

TEAM PROFILER: EIQ 360 - R (Emotional Intelligence Quotient)

Company: Acme Company
Team: Sales Department
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Introduction

The 360 feedback system for functions as a performance compass – it details how a group of workers with similar functions and skills (e.g. management team, sales team, marketing team) are currently performing as a unit. In order to create a successful team, all members must be at their best. If there are gaps between various members' skills or knowledge, it affects the success of the whole team.

The objective of the 360 feedback system is to reveal the strengths and deficiencies of the group as whole. If there are competencies and traits that can be developed further, the team can work together to create an action plan that benefits everyone. Remember, your objective isn't to single out weaker members – it is to strengthen the entire team.

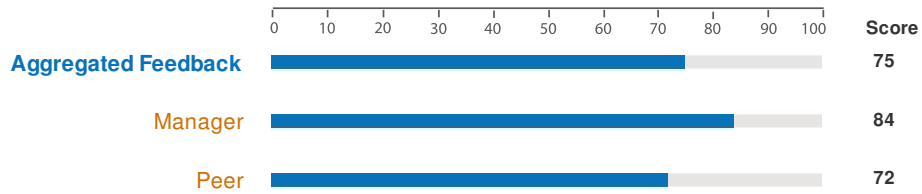
Make sure to review your team's results in detail, paying close attention to skills/traits identified as needing improvement. The Advice and Tips section offers helpful exercises that can be used, both individually and as a team, to nurture your strengths and develop any areas where you are lacking.

Result Details

Each trait/skill assessed in EIQ 360 will be show on a scale from 0 to 100. Your group's overall performance rating will appear first, followed by a breakdown of each competency.

OVERALL

Overall emotional intelligence competency level.



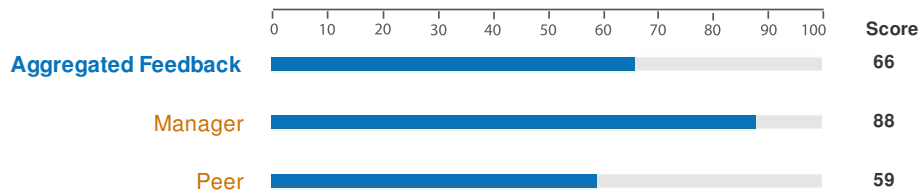
While there are still some areas that can be improved, your emotional intelligence as a group is reasonably good. This is important, as the competencies that make up this form of intelligence are necessary for healthy, productive interactions with others, and the management of your own behavior. Review your results below for more details about how your group performed, and which areas need further development.

DEALING WITH EMOTIONS

Emotions are a normal and ineludible part of the human experience. This makes it important, if not essential, to learn how to deal with them. The following section encompasses your team's ability to handle emotions.

Comfort with Emotions

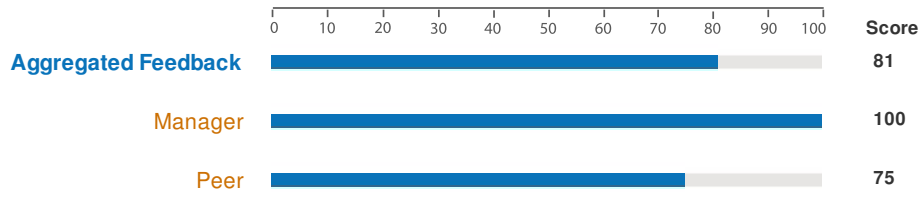
Degree of comfort in social situations that require expression of emotion as well as the need to deal with other people's emotional expressions.



There is still some degree of unease when it comes to sharing emotions and dealing with emotional situations, but your group generally seems to be able to push through this discomfort, at least on most occasions. You at least understand the importance of emotional expression - you simply need to accept and adjust to the vulnerability that this requires.

Self-Monitoring

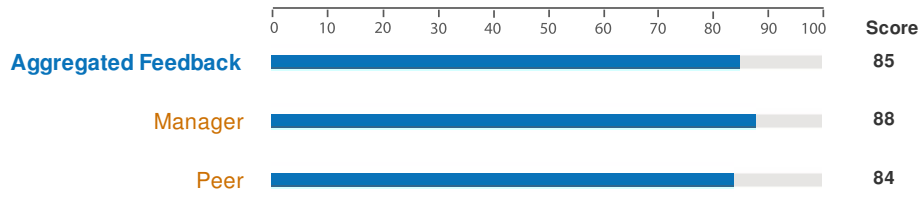
Degree to which a person is able to engage in healthy self-censorship.



As a group, you regularly practice self-monitoring, and know when and how to engage in social restraint. You think through the consequences of your words and actions before doing anything that you know could offend someone or that you could end up regretting. Not only is this team able to recognize the need for forethought, you actually take the needed time to consider the repercussions of your behavior and adjust accordingly.

Self-Control

Ability to regulate and control one's emotions; to show poise in stressful situations.



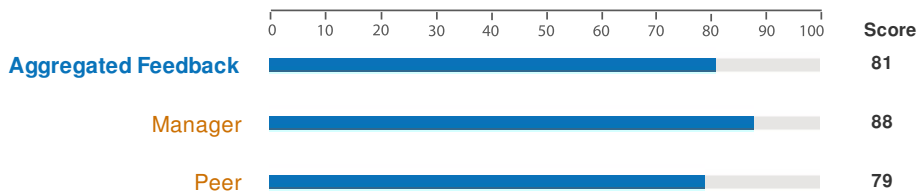
No matter how hectic or difficult things may be, your group seems to manage to stay calm and composed. This is essential if you're working on a team with a lot of different personalities, or when the group is under pressure. Your group has the presence of mind needed to deal with any emotional ups and downs that come your way.

RESILIENCE & PSYCHOLOGICAL HEALTH

In order to adapt to the inevitable ups and downs that life offers, mental strength is essential. What many people fail to realize, however, is that the ability to stay strong in the face of challenges is not an inherent trait; it must be (and can only be) developed by facing problems and hardship head-on. Only then that we can develop the strength to overcome the next challenge that comes along. Review the results below for information on your team's psychological make-up.

Coping Skills

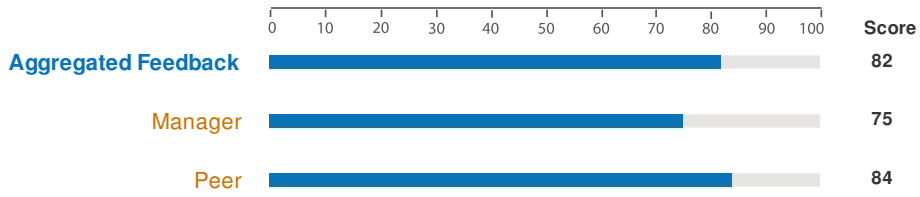
Ability to work well under pressure through use of healthy coping techniques.



This team shows a great deal of fortitude in stressful situations. You do not allow pressure to overwhelm you, and are able to stay focused and composed. In difficult times, this team seems to be able to bounce back and push through to get things done, likely due to the use of healthy and practical coping techniques.

Emotional Selectivity

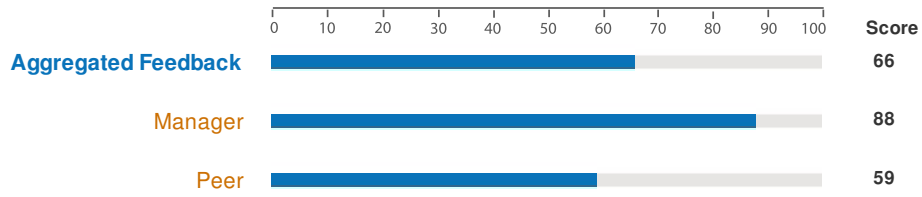
Ability to let go of little annoyances and move on; to pick one's battles.



Major problems aside, your group doesn't let minor annoyances become larger than life. You are able to keep things in perspective, and let go of issues that are inconsequential in the long-run. You know when to step up and deal with a problem, and when to simply go with the flow and let something slide

Positive Mindset

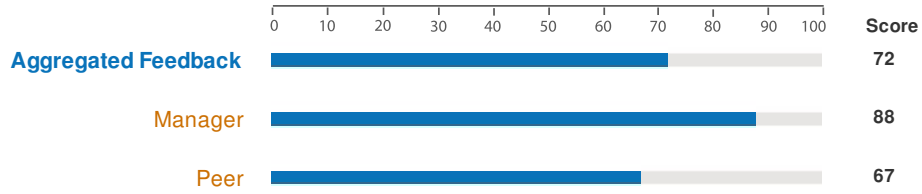
Degree to which a person possesses an upbeat, optimistic, and hopeful attitude.



Neither too positive nor too negative, your group seems to have a balanced mindset. You hold out the hope that an outcome will be favorable, but won't get your hopes up too unrealistically high. This is generally a good perspective. Optimism has been shown to enhance creativity, resilience, goal orientation, and success likelihood.

Resilience/Hardiness

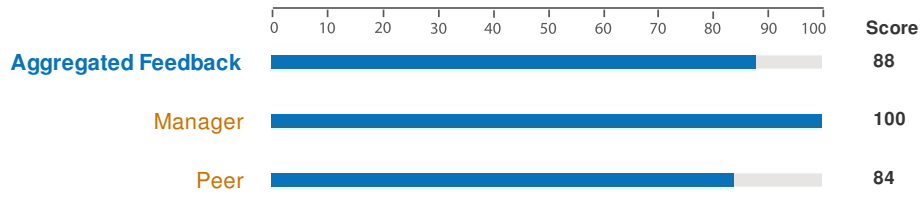
Degree to which a person shows determination and mental toughness in the face of hardship; ability to bounce back from difficulties.



As a whole, this group is fairly resilient in the face of hardship, but will occasionally struggle through more challenging times. A hardier personality can be developed, however, and this group has a good foundation to work from. You generally don't give up very easily, and believe that you can overcome the majority of the problems that come your way.

Deliberation

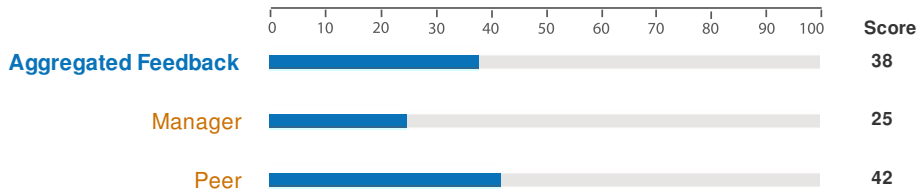
Tendency to plan ahead, to be prudent, and to carefully consider options before taking actions.



Your team will not take a risk, make a decision, tackle a project, or start the day without creating a plan. You are strategic thinkers, and will carefully and meticulously reflect on what needs to be done and how. This allows you to anticipate problems ahead of time, and adjust your approaches accordingly. Your group is always thinking ahead and will likely be ready for whatever situation arises.

Rumination

Tendency to over-think issues.



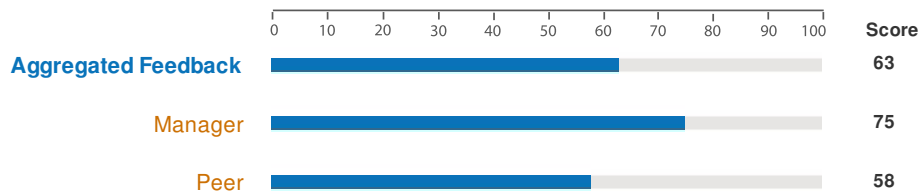
Your group generally does not have a tendency to ruminate. You are able to keep track of your thoughts, prevent them from spiraling into negativity, and keep problems in perspective. You don't over-think issues and instead, choose to put them out of your minds when you don't need to be thinking about them. This allows your group to go about your work without being consumed or distracted by worries. Note: People who score low on Rumination and Deliberation could be at risk for carelessness or recklessness.

SOFT SKILLS

Navigating the social world requires a certain degree of finesse. Without it, we are unable to develop a rapport with others and build strong, harmonious relationships. The following section encompasses the traits and skills that make social interaction more pleasant and productive.

Social Insight

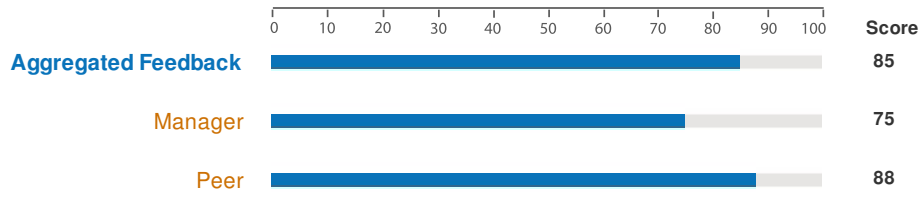
Ability to read a social situation, understand social cues, and respond according to what is most appropriate for the circumstances.



Your performance as a group in terms of social insight indicates that while you are fairly perceptive and reasonably good at picking up on social cues, there is still room for improvement. This may simply be a matter of learning to be more observant in social situations. Rather than getting caught up in finding the right response for a situation, make it a point to step back and pay attention to others. You will learn a great deal about other people's behavior, and in turn, will be able to use the information you pick up on to better guide your own behavior.

Communication Skills

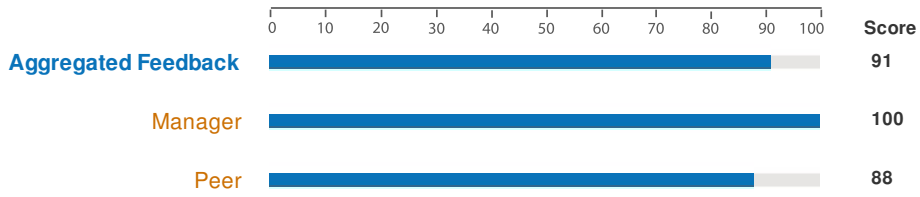
Ability to express oneself clearly and effectively.



This team has excellent communication skills. You express yourselves clearly and effectively, and have a firm grasp on how to convey a message so that others get the intending meaning, reducing the likelihood of misunderstandings. This is an essential skill because being in contact with others requires the ability to communicate productively.

Listening Skills

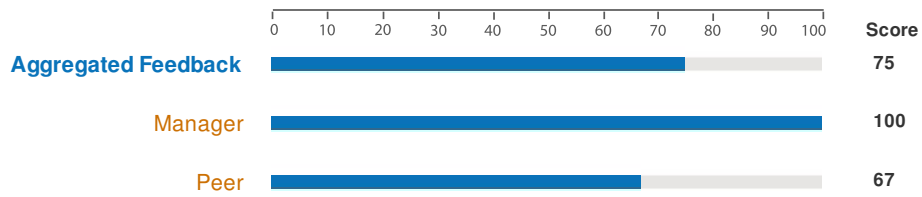
Ability to actively pay attention to others.



This group's listening skills are excellent. There is very little information, if any, that gets by you. Most importantly, your willingness to listen makes a person feel valued and respected. In turn, a person will feel more comfortable opening up to you. This team is willing and able to offer others their undivided attention.

Diplomacy

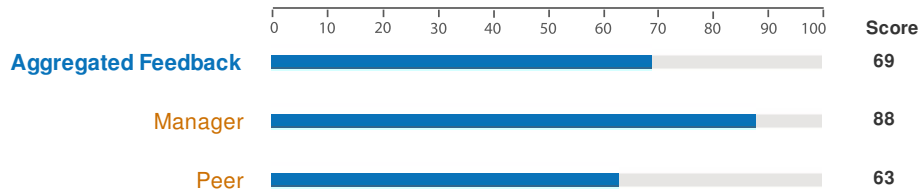
Ability to interact with others in a tactful manner.



This team is usually quite diplomatic, and you strive to use tact in most sensitive situations. While you may have occasionally found yourselves saying the wrong things at the wrong time, or being a little insensitive, you are likely aware of times when you have done this and are learning from your mistakes. You simply need to make it a point to be mindful of how others are responding to you.

Empathy

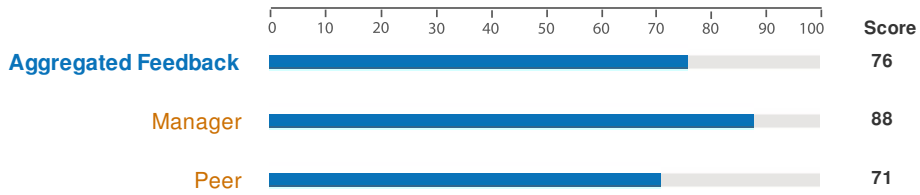
Ability to see situations from another person's perspective - to identify with others



As a whole, your group understands the importance of trying to understand other people's feelings. Although it would be a good idea to keep working on practicing empathy, you generally seem to be capable of putting yourselves in other people's shoes and viewing the world from their perspective. This is important for social interaction and conflict resolution.

Compassion

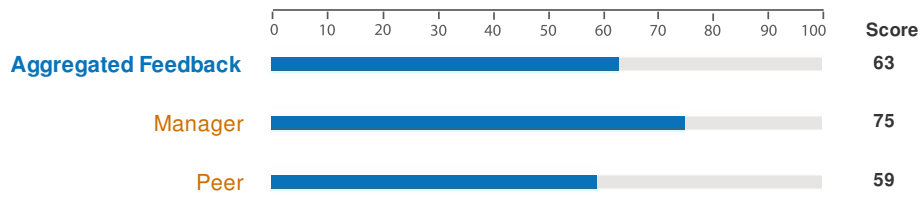
Degree to which a person feels sympathy for others and desires to help them.



As a whole, this group thinks it's important to show compassion, and to do whatever possible to make other people's lives better. This doesn't necessarily mean that your needs will always take a backseat to those of others, or that you intend to dedicate your entire lives to improving the world, but it is important to your team to have a positive impact on those around you. You are fairly sympathetic and understanding, and want to offer support if you can.

Adaptable Social Skills

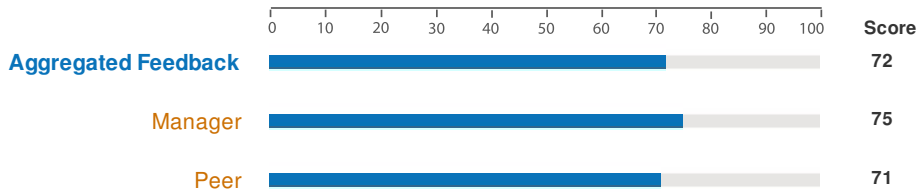
Ability to adjust one's communication style and social behavior to best fit the audience or social situation.



Different people and different social situations will often require a change in approach - a change in speech, behavior, or body language. Your group seems to understand this need to be adaptable, and while there is still room for improvement in this area, you are generally able to adjust your skills to fit the circumstances, at least on most occasions.

Conflict-Resolution Skills

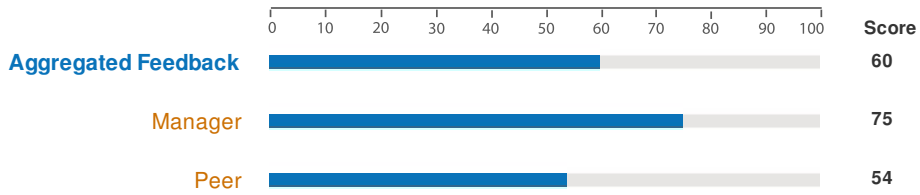
Ability to handle conflict situations with poise and professionalism; ability to resolve conflict effectively.



While there is still room to grow, overall, your group is reasonably skilled at resolving conflict. There are some occasions when your approach to conflict is not the most productive - and understandably, it's not always easy to stay poised. It is important, however, that all members of this group strive to remain objective when dealing with conflict situations, and to keep the goal of compromise in mind at all times.

Ability to read body language

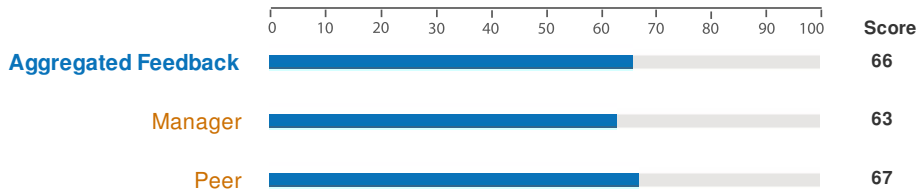
Ability to interpret other people's body language, facial expressions, gestures, etc.



Although there are a few body language signals that your team might miss, for the most part, you are all fairly skilled at reading non-verbal communication. With a little more knowledge and practice, you can turn this skill into a top strength. You try to be attentive to both verbal and non-verbal body language because you understand that actions can often speak louder than words. This skill will be very useful in your interactions with others and allow you to better understand and empathize with people.

Mentoring Skills

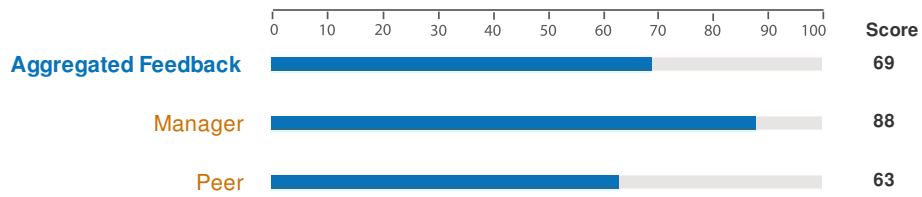
Ability to develop and guide others to help them reach their full potential.



The members of this group often provide guidance and coaching in order to help nurture and develop other people. You have the potential to be excellent mentors if you expand your skills further. Mentoring requires strong people skills and a willingness to set the right example for others, and this group seems to be able to do this. You clearly have some knowledge on how to bring out the best in someone; you just need to put it into practice it more often.

Authenticity

Determines whether an individual is upfront and sincere.



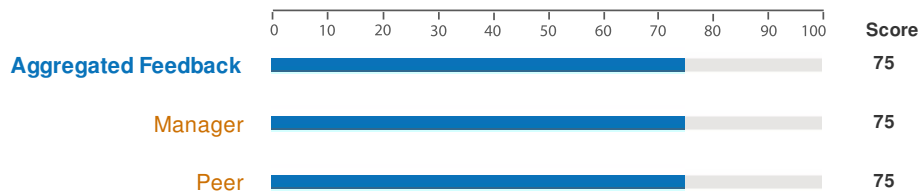
As a team you are generally frank and sincere, and will show your true selves, at least with people you are comfortable with. You may sometimes hold back from being completely straightforward, perhaps if you think someone wouldn't be able to handle the truth or if you really believed it would do more harm than good. Overall, you think being authentic is important, and likely won't intentionally put on an act unless you felt it was absolutely necessary.

DRIVE

Human beings have an inherent desire to be doers, to have an impact on the world. If we do not allow complacency or passivity to set in, we would be able to accomplish anything. However, while drive comes from within, it is a fire that must constantly be stoked. The following section is comprised of the traits and skills that can propel your team forward on the road to success.

Awareness of Strengths and Limitations

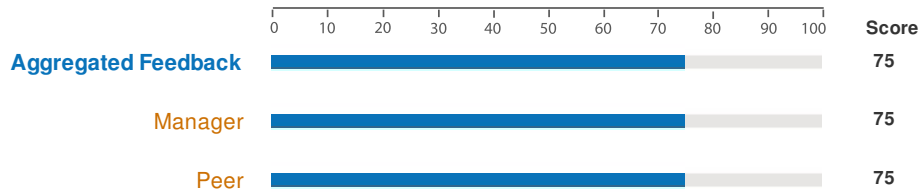
Assesses whether a person has a clear understanding of his/her faults and his/her assets.



Recognizing one's strengths and limitations allows for more informed choices - you will know what you have to offer, and what you need to work on. At this point, while your group has some awareness, you need to continue to learn about yourselves.

Ambition

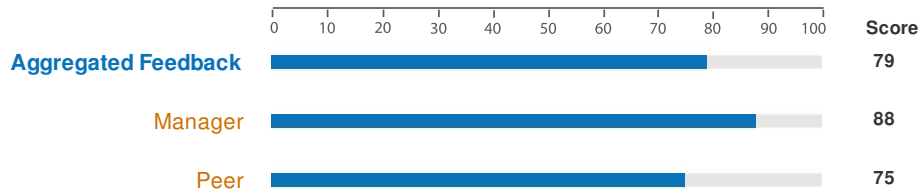
Assesses a person's level of desire to achieve something great.



It is rare for the members of this group to settle for the status quo. You are all fairly ambitious, and likely have at least a few lofty aspirations you want to attain. Achievement is important to you, and you want to work toward something that you can be proud of. This group won't set the bar excessively high, but you do challenge yourselves and push yourselves to reach a higher potential.

Problem-Solving Skills

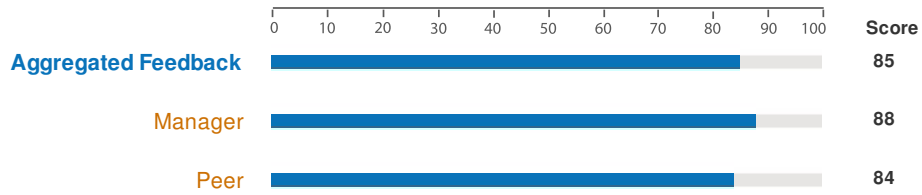
Assesses whether a person solves problems effectively and in a timely manner.



Some problems will sidetrack this group at first, but as a whole, you are usually able to get back on track, keep things in perspective and work on finding a solution. The key to problem-solving is to approach it in a step-by-step, systematic way, and to always keep the goal of resolution in mind, rather than focusing on the breadth of the problem. This is the approach that your group needs to focus on maintaining.

Self-Motivation

Degree to which a person is motivated to succeed and shows perseverance in the face of obstacles.



This group is motivated to get things done. For you, there is no such thing as an unproductive rut, and very little, if anything, will sidetrack you when you have your mind set on accomplishing something. You have a sense of purpose and the incentive to do and be more - and you do not need outside sources to push you.

Question 25:

In your opinion, does this person need to improve his/her approach to conflict? If so, what would you recommend? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I would like to work on my conflict-resolution skills. I find I have trouble staying objective and may get defensive when I perceive a slight. I want to be less reactive to people's negative comments. I would also like to learn how to read body language and adjust my own, especially when I am upset.

Manager:

- John resolves conflict better than anyone else I know.
- Being flexible is good, but she's sometimes too flexible. There is a difference between compromising and offering concessions. She does the latter too much.

Peer:

- John seems to approach conflict as he does any other problem - he analyzes, conducts research, etc. So he will find a logical solution to the issue. My concern is that his indifference (not a lack of caring, but a lack of emotion) almost seems like he is patronizing the other person, even though I know this isn't the case. Sometimes, just saying "I understand how you feel" and meaning it, can make all the difference.
- John is pretty good at dealing with conflict but it depends on who he is dealing with. When he has a disagreement with someone calm and rational, he handles it well. When it is someone who is yelling and verbally aggressive, he gets uncomfortable, although most people wouldn't notice.
- There is zero emotion when he is in a conflict situation. This is good in some situations, in that he doesn't get heated, but can also make him appear cold. It's almost like he just wants to outwit his opponent. His arguments come off as cold and calculated.
- I have seen her in many conflict situations, and I feel she resolves situations well. She is usually able to stay calm, and is always striving to compromise.
- She is always open to compromise, always focused on finding the best solution for everyone involved.
- In terms of conflict I would like to see Jane take a step back and regain perspective. I think sometimes she is so focused on defending herself or her position that she loses sight of the big picture.

Question 26:

In what ways can this person better demonstrate emotional intelligence? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I feel my raters could provide me some insights here. I think one issue might be "compassion fatigue" which is common in this field. It's hard to detach sometimes at the end of the day.

Manager:

- From my perspective he is doing fine. John is always calm, poised, and professional. His team likes him and his clients enjoy working with him.
- By focusing less on what others think, want, need and focusing more on what she thinks, she wants, and she needs. It's okay to be a little selfish sometimes.

Peer:

- John needs to understand that there is nothing wrong with having feelings. When something frustrating happens (a recent client backed out of a project after we had done a month's worth of work), he barely reacted. He just said, "These things happen." It wouldn't have been bad to show a little frustration. I am not saying he has to yell and scream, but at least show that he was feeling the same way his team was. Otherwise, he looks like he doesn't care. And I know that he does, he just doesn't show it.
- I think he needs help with managing his emotions. I have never seen him lose control of his emotions but I feel this is because he hides/suppresses a lot.
- Be more human. There is no better way to explain it. If he's mad, he should say so. People will still respect him.
- I think that sometimes she looks too much into things. She reads a bit too much into body language, and makes assumptions that are not necessarily true. Sometimes it's okay to take things at face value.
- I think it's more about focusing on herself. If other people's EQ is not strong, that is not her issue to fix. She needs to just focus on what she wants from a situation and try to change for other people.
- She should focus more on her reactions than other people's. You can't control how other people will react or whether they will get upset, no matter how diplomatic you are. She should focus on managing her own reactions.

Question 27:

In which other areas, if any, do you feel this person can improve? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I feel there's a lot of work I can do in terms of building my resilience and develop a thicker skin. I don't mean in the sense of not feeling or getting upset, but more like not letting it affect me so deeply.

Manager:

- I don't see much room for improvement, aside from not overthinking things too much.
- She needs to learn to let go of the little things. In the long-run, they won't matter. I would also suggest not focusing so much on what other people think. She needs to do what she thinks is right.

Peer:

- I think John should talk to his team more, less about business and more about stress, burnout, and just general frustrations. He is a rock for his team, but I honestly think it would help us more to know that sometimes he gets frustrated and stress too. I guess it would make us feel less alone.
- No comments received
- He is a prime candidate for coaching. He is a good communicating but not good at expressing himself (emoting).
- In my opinion she ruminates a bit too much. She needs to learn to let go of the things that she can't really control, especially other people's reactions.
- Focus more on self, work on self-confidence, recognize that you have value.
- Boosting her confidence through coaching would be a good idea.

Advice and Tips

To get your team started on the path toward growth and improvement, EIQ 360 offers a variety of insightful and practical exercises. The exercises can be done as a group activity. You can access the full activity booklet by downloading the PDF file at the end.

- 1) **Exercise 1 – The Reconnection - Back to Basics:** Enhance your ability to recognize emotions in yourself and in others.
- 2) **Exercise 2 – Out with the old, in with the new:** Identify and change old, unwholesome beliefs about feelings and emotions.
- 3) **Exercise 3 – Knee-jerk reactions make for sore shins:** Learn to gain perspective and maintain control over your emotions.
- 4) **Exercise 4 – If your heart was sewn on your sleeve:** Get down to the nitty-gritty of how you really deal with your emotions.
- 5) **Exercise 5 – Write it out:** Learn to become more comfortable with emotions, one step and one word, at a time.
- 6) **Exercise 6 – Walking a mile in your own shoes:** Gain a greater understanding and appreciation of the one person you may often overlook - yourself.
- 7) **Exercise 7 – And the award goes to:** Get your mind out of a negative cycle by developing an attitude of gratitude.
- 8) **Exercise 8 – Failure is just another way of saying "This doesn't work.":** Learn to turn failures into successes.
- 9) **Exercise 9 – Tough cookies always turn softer when you milk them:** Learn to see the world from other people's perspective and deal with different personality quirks.
- 10) **Exercise 10 – "I" Statements:** Learn how to speak up and resolve conflict tactfully.
- 11) **Exercise 11 – Stress triggers:** Learn to nip stress in the bud by recognizing stress signals beforehand.
- 12) **Exercise 12 – Progressive Relaxation:** Discover a deceptively simple way to bring your stress level down.
- 13) **Exercise 13 – The Lost Art of Listening:** Learn how to be an active listener and break bad habits that can interrupt the listening process.
- 14) **Exercise 14 – Igniting the Fire of Ambition:** Use the people who inspire you to aim higher, achieve more, and be more.

For full access to all exercises, please download the following PDF file:

<http://archprofile.com/mr360pdf/TeamEIQ360.pdf>

Additional Materials

To enhance your team's emotional intelligence, feel free to review the materials suggested below.

Books:

Title: Title: Don't Sweat the Small Stuff...and it's all small stuff: Simple Ways to Keep the Little Things From Taking Over Your Life.

Author: Richard Carlson, Ph.D.

Publication year: 1997

Publisher: Hyperion: New York (NY)

URL: https://www.amazon.com/Sweat-Small-Stuff---small-Series/dp/0786881852/ref=sp_sp-atf_image_1_1?ie=UTF8&qid=1368547460&sr=8-1

Title: The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership.

Author: David R. Caruso & Peter Salovey

Publication year: 2004

Publisher: Jossey-Bass: San Francisco (CA)

URL: https://www.amazon.com/Emotionally-Intelligent-Manager-Emotional-Leadership/dp/0787970719/ref=sp_spatf_title_1_1?s=books&ie=UTF8&qid=1368547514&sr=1-1

Title: Emotional Intelligence: Why it can matter more than IQ

Author: Daniel Goleman

Publication year: 1995

Publisher: Bantam: New York (NY)

URL: https://www.amazon.com/Emotional-Intelligence-10th-Anniversary-Matter/dp/055380491X/ref=sp_sp-atf_title_1_1?s=books&ie=UTF8&qid=1368547577&sr=1-1

Title: Working with Emotional Intelligence

Author: Daniel Goleman

Publication year: 1998

Publisher: Bantam: New York (NY)

URL: https://www.amazon.com/Working-Emotional-Intelligence-Daniel-Goleman/dp/0553378589/ref=sp_sp-atf_title_1_1?s=books&ie=UTF8&qid=1368547603&sr=1-1

Title: Emotional Intelligence In Action: Training and Coaching Activities for Leaders, Managers, and Teams

Author: Marcia Hughes & James Bradford Terrell

Publication year: 2012

Publisher: San Francisco (CA)

URL: https://www.amazon.com/Emotional-Intelligence-Action-Training-Activities/dp/1118128044/ref=sr_sp-atf_title_1_1?s=books&ie=UTF8&qid=1368547627&sr=1-1

Title: The Emotional Intelligence Activity Book: 50 Activities for Promoting EQ at Work

Author: Adele B. Lynn

Publication year: 2002

Publisher: AMACOM: New York (NY)

URL: https://www.amazon.com/Emotional-Intelligence-Activity-Book-Activities/dp/0814471234/ref=sr_sp-btf_title_1_6?s=books&ie=UTF8&qid=1368547627&sr=1-6

Title: Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes

Author: Adele B. Lynn

Publication year: 2007

Publisher: AMACOM: New York (NY)

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Author: Christopher Peterson & Martin Seligman

Publication year: 2004

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Author: Stephen M. Pollan & Mark Levine

Publication year: 2004

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Author: Jeanne Segal

Publication year: 2008

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