happier with their lives.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Consider failure a learning opportunity. Identify what you learned from your last failure.
- List your personal strengths and assets.
- Prioritize competing demands. Identify what you will say no to.
- Increase your networking. Reach out to a new person.
- Set a goal to learn something new and do it.
- Increase your exercise and improve your physical appearance.
- Improve your reading habits.
- Be consistent in your behavior and treatment of people regardless of the setting.
- In your time management, do the hardest things first.
- Prepare yourself to be wrong and graciously admit when you are.
- Take a chance on doing something that is risky and yet worthwhile.
- Tell the truth about yourself without exaggeration.





SELF-REGARD

# Motivation

SCORE: 87%

0%

25%

50%

75%

100%



## What is Motivation?

- Being willing to take action.
- Contributing without being asked.
- Having a desire to perform.
- Wanting to put forth effort.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Want to achieve something meaningful.
- Strive to succeed.
- Set goals.
- Encourage themselves.
- Look to solve problems as they arise.
- Seek feedback.
- Want to be measured.
- Show energy and activity.

**Low Score** *People who score low on this dimension:*

- Display unwillingness to act, try, or invest.
- Show up as lazy, indifferent, or complacent.
- Stay in comfort zone.
- Fail to care or show interest.
- Act careless, distant, or aloof.
- Appear cold and detached.
- Lack the ability to sustain focus and attention.
- Look for short cuts.
- Avoid work, effort, and exertion.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Find a cause or mission that you believe in.
- Create a vision of your life.
- Set worthy, achievable goals.
- Measure your efforts and progress.
- Eliminate the distractions from your life.
- Stop wasting time. For example, watch less TV.
- Identify your talents and passions and pursue them.
- Complete things you start. Uncompleted projects are highly de-motivating.
- Identify the rewards you want and identify the path that leads to them.
- Do work that you find intrinsically meaningful.
- Try new things to discover where you have high and low motivation.
- Connect with other people. Human interaction is a natural motivator.
- Serve other people. Service creates its own, self-sustaining motivation.
- Study and observe the lives of people who sustain their motivation to achieve extraordinary things.

## Why does Motivation matter?

- Motivation is what propels us to action. Without motivation, we do nothing. With it, we put ourselves in motion and believe we can achieve many things.
- Motivation creates the future because we believe in what's possible and work towards it.
- Through motivation, we are able to solve problems, help ourselves, and help others.
- Through motivation, we discover, invent, and innovate.



SELF-REGARD

# Independence

SCORE: 90%

0%                      25%                      50%                      75%                      100%



## What is Independence?

- Being free from outside control or manipulation.
- Determining the course of your life.
- Avoiding inappropriate obligations to other people.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Make decisions.
- State opinions fearlessly.
- Overlook unwarranted or unfair criticism from others.
- Approach life in a self-reliant and self-sufficient way.
- Direct self in learning, decisions, and actions.
- Consider it a personal right to govern one's self.

**Low Score** *People who score low on this dimension:*

- Submit often to peer influence.
- Allow others to control them.
- Take autonomous action with difficulty.
- Act indecisively.
- Worry about social approval and acceptance.
- Lack confidence in personal judgment.
- Struggle to determine direction.
- Feel overly obligated to others.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Learn to manage money wisely. Create and keep a budget.
- Cook your own meals.
- Plan and complete a difficult task without outside help.
- Identify and develop a new skill.
- Give your opinion on an important issue.
- Refuse to give in to peer pressure when you know you're right.
- Pull away from any patterns of unhealthy dependency that you might have.
- Be honest with yourself so you can learn to trust your own judgment.
- Develop healthy habits of eating and exercise.
- Learn emergency response skills.
- Volunteer for a new responsibility.
- Read more and follow the news to become better informed.
- Learn to fix and perform maintenance tasks on assets that you own.

## Why does Independence matter?

- Independence will allow you to develop and progress even though you may not be getting the guidance, support, and resources from others that you would like.
- Independence is a cousin to confidence. As you think and act with more autonomy, your independence and confidence will grow together.
- Independence keeps you safe from doing foolish things based on peer pressure.
- Independence will give you a deeper sense of control, freedom, and satisfaction in your life.



# Self-Awareness

SCORE: 80%

0%

25%

50%

75%

100%



## What is Self-Awareness?

- Recognition of your personality, disposition, and temperament.
- Perception of your behavior and interactions with others.
- Awareness of your motives, beliefs, and values.
- Consciousness of your own feelings and desires.

## High & Low Behavior

**High Score** *People who score high on this skill:*

- Listen to the feedback of others willingly.
- Remain open and coachable.
- Regulate their mood.
- Evaluate themselves honestly
- Notice their body language.
- Read the body language of others.
- Monitor themselves in stressful situations.
- Examine their personal thoughts and feelings.
- Perceive and correct themselves.

**Low Score** *People who score low on this skill:*

- Defend their actions and refuse to listen to others.
- Resist feedback.
- Excuse or justify their behavior.
- Fail to perceive their own strengths and weaknesses.
- Refuse to see how their behavior affects others. Overlook their body language and that of others.
- Neglect to examine and correct themselves.

## Development Tips & Techniques

**To increase your performance on this skill, apply these best-practice tips and techniques:**

- Ask others how people perceive you.
- Develop active listening skills.
- List and reflect on your strengths and weaknesses.
- Be completely honest with yourself.
- Avoid excusing your own behavior.
- Track your mood changes.
- Focus on becoming aware of your body language.
- Focus on and read the body language of others.
- Reflect on your feelings and motives in the moment.
- Pay attention to the way people respond to you.
- Identify times when you regret your behavior.
- Monitor yourself in stressful situations.
- Get out of your comfort zone and set goals to become more self-aware.
- Spend more time examining your behavior.
- Evaluate your performance at the end of every day.
- Develop the habit of self-correcting the moment you recognize a mistake.
- Recognize that developing self-awareness is a journey.

## Why does Self-Awareness matter?

- Socrates said, "Know thyself." Self-awareness is the foundation of emotional intelligence and a precondition for developing intimate relationships. Without it, it's impossible to improve yourself because you don't know where you are. You don't have any bearing points to comprehend your position.
- Self-awareness is an acquired skill. It depends primarily on personal honesty, effort, and a willingness to make ongoing small self-corrections.



SELF-AWARENESS

# Openness

SCORE: 67%

0%                      25%                      50%                      75%                      100%



## What is Openness?

- Willing to listen and receive feedback.
- Open to differing opinions and points of view.
- Teachable.
- Free from bias or prejudice.

## High & Low Behavior

### High Score *People who score high on this dimension:*

- Allow others to correct them.
- Withhold judgment and consider different perspectives.
- Show curiosity and a willingness to learn.
- Explore different options and approaches.
- Lack ego and arrogance.
- Exhibit humility and sincerity.
- Demonstrate openness and approachability.
- Socialize readily.

### Low Score *People who score low on this dimension:*

- Defend their actions and remain closed off.
- Act stubborn and refuse to change their ways.
- Decline to address issues and persist in being evasive.
- Remain guarded and reserved.
- Demonstrate bias and prejudice.
- Resist change and stay stuck in the past.
- Refuse to learn from newer or younger coworkers.

## Development Tips & Techniques

### To increase your performance on this dimension, apply these best-practice tips and techniques:

- Give people permission to disagree with you.
- Collaborate with others to find hidden value.
- Remind yourself what others have taught you.
- Listen to others. Don't fall into the trap of thinking you have all the answers.
- Encourage risk taking to keep you open to new possibilities.
- Look at mistakes as learning opportunities.
- Share information as openly as you can.
- Solicit feedback as frequently as you can.
- Be transparent in the way you make decisions.
- Discuss issues, problems, and opportunities with others. This habit keeps you open.
- Allow yourself and others to make mistakes.
- Cultivate a planned abandonment mentality. This will keep you open to change.
- Assign others to tell you what's wrong with your ideas

## Why does Openness matter?

- Openness is vital to avoid your own ignorance, isolation, and poor decision making.
- Openness builds trust and invites others to work with you.
- Openness reduces the risk that you will have big, personal blind spots.
- Openness is inclusiveness and an appreciation of diversity and differences in people and their behavior, beliefs, and thinking.
- Openness helps you develop better judgment.





SELF-AWARENESS

# Self-Knowledge

SCORE: 90%

0%                      25%                      50%                      75%                      100%



## What is Self-Knowledge?

- Awareness of your personal performance and potential.
- Consciousness of your thoughts, feelings, and motives.
- Perception of the way your behavior and body language influences others.
- Discernment of your strengths and weaknesses.
- Recognition of your mistakes.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Possess a balanced and accurate understanding of themselves.
- Uphold an accurate view of their abilities.
- Face their fears and doubts.
- Take responsibility. Never make excuses for themselves.
- Demonstrate active listening.
- Ask more questions, make fewer statements.
- Observe the reactions of others.
- Avoid extreme emotions.

**Low Score** *People who score low on this dimension:*

- Focus on tasks more than people.
- Misjudge who they are or what they want.
- Overestimate or underestimate their abilities.
- Fail to observe the way their emotions affect other people.
- Neglect to pay attention to their body language.
- Refuse to recognize and admit their mistakes.
- Escape to false realities and fantasies.
- Avoid or mask their true identity.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Ask others how you are perceived.
- Admit mistakes quickly.
- Ask someone to interview you about yourself.
- Stop talking.
- See yourself in the mirror of the feedback you receive from others.
- Watch the ripple effect of your behavior as it influences other people.
- Keep a journal and describe yourself in a written self-portrait.
- Ask yourself why you connect with certain people, places, things, and events. It will teach you more about yourself.
- Ask yourself why you have certain preferences, tastes, and likes.
- Ask yourself when and why you are comfortable and uncomfortable, happy and unhappy, relaxed or stressed.

## Why does Self-Knowledge matter?

- Self-knowledge is the result of observing, assessing, and evaluating yourself. Accurate self-knowledge is the starting point for development.
- Without self-knowledge, you are in danger of drifting into poor performance.
- Self-knowledge allows you to learn faster.
- Self-knowledge is connected to motivation. If you understand your thoughts, feelings, and motives, you can make the necessary changes in your life to increase your motivation and level of engagement.



SELF-AWARENESS

# Integrity

SCORE: 73%

0%                      25%                      50%                      75%                      100%



## What is Integrity?

- Doing the right thing.
- Being honest and ethical.
- Possessing strong moral character.
- Having your behavior match your values.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Follow through on their commitments.
- Place moral principles above profit and self-interest.
- Live true to their values.
- Earn high levels of trust.
- Communicate accurately and truthfully.
- Treat others with respect and fairness.
- Do not compromise ethics to be accepted.
- Hold themselves accountable.

**Low Score** *People who score low on this dimension:*

- Justify and rationalize ethical misconduct.
- Place self-interest and profit above principle.
- Deceive themselves.
- Fail to hold themselves accountable.
- Act hypocritical: Do not act consistent with their values.
- Exaggerate or distort the truth.
- Require rules, laws, and authority to hold them accountable.
- Make promises they don't intend to keep.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Think through the consequences of your actions.
- Surround yourself with honest, ethical friends and associates.
- Recognize when you rationalize to yourself. Correct it immediately. Being honest with yourself is the foundation of integrity.
- Measure your integrity by reflecting on the way you act when no one is watching.
- Keep promises you make.
- Measure your words and don't over-promise.
- Clarify your personal values. Identify those things that you stand for. Write them down.
- Hold yourself accountable even if nobody else will.
- Refuse to exaggerate the truth to make yourself look good.
- Avoid "just this once" logic when it comes to lying, stealing, bribing, or cheating.
- Anticipate that ethical challenges will come your way so that you're not surprised when they do.
- Have the courage to stand alone if that is necessary.

## Why does Integrity matter?

- Integrity is what ultimately allows you to trust and respect yourself.
- Integrity is what ultimately allows others to trust and respect you.
- Integrity is the basis of strong and lasting relationships.
- Integrity allows you to be at peace with yourself.
- Integrity allows you to live without regret.



SELF-AWARENESS

# Monitoring

SCORE: 87%

0%                      25%                      50%                      75%                      100%



## What is Monitoring?

- Watching yourself.
- Paying attention to your social behavior.
- Assessing your emotional state.
- Tracking the way others respond to you.
- Observing and recording your interactions with others.

## High & Low Behavior

### High Score *People who score high on this dimension:*

- Watch the way they respond to social cues.
- Adjust their behavior appropriately based on context and situation.
- Pay close attention to the way others respond to them.
- Recognize immediately when they've made a mistake.
- Monitor themselves closely under stress.
- Ask for feedback frequently.

### Low Score *People who score low on this dimension:*

- Remain oblivious to appropriate behavior in a given social situation.
- Misinterpret and fail to observe the response of others to them.
- Become aggressive, insistent, annoying, or irritating to others.
- Suppress, ignore, or reject social signals sent by others.
- Neglect to perceive changing social situations.

## Development Tips & Techniques

### To increase your performance on this dimension, apply these best-practice tips and techniques:

- Pay attention to your mood changes.
- Track your emotions for a week. Record them in a journal.
- Identify both constructive and destructive thoughts that you have.
- Pay attention to the way you interact non-verbally with others. Observe your voice inflections and tone, gestures, and try to discern your facial expressions.
- Write the word "monitor" on a small piece of paper and place it in front of you in a meeting. This will remind you to pay more attention to the way people are responding to your emotions and non-verbal cues.
- Try to feel your emotions physically.
- Monitor the way you respond to different people and ask yourself why you responded in different ways.
- Survey any changes you feel as stress goes up or down.
- Record the way you react and respond to a changing social context.

## Why does Monitoring matter?

- Monitoring is a process that will help you overcome self-awareness gaps.
- Monitoring will help increase your social perception and social effectiveness skills.
- Monitoring will help you understand why you think, feel, and act the way you do.
- Monitoring will help you understand why others respond to you the way they do.
- Monitoring will allow you to improve your self-awareness skills more quickly.



SELF-AWARENESS

# Introspection

SCORE: 83%

0%                      25%                      50%                      75%                      100%



## What is Introspection?

- Looking inward.
- Consciously analyzing yourself.
- Examining your thoughts, feelings, and behavior.
- Reflecting on your personal performance.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Reflect on how well or poorly they have performed.
- Evaluate themselves and make judgments about what they need to change or improve.
- Consider their patterns of motivation and demotivation.
- Avoid blaming others for their choices and the consequences of those choices.

**Low Score** *People who score low on this dimension:*

- Neglect to take time to reflect on themselves.
- Show carelessness as they move from one task to another, and one activity to another.
- Ignore the need to evaluate their thoughts and feelings.
- Overreact to impulses and situations that occur throughout the day.
- Fail to increase emotional intelligence because they take no deliberate steps to improve it.
- Spend time denying personal accountability.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Try to recognize patterns in yourself—both success and failure patterns. Pattern recognition is a key to personal development.
- Reflect carefully on what you’ve learned at the end of each day. Record it in a journal.
- Identify your beliefs, assumptions, and expectations. Make them explicit so you can reflect on them and challenge them.
- Meditate for five minutes before transitioning to a new activity.
- Look for the causes of your emotions. Identify the points where your emotions shift.
- Create a series of questions to ask yourself what will help you systematically reflect on the patterns of your behavior.
- Identify times when you feel tempted to blame others for choices and consequences that are really your own.
- Find satisfaction in good performance and give yourself credit for the progress you are making.

## Why does Introspection matter?

- When you engage in introspection, you learn faster because instead of just going through the motions, you are installing your own feedback loop.
- Balancing activity with reflection. Execution with evaluation elevates your mood, lowers your stress, and increases your relaxation.
- Deep and consistent introspection increases honesty with self.





# Self-Control

SCORE: 71%

0%

25%

50%

75%

100%



## What is Self-Control?

- Controlling your emotions, especially under stress.
- Showing restraint over your impulses.
- Mastering your personal will.
- Disciplining desires and appetites.

## High & Low Behavior

**High Score** *People who score high on this skill:*

- Treat others consistently well.
- React appropriately to stressful situations.
- Exercise patience when delayed or tired.
- Maintain an even temper.
- Remain calm under pressure.
- Set and achieve long-term goals.
- Think before they speak.
- Finish tasks they start.

**Low Score** *People who score low on this skill:*

- Exhibit moments of uncontrolled emotion, including anger, fear, or sadness.
- Show impatience with others when confronted with a delay.
- Become devastated and paralyzed by mistakes.
- Quit or give up.
- Feel frequently discouraged.
- Start things but don't finish them.
- Demand things immediately.
- Fall prey to addictive behaviors.
- Get distracted easily.

## Development Tips & Techniques

**To increase your performance on this skill, apply these best-practice tips and techniques:**

- Treat others well, even when they're rude.
- Identify the impulses that trigger an emotional reaction and overcome them.
- Pause and take time before you speak under stress.
- Learn to manage stress by doing the basics, such as getting organized, planning, prioritizing, eating well, getting enough sleep, and exercising regularly.
- Delegate and hand off responsibilities to others.
- Stick to your goals and plans until they are completed.
- Learn financial discipline. Create and stick to a budget. Spend less than you make.
- Eliminate meaningless distractions.
- Take time to look at the big picture and remind yourself why you are doing what you're doing.
- Make decisions in a timely manner. Don't allow indecision to add unneeded stress.
- Break a bad habit.
- Avoid temptations that you are most susceptible to.

## Why does Self-Control matter?

- Self-control is a pattern of personal and professional success.
- All meaningful long-term goals require self-control in order to sustain effort and overcome challenges along the way.
- Self-control gives you the power to endure the delay of rewards as you continue to give effort to something that will eventually pay off.
- Self-control allows you to preserve and strengthen relationships in the midst of stressful circumstances.
- Self-control allows you to perform and succeed in a crisis situation.



## SELF-CONTROL

# Impulse Control

SCORE: 73%

0%

25%

50%

75%

100%



## What is Impulse Control?

- Resisting or delaying an impulse.
- Avoiding rash behaviors and decision making.
- Exercising restraint over an abrupt inclination.
- Thinking before you act.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Remain composed during stressful situations.
- Stay calm and are not easily provoked.
- Overlook the rudeness of others.
- Keep their reactions even and rarely raise their voice.
- Enjoy close relationships.
- Exercise discipline and self-restraint.
- Exhibit anger infrequently.
- Show patience and understanding.

**Low Score** *People who score low on this dimension:*

- Act restless and irritable.
- Lose their tempers quickly.
- Blurt things out without thinking.
- Allow emotion to overcome rational thinking.
- Struggle to maintain close relationships.
- Become offended by the actions and remarks of others.
- Behave impatiently.
- Demonstrate fits of anger.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Understand your personal risks by identifying and listing the triggers that set you off. Then prepare for and anticipate those triggers and resist the impulse to respond emotionally.
- Interrupt the impulse with a new behavior. For example, count to 10 before you respond to a stressful situation.
- Stay positive. Even though you may have setbacks, keep trying.
- Ask people to give you corrective feedback.
- Manage your stress.
- Get out and exercise. Neurotransmitters are released with physical activity to calm you down.
- Get enough sleep.
- Practice deep breathing.
- Remember that you have power over your mind, emotions, and actions, not outside events.
- Create a game plan on what steps to take during a stressful situation.
- Learn anger management and problem-solving skills.

## Why does Impulse Control matter?

- Impulse control allows you to avoid self-destructive behaviors.
- A lack of impulse control destroys relationships and organizational performance.
- A lack of impulse control in social situations leads you to become more vulnerable to addictive habits and behavior.
- Impulse control will give you confidence to handle a crisis or high-stress situation.
- Impulse control will allow you to persist in achieving long-term goals.



## SELF-CONTROL

# Stress Tolerance

SCORE: 53%

0% 25% 50% 75% 100%



## What is Stress Tolerance?

- Positively dealing with stressful or difficult situations.
- Not becoming overwhelmed by adverse or demanding circumstances.
- The capacity to endure hardship or pain.
- Performing in stressful situations with minimal anxiety.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- See the bigger picture.
- Stay positive and have a good outlook on life.
- Balance work with rest and play.
- Maintain optimism and confidence even when stress escalates.
- Set goals and accomplish them.
- Accept challenges as an opportunity to learn and grow.
- Recognize the things they can't control and don't waste energy worrying about them.

**Low Score** *People who score low on this dimension:*

- Feel overwhelmed.
- Become depressed and negative in their outlook.
- Look for what's wrong instead of what's right.
- Give up quickly.
- Fail to accept new challenges.
- Hold grudges and withhold forgiveness from those who have wronged them.
- Fail to exercise, eat well, and relax.
- Use alcohol, tobacco, and drugs.

## Why does Stress Tolerance matter?

- A certain amount of stress is healthy and desirable. Too much becomes debilitating and destructive.
- Stress tolerance improves health and extends life.
- Stress tolerance will help you enjoy your work and relationships.
- Stress tolerance leads to higher achievement because it allows you to maintain effort over a long period of time.
- Stress tolerance allows you to put others at ease and create a peaceful and calm environment.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Know your limits and say no to demands or requests that are not truly important.
- Avoid time wasters such as watching TV, browsing the internet, and unnecessary socializing in order to stick to your priorities and complete your most important tasks.
- Avoid people who cause you unnecessary stress.
- Take control of your situation, relationships, time, and priorities.
- Express your feelings and concerns in a productive way. Avoid bottling them up.
- Step back from your problems and look at them in new ways. Keep a long-term perspective of things.
- Keep a journal to keep track of the signs of when you're feeling overwhelmed. Identify personal strategies to address this.
- Go for a walk or exercise when you're feeling overwhelmed.
- Use humor to diffuse tension and stress.
- Recharge with music, friends, and nature.



## SELF-CONTROL

# Emotional Stability

SCORE: 63%

0%

25%

50%

75%

100%



## What is Emotional Stability?

- Being steady when faced with stress or pressure.
- Demonstrating a calm mood and disposition.
- Avoiding emotional swings and outbursts.
- Maintaining composure despite difficulties.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Remain calm.
- Stay relaxed.
- Focus on the tasks at hand.
- Exhibit a conscientious attitude.
- Remain unexcitable.
- Display optimism.
- Show patience and remain logical.
- Forgive others and avoid criticism.
- Demonstrate tolerance.

**Low Score** *People who score low on this dimension:*

- Become moody and temperamental.
- Fail to concentrate and display an attitude of apathy.
- Behave self-consciously.
- Act jealous and irritable.
- Critique others and demand obedience.
- Appear nervous and high-strung.
- Show aggression.
- Exhibit impaired judgment.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Step back and reappraise a situation. Use balanced judgment to see the good, the bad, and what needs to be done. Recognize the stressors in your life and address them systematically.
- Recognize that your emotional state is a choice. Feelings are not imposed from the outside. You don't have to feel the way you do without your permission or consent.
- Stabilize yourself by adjusting your environment. Surround yourself with positive people. Spend time outside. Seek out a positive diversion.
- Avoid self-pity. It makes things worse and becomes a recurring cycle.
- Exercise to relieve stress. Maintain a workout schedule.
- Listen to uplifting music or read an inspiring book.
- Keep a journal of times you felt overwhelmed and ways you dealt with the issue.
- Wait it out when you feel upset.

## Why does Emotional Stability matter?

- Emotional stability leads to consistent performance.
- Emotional stability allows you to maintain healthy relationships.
- Emotional stability leads to better judgment. You are able to remain calm, see things clearly, and not be hijacked by your emotions.
- Emotional stability allows you to reach out to others because you are not pre-occupied with your own emotional distress.



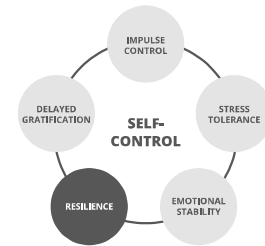


SELF-CONTROL

# Resilience

SCORE: 83%

0%                      25%                      50%                      75%                      100%



## What is Resilience?

- Recovering from difficulty.
- Withstanding stress or misfortune.
- Adjusting to adversity.
- Enduring hardship.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Accept others.
- Rely on the social support of others.
- Use humor to diffuse stressful situations.
- Look at failure or loss as temporary.
- Learn from their mistakes.
- Tolerate high levels of ambiguity or uncertainty.
- Act rather than wait for things to get better.
- Tolerate the weaknesses of others and forgive their mistakes.

**Low Score** *People who score low on this dimension:*

- Resist change.
- Feel entitled and cheated when they don't get what they want.
- Interpret failure as a measure of their worth.
- Try to do things on their own without asking for help.
- Fail to visualize the future.
- Remain passive and reactive.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Develop a variety of coping skills for stress.
- Avoid substance abuse.
- Avoid harmful relationships.
- Train yourself to be grateful and count your blessings.
- Rehearse a past situation when you were courageous and overcame a setback.
- Create a plan of action to overcome your adversity.
- Focus on positive emotions. They become fuel for building reserves of resilience.
- Help another person overcome a challenge. In doing so, you increase your own resilience.
- Recognize the dynamic nature of life. Embrace change and know that you are empowered to choose your response in every situation.
- Develop problem-solving skills.
- Develop self-directed learning habits. Identify your own learning gaps and take steps to close them.
- Look for lessons in your failures so they become successful failures.

## Why does Resilience matter?

- Resilience reduces the risk of depression or mental illness.
- Resilience increases your ability to achieve long-term goals.
- Resilience allows you to learn from your own experience.
- Resilience allows you to confront difficulty with energy, action, and hope, rather than feeling paralyzed and overwhelmed.
- Resilient people are selected for leadership positions.



## SELF-CONTROL

# Delayed Gratification

SCORE: 80%

0% 25% 50% 75% 100%



## What is Delayed Gratification?

- Resisting a small reward now for a bigger reward later.
- Sacrificing immediate satisfaction for greater satisfaction in the future.
- Exercising willpower to accomplish goals.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Demonstrate drive and a commitment to achieving their goals.
- Work hard.
- Focus on tasks.
- Commit to success in careers and relationships.
- Prove they are dependable and trustworthy.
- Do what they say they will do and arrive on time.
- Prepare for the future and feel confident about its outcome.
- Show patience with others and self.
- Avoid compulsive behaviors such as overeating.

**Low Score** *People who score low on this dimension:*

- Procrastinate.
- Demonstrate addictive habits.
- Fail to keep commitments.
- Miss deadlines and frequently arrive late to important events
- Demonstrate a lack of commitment and follow through.
- Act impulsively.
- Complain.
- Show up unprepared and disorganized.
- Lack priorities.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Learn to save money and avoid the impulse to spend it on something you want now. Create a schedule to pay off a debt and stick to it.
- Make small adjustments in your diet. Choose to eat a salad instead of a hamburger.
- Make decisions in advance. This gives you a clear picture and helps you anticipate temptations or distractions.
- Define your goals and write them down. Place them in an area where you will see them often.
- Train for a race or physical event. Chart your progress along the way.
- Keep a journal to track your progress.
- Utilize mental visualization techniques to foresee accomplishing your goals.
- Do the hardest or least enjoyable task first each day.
- Identify the tradeoffs you're willing to make.
- Identify and correct the times when you procrastinate. Change the pattern.

## Why does Delayed Gratification matter?

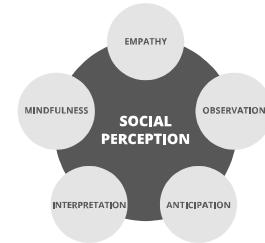
- Delayed gratification gives you a stronger ability to complete tasks and assignments.
- Delayed gratification allows you to resist distractions and perform under pressure and stress.
- Delayed gratification is a protection against ethical misconduct by allowing you to resist temptation.
- Delayed gratification is necessary to accomplish long-term change in organizations. It often requires you to go for long periods of time without reward or recognition.



# Social Perception

SCORE: 75%

0%                      25%                      50%                      75%                      100%



## What is Social Perception?

- Recognizing and understanding the emotions of others.
- Being aware of social dynamics around you.
- Interpreting the intents and desires of others.
- Perceiving the mood and morale of the social environment.

## High & Low Behavior

### High Score *People who score high on this skill:*

- Show empathy for others.
- Focus on people more than tasks.
- Watch social cues and non-verbal language.
- Observe patterns of interaction around them.
- Spot potential conflict before it happens.
- Discern insincerity or deception in others.
- Give others their full attention.
- Anticipate how others will react.

### Low Score *People who score low on this skill:*

- Demonstrate insensitivity to the needs and feelings of others.
- Focus on tasks more than people.
- Lack understanding for what is going on around them.
- Fail to detect conflict ahead of time.
- Misperceive the feelings and emotions of others.
- Focus exclusively on their thoughts, feelings, and concerns.
- Let their surroundings be a distraction.
- Consumed with what they want.

## Development Tips & Techniques

### To increase your performance on this skill, apply these best-practice tips and techniques:

- Focus not only on what people say, but what they don't say.
- Watch and listen with the sole intent to comprehend.
- Try to pick out the unwritten rules of social interaction.
- Track shifts in morale and mood in a group setting.
- Identify the dominant emotion and intent of the people around them.
- Be present in the moment.
- Spot emotional reactions in others and try to interpret the root causes.
- Focus on the gestures, posture, eye movement, and facial expressions of those around you.
- Perceive status differences between people and how they respond to those differences.
- Ask people questions to clarify their feelings, emotions, and desires.
- Examine your role when there is a conflict.
- Increase your tolerance and compassion for others.

## Why does Social Perception matter?

- Social perception allows you to collaborate with others more effectively.
- Social perception allows you to build and sustain strong relationships.
- Social perception allows you to influence others in order to accomplish your goals faster and more effectively.
- Social perception increases appreciation for others and increases your ability to be inclusive.
- Social perception allows you to interpret human dynamics accurately and respond effectively.



SOCIAL PERCEPTION

# Empathy

SCORE: 80%

0%                      25%                      50%                      75%                      100%



## What is Empathy?

- Feeling what others feel.
- Understanding and identifying with what others think and do.
- Appreciating the emotions and experience of another person.
- Stepping into another person's shoes and viewing the world from their perspective.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Respect differences.
- Show patience in helping and coaching others.
- Demonstrate compassion.
- Develop rapport and connection with others.
- Take a person's feelings into consideration before making a decision.
- Listen attentively.
- Ask questions.
- Display warmth and acceptance.

**Low Score** *People who score low on this dimension:*

- Disregard the needs of others.
- Focus on self and personal concerns.
- Interrupt constantly, demonstrate arrogant, bullying, and violent behavior.
- Make fun of others' ideas or questions.
- Fail to respond to need.
- Tell, rather than listen.
- Show disrespect by not greeting, acknowledging, or spending time talking to others.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Ask someone to tell you their life story.
- Become a care giver for someone in poor health.
- Teach someone a new skill.
- Soothe a crying child.
- During conversations, ask questions to clarify how the speaker is feeling.
- Volunteer service to a disadvantaged individual or group.
- Spend time with people who are different from you.
- Find similarities and common interests with others.
- Identify and challenge your own prejudices and biases.
- Try doing a different type of activity that is foreign to you, or shadow someone who does a different job from you.
- Spend more time with someone. Familiarity increases appreciation and empathy.
- Stop finishing sentences and giving advice. Just listen.
- Be generous with your time as you help others.

## Why does Empathy matter?

- Empathetic people are more trusted. Others will come to you for advice and counsel.
- Your ability to display empathy will show fellow team members that you are more collaborative as a leader.
- People become deeply loyal and committed to empathetic friends or leaders.
- Empathy allows you to accurately understand the feelings and motives of others.
- Empathy allows you to build the confidence of others because they know you care.





SOCIAL PERCEPTION

# Observation

SCORE: 70%

0%

25%

50%

75%

100%



## What is Observation?

- Noticing interpersonal dynamics.
- Watching social interaction.
- Listening and viewing human behavior.
- Learning through evaluation.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Focus on others.
- Watch interactions between people.
- Perceive social cues and non-verbal language.
- Ask questions to learn more.
- Listen actively.
- Avoid distractions caused by technology.
- Stay alert and attentive.
- Take notes and review them later.

**Low Score** *People who score low on this dimension:*

- Act introverted and withdrawn.
- Speak more than listen.
- Appear highly emotional.
- Become distracted by technology, such as a phone or tablet.
- Fail to slow down, always in a hurry.
- Focus on their personal agenda.
- Let their problems consume their attention and cause stress.
- Appear tired and discouraged.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Take a painting or photography class to help notice lighting, proportion, and other key elements.
- Take notes in a meeting to track emotions and the patterns of interaction.
- Wear ear plugs and try to interpret a social situation based on non-verbal communication only.
- Travel to a new culture and identify different social habits and patterns.
- Learn the names of people quickly through mnemonic devices.
- Go beyond what's obvious to observe subtle clues to interpret the emotions and motivations of others.
- Focus on one thing at a time: For example, observe mood, posture, facial expression, clothes, attitude, word choice, confidence, politics, and social hierarchy, etc. Take notes on what you learn.
- Do your homework: Learn more about the people and issues before sitting down for a meeting.
- Pay attention to strong emotions such as agitation, frustration, anger, loneliness, vanity, fear, or love.
- Always ask yourself, "What is not being said?"

## Why does Observation matter?

- Higher powers of observation allow people to make better and more accurate decisions.
- Observant people create high levels of morale and engagement on their teams.
- Observation allows you to spot potential conflict before it happens.
- Identify the real cause of problems when people are reluctant to address a sensitive issue.
- Observation allows you to read people and situations and make better decisions.



SOCIAL PERCEPTION

# Anticipation

SCORE: 73%

0%                      25%                      50%                      75%                      100%



## What is Anticipation?

- Predicting what will happen.
- Expecting an outcome.
- Foreseeing the actions of others.
- Accurately projecting into the future.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Notice surroundings.
- Listen attentively and pay attention while others speak.
- Behave proactively.
- Demonstrate sensitivity to the needs and circumstances of others.
- Try new things and embrace change.
- Interpret social signals more accurately.

**Low Score** *People who score low on this dimension:*

- Seem taken by surprise frequently.
- Suffer more uncertainty.
- Respond awkwardly or poorly to others because they misinterpret their behavior.
- Find themselves in crisis.
- Show up chronically unprepared for what a situation demands.
- Fail to detect the early warning signs around them.
- React poorly.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Watch the facial expressions and body language of others to predict their behavior.
- Listen to the tone people use in conversation.
- Engage in scenario thinking. Project the cause and effect of different courses of action.
- Try to predict one step ahead. What is the next thing that will happen?
- Use facts and data to understand a situation as much as possible.
- Get to know individuals and groups intimately.
- Improve your planning skills and spend more time planning.
- Create contingency plans to prepare for unplanned but anticipated events.
- Get to know the response patterns of people by spending time with them in different settings.
- Look for patterns in the way individuals and groups respond to different situations.
- Learn risk management techniques and practices.
- Internalize that what is predictable is preventable.

## Why does Anticipation matter?

- Anticipation allows you to act early to gain an advantage.
- Anticipation allows you to see warning signs and adjust your response.
- Anticipation allows you to manage and mitigate risk.
- Anticipation allows you to act pre-emptively and eliminate a potential threat, problem, or crisis.
- Anticipation allows you to be more prepared for an eventual outcome.
- Anticipation allows you to satisfy the needs and requests of others more quickly because you see them sooner.



## SOCIAL PERCEPTION

# Interpretation

SCORE: 90%

0%

25%

50%

75%

100%



## What is Interpretation?

- Interpreting social situations.
- Judging the intent and motives of others.
- Perceiving needs.
- Making careful distinctions about truth or error.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Pay attention to culture and norms of behavior.
- Identify questions behind questions.
- Notice the things that are not said.
- Ask questions to clarify.
- Stay open to new ideas.
- Talk less, listen more.
- Embrace learning.
- Perceive the subtleties and nuances of situations.

**Low Score** *People who score low on this dimension:*

- Ignore organizational norms and patterns of behavior.
- Express frustration with generational differences.
- Accept what is said at face value.
- Talk more than they listen.
- Remain stuck in their ways and unwilling to learn.
- Become isolated because they are closed-minded and not open to feedback.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Develop cultural awareness and sensitivity.
- Get to know the backgrounds, challenges, and aspirations of people.
- Pay attention to context—the facts and factors that make up a circumstance.
- Interview members of the millennial generation and learn the unique characteristics of this cohort.
- Become more sensitive to the unique patterns of different demographic groups.
- Learn to recognize patterns of behavior in individuals and groups.
- Watch facial expressions and body language during conversations and observe when people are expressing different emotions.
- Watch how others interact and react in conversations and situations.
- Identify the common and conflicting interests of individuals and groups.
- Be alert for dishonesty and deception.
- Identify the connections and relationships of those around you.

## Why does Interpretation matter?

- Interpretation will help you understand the needs of individuals and groups so you can influence them.
- Through interpretation, you can engage and align people because you are able to define common ground and create a common vision.
- Interpretation allows you to connect deeply with people because you understand them intimately.

- Interpretation leads to strong social perception skills because you are able to make sense of the patterns of social interaction around you.

SOCIAL PERCEPTION

# Mindfulness

SCORE: 63%

0%                      25%                      50%                      75%                      100%



## What is Mindfulness?

- Being present in the moment.
- Paying attention to what you are doing, thinking, feeling, and saying.
- Focusing on the person or situation at hand.
- Being aware from moment to moment.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Consider others.
- Take time to listen to others' concerns.
- Remain calm during tense situations.
- Maintain eye contact during conversations.
- Observe and remain nonjudgmental.
- Engage with people.
- Tune in to the needs and concerns of others.
- Listen patiently.

**Low Score** *People who score low on this dimension:*

- Become easily distracted. Can't seem to self-regulate their own attention.
- Focus on tasks to the exclusion of anything else.
- Get lost in their thoughts. Daydream or fret and worry about their problems.
- Interrupt or cut people off during conversations.
- Go through the motions and don't learn from repeated experiences.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Notice sensations from moment to moment and your response to those sensations.
- Catch yourself if your mind wanders.
- Do a stream-of-consciousness exercise and write down your thoughts as they enter your mind one by one.
- Focus on observing rather than judging what you see.
- Practice maintaining eye contact and good posture while in conversation.
- Avoid thinking about your response in conversation.
- Identify those things that distract you from giving others your full attention.
- Focus on all of the steps and actions required when performing a task.
- Avoid multi-tasking when talking with others.
- Scan your surroundings and take mental notes of what's around you. Rehearse it back to yourself.
- Listen intently to others and restate what they have said.
- Focus on external sights, sounds.

## Why does Mindfulness matter?

- Mindfulness keeps you alert and in a state of readiness to respond to needs with speed and agility.
- Mindfulness allows you to perceive threats or potential danger.
- Mindfulness increases mental and emotional discipline needed to develop higher level problem-solving skills.
- Mindfulness increases social perception because you are present in the moment and attentive to the needs of others.





# Social Effectiveness

SCORE: 77%

0%                      25%                      50%                      75%                      100%



## What is Social Effectiveness?

- Engaging in social interactions to produce mutual benefit.
- Acting wisely and competently in human relations.
- Shaping outcomes through positive interpersonal influence.
- Helping manage emotions in other people.

## High & Low Behavior

**High Score** *People who score high on this skill:*

- Influence others to set and achieve meaningful goals.
- Catalyze positive change.
- Resolve conflicts and disputes.
- Build strong and enduring relationships.
- Hold themselves and others accountable.
- Manage their egos.
- Collaborate with and acknowledge the contributions of others.

**Low Score** *People who score low on this skill:*

- Act socially unaware, aloof, or irresponsible.
- Withdraw or act overly aggressive in social interactions.
- Create conflicts and disputes.
- Say and do things that damage relationships.
- Misread and misbehave in social interactions.
- Avoid personal accountability.
- Seek attention constantly to gratify their egos.
- Create conflict and fail to collaborate due to strong opinions, selfishness, or eccentric characteristics.

## Development Tips & Techniques

**To increase your performance on this skill, apply these best-practice tips and techniques:**

- Show sensitivity to the thoughts and feelings of others.
- Avoid embarrassing or demoralizing others.
- Compromise and find shared solutions.
- Temper strong opinions and give others permission to challenge you.
- Connect with people on a personal level.
- Give targeted praise and compliments.
- Be approachable and share your true feelings.
- Have the courage to speak up.
- Be willing to have the tough conversations.
- Give people honest and timely feedback.
- Control your ego and be emotionally prepared to be wrong.
- Respect position and authority.
- Follow proper roles and responsibilities.
- Build credibility based on your performance.
- Be honest and truthful at all times.
- Admit your mistakes and apologize.
- Demonstrate humility and a willingness to learn.

## Why does Social Effectiveness matter?

- Social interaction is critical to the success of everyday life. We grow, develop, and get things done largely through our ability to be effective in our social interactions.
- If we are effective socially, we will almost always be effectively personally and professionally.
- Social effectiveness produces successful relationships, which are the source of our greatest happiness and satisfaction in personal and professional life.
- Social effectiveness leads to leadership opportunities.



SOCIAL EFFECTIVENESS

# Influence

SCORE: 87%

0%                      25%                      50%                      75%                      100%



## What is Influence?

- Having an effect on others.
- Contributing to a change of thinking or behavior in another person.
- Shaping the actions of others through persuasion.
- Causing change in others without force or coercion.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Model proper behavior.
- Set an example of desired behavior.
- Suggest, invite, or encourage others to think or behave differently.
- Use information and logic to persuade.
- Show genuine interest and concern for others.
- Create a psychologically safe environment.
- Use vision to help people see the future.

**Low Score** *People who score low on this dimension:*

- Fail to connect or build rapport with others.
- Lack empathy or personal understanding of another's situation.
- Manipulate or deceive to gain desired outcomes.
- Force, coerce, or command to gain desired outcomes.
- Remain absent or withdrawn from social interaction.
- Assume others think and believe the way they do.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Connect personally with the people you are trying to influence.
- Build trust with others so they can predict and rely on your behavior.
- Acquire knowledge, skills, and expertise that would allow others to gain confidence in you.
- Demonstrate a track record of past performance.
- Clarify your objectives before you try to influence others.
- Listen carefully to others so they know you understand their questions and concerns.
- Resolve concerns to the satisfaction of those who raise them.
- Offer solutions that fit a problem or challenge.
- Follow through on personal commitments.
- Communicate honestly and accurately.
- Show responsiveness when things go wrong or contrary to plan.
- Use a sense of humor to connect on a personal level.

## Why does Influence matter?

- Influence is the only legitimate way to shape the thoughts, feelings, and actions of another person.
- To influence another person with the right intent and approach it creates deep commitment and loyalty from that person.
- Influence is the primary tool of a leader.
- Without influence you can't achieve and sustain high performance.
- Influence is the primary means by which one person helps another person reach his/her potential.



## SOCIAL EFFECTIVENESS

# Conflict Management

SCORE: 77%

0%

25%

50%

75%

100%



## What is Conflict Management?

- Limiting or removing conflict from a social interaction.
- Addressing and resolving a dispute.
- Restoring harmony, unity, and good faith to a relationship.
- Creating a mutually acceptable solution.

## High & Low Behavior

### High Score *People who score high on this dimension:*

- Recognize and mediate differences between people.
- Find practical and fair solutions.
- Demonstrate an objective and unbiased approach.
- Compromise willingly.
- See another's point of view.
- Cooperate and collaborate.
- Look for solutions to accommodate all parties.

### Low Score *People who score low on this dimension:*

- Approach situations with an uncompromising attitude.
- Fail to find common ground.
- Overlook the idea that a mutually agreeable solution is possible.
- Abuse others and act overly aggressive and abrasive.
- Demonstrate avoidance. Is unwilling to engage with the other party.
- Compete constantly. Pre-occupied with winning.
- Yields too easily to the demands of the other party.

## Development Tips & Techniques

### To increase your performance on this dimension, apply these best-practice tips and techniques:

- Stop thinking in terms of win/lose.
- Ask questions to thoroughly understand the other party's interests. Then restate the other party's interests to obtain validation.
- Clarify the values of the other party and compare them to your own.
- Park your ego at the door. Avoid an arrogant style or tone.
- Observe the emotional signals of the other party.
- Avoid reacting with anger, sarcasm, or indifference. These three patterns are deal-breakers.
- Learn and demonstrate de-escalation skills to diffuse potentially explosive situations.
- Identify when others are flooded with emotion and may not be able to act rationally.
- Reserve forcing or withdrawing approaches for crisis situations.
- Suggest an appropriate break or diversion to allow emotions to settle.

## Why does Conflict Management matter?

- Without the ability to manage conflict, relationships eventually fail.
- Without the ability to manage conflict, organizations eventually stalemate and reach impasse.
- Conflict management allows you to overcome challenges and make breakthroughs in understanding and performance.
- Conflict is a given. Therefore, the ability to resolve and work through conflict is an essential tool in developing your overall social effectiveness.



## SOCIAL EFFECTIVENESS

# Relationship Management

SCORE: 70%

0%

25%

50%

75%

100%



## What is Relationship Management?

- Building a meaningful attachment between two people.
- Maintaining a human connection.
- Creating and sustaining a social and emotional bond.
- Building friendships and interdependence with others.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Give and take from each other.
- Give and receive feedback.
- Acknowledge mistakes.
- Show mutual respect.
- Practice open communication.
- Appreciate the differences in others.
- Identify and address needs in the other person.
- Sacrifice personal interests or desires for another person's.

**Low Score** *People who score low on this dimension:*

- Make infrequent or inconsistent contact.
- Fail to accept differences.
- Prioritize personal interests.
- Remain paralyzed by fear of rejection.
- Value self above all else and are unwilling to acknowledge the needs of others.
- Feel superior or inferior to the other person.
- Deflect criticism or feedback.
- Dismiss the need to change or correct behavior.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Learn about a person's background.
- Try to feel what the other person feels.
- Be open about your true feelings.
- Be warm, friendly, and approachable.
- Do things to help the other person without being asked.
- Know when to stop talking and listen.
- Talk through challenges productively.
- Ask people questions and tell them about yourself.
- Avoid gossip and hurtful criticism.
- Set boundaries and clear expectations.
- Acknowledge your mistakes and apologize when you have hurt or offended someone.
- Be conscious of differences in social status and take steps to reduce those barriers through humility and genuine interest in the other person.
- Invite people to do things together.
- Overlook the petty faults and weaknesses of others.
- Reach out and initiate contact with someone new.

## Why does Relationship Management matter?

- Humans are social creatures. We naturally build relationships with others for social, emotional, and spiritual benefit. Relationships allow you to achieve your greatest happiness and deepest joys in life.
- Success is never an individual matter. No person succeeds solely and completely alone. It's through relationships and the interdependence we have with each other that we succeed. We contribute to, and help, each other. Yet relationships are not free. They require a continual investment.
- Sustaining a productive relationship leads to personal and professional success.





SOCIAL EFFECTIVENESS

# Accountability

SCORE: 73%

0%                      25%                      50%                      75%                      100%



## What is Accountability?

- Making and meeting commitments.
- Holding yourself and others responsible.
- Making yourself and others answerable for performance.
- Ensuring that tasks are completed.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Set an example by making and meeting their commitments.
- Follow up to ensure others meet their commitments.
- Remain clear and transparent when assigning responsibilities.
- Confront and correct those who are failing to complete assignments.
- Provide rewards and consequences for good and poor performance.

**Low Score** *People who score low on this dimension:*

- Excuse one's self from responsibility.
- Justify and rationalize poor performance.
- Fail to set clear performance standards.
- Fail to follow up on a regular basis.
- Neglect to follow through.
- Lower expectations when results are poor.
- Lack the courage to address non-performance.
- Let friendships get in the way of holding others accountable.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Establish clear objectives.
- Define clear roles and responsibilities.
- Make specific assignments with deadlines.
- Explain the reasons why you are doing the work.
- Create a sense of ownership and excitement about the work.
- Always follow through on your own assignments.
- Coach others to help them complete their assignments.
- Make frequent contact with others to check the status of their work.
- Provide encouragement, guidance, and resources to those who have assignments.
- Remove obstacles to help others meet their commitments.
- Collaborate and share what you are learning during and after the process.
- Manage time effectively so that other urgent, but less important, demands don't take you off track.

## Why does Accountability matter?

- Managing accountability increases work satisfaction, emotional health, and overall morale.
- Managing accountability increases productivity and accelerates personal and professional development.
- Managing accountability builds trust and a culture of engagement.
- Managing accountability boosts retention in the organization.
- Managing accountability will make you more socially effective.



## SOCIAL EFFECTIVENESS

# Ego Management

SCORE: 77%

0%                      25%                      50%                      75%                      100%



## What is Ego Management?

- Restraining your sense of self-importance.
- Subduing vanity and conceit.
- Eliminating pride and narcissism.
- Avoiding exaggerating notions of superiority.

## High & Low Behavior

**High Score** *People who score high on this dimension:*

- Contribute to the greater good.
- Share responsibilities willingly.
- Praise liberally and are quick to point out the contributions of others.
- Take responsibility for their errors and mistakes.
- Show humility and respect for others.
- Seek to bless rather than impress.
- Help others with no thought of reward.

**Low Score** *People who score low on this dimension:*

- Seek approval and recognition for what they do.
- Fail to ask for help from others.
- Compare and compete.
- Talk too much about themselves.
- Believe they're always right.
- Criticize others.
- Avoid and ignore others.
- Want to be noticed, admired, and flattered.
- Take things personally and get defensive.

## Development Tips & Techniques

**To increase your performance on this dimension, apply these best-practice tips and techniques:**

- Manage the urge to always be right.
- Remember where you came from. Avoid any sense of entitlement.
- Be humble and practice servant leadership.
- Avoid blaming others and look for solutions.
- Avoid the elitist attitude that you are better or superior to others.
- Resist the temptation to believe you are a victim and not responsible.
- Build people up behind their backs.
- Forget yourself and validate the worth of other people in their presence.
- Avoid pointing the finger of blame and look for solutions.
- Stop complaining about what is wrong with things and point out what is right.
- Count your blessing and recognize how others have helped you in your life.
- Acknowledge that you need the love, support, and guidance of other people.

## Why does Ego Management matter?

- Unrestrained ego stagnates a culture, destroys relationships, and damages performance.
- Failure to manage your ego will allow you to get trapped when you face the biggest challenges in your life.
- You can't make individual progress until you bring your ego under control and learn to acknowledge and appreciate the contributions of others.
- Unmanaged ego creates discord, strife, and contention between people. Managing it brings peace, harmony, and progress.



