



Emotional Intelligence Appraisal[®]

MULTI-RATER (360°) EDITION

RESULTS REPORT FOR:
SALLY SAMPLE-REPORT



©2012 TalentSmart, Inc.
www.talentsmart.com

Contents

My EQ Results	1
About My Feedback	1
About My EQ Results	2
About My Raters	3
What the Scores Mean	4
Now for the Numbers	5
My Highest and Lowest EQ Behaviors	6
My Accuracy Scores	7
Rater Comments	12
My EQ Summary	14
How to Develop Your EQ	16
My EQ Resources	17
My EQ Lessons	18
Self-Awareness Lessons	19
Self-Management Lessons	24
Social Awareness Lessons	28
Relationship Management Lessons	31



ABOUT MY FEEDBACK

Thank you for completing the *Emotional Intelligence Appraisal*. You are now in a customized learning program that contains feedback on your emotional intelligence skills. People familiar with your behavior answered questions about what they see you doing on a regular basis. Rather than evaluating you, they simply answered questions covering how often you do different things. You also answered these questions to provide a comparison between your own perceptions and the perceptions of others.

This learning program will teach you about emotional intelligence (EQ). You'll discover what your current skill levels are and what you can do to improve. Each page has content for you to read, activities for you to enjoy, as well as areas for you to set goals and track your thoughts. Listen to what others have to say about your emotionally intelligent behavior. What they say is about what they see now, and you can improve. This learning program will help you do so by providing a starting point for your EQ development.

About Your Online Report

You have unlimited access to your online report. You can access this report with the following log-in information:

URL address: www.talentsmart.com/eqmr

Password: PZH7R2JK

Please consider the following as you move through your online learning program:

- Your online learning program is available 24 hours a day. You can use it to track your EQ goals and further explore what it means to be emotionally intelligent.
- You can download your report at any time so that you can print it and save it on your computer. Just click "Download" at the top of any page to do so.



ABOUT MY EQ RESULTS

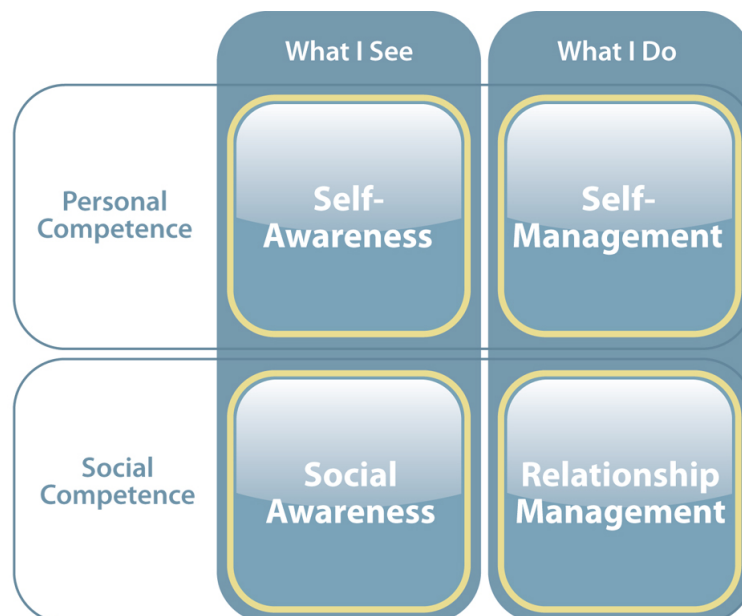
This section will provide:

- Information about your raters.
- Your overall EQ score and scores for each of the four EQ skills as rated by you and by others.
- Your three highest and lowest EQ behaviors.
- A detailed comparison of how you rated your behaviors in relation to how your raters responded.
- Comments made in response to two open-ended questions.
- An action plan to help you decide where to start your EQ Journey.

What is Emotional Intelligence?

Emotional intelligence is the ability to recognize, understand, and use your emotions effectively. This includes picking up on the emotional state of others and using this awareness to respond to them successfully.

The four parts of the emotional intelligence model are based upon a connection between what you see and what you do with yourself and others.



How Does it Work?

Emotional intelligence often includes altering your natural response to a situation to get better results in both work and personal life. When people increase their awareness of emotions and their ability to manage them well, they get a positive reaction from those around them. Unlike regular IQ, emotional intelligence can be greatly improved.

What Can it Do for Me?

Enhancing emotional intelligence is likely to increase your satisfaction with your work and personal life. Simply put, emotionally intelligent responses get better results. Developing your emotional intelligence skills will help you reach your potential.

Studies Show:

People higher in emotional intelligence are happier with their lives and perform better on the job.

ABOUT MY RATERS

To provide confidentiality for the people who provided you with feedback on your emotional intelligence skills, the table below lists the number of people who were invited and how many responded to your *Emotional Intelligence Appraisal*. This information will help you interpret the results of your feedback report. The average response rate to 360-degree assessments is 70%.

Your Response Rate

Number of people who responded	5
Number of people invited	5
Your response rate	100%



WHAT THE SCORES MEAN

Scores on the *Emotional Intelligence Appraisal* come from a "normed sample." That means your scores are based on a comparison to tens of thousands of responses to discover where you fall relative to the general population. Read the following descriptions to better understand what your scores mean about your current skill level.

Score	Meaning
90-100	<p>A STRENGTH TO CAPITALIZE ON</p> <p>These scores are much higher than average and indicate a noteworthy strength. These strengths probably come naturally to you or exist because you have worked hard to develop them. Seize every opportunity to use these emotionally intelligent behaviors to maximize your success. You are highly competent in this skill, so work to capitalize on it and achieve your potential.</p>
80-89	<p>A STRENGTH TO BUILD ON</p> <p>This score is above average. However, there are a few situations where you don't demonstrate emotionally intelligent behavior. There are many things you've done well to receive this score and a few that could be better with some practice. Study the behaviors for which you received this score and consider how you can polish your skills.</p>
70-79	<p>WITH A LITTLE IMPROVEMENT, THIS COULD BE A STRENGTH</p> <p>You are aware of some of the behaviors for which you received this score, and you are doing well with them. Other emotionally intelligent behaviors in this group are holding you back. Lots of people start here and see a big improvement in their emotional intelligence once it's brought to their attention. Use this opportunity to discover the difference and improve in the areas where you don't do as well.</p>
60-69	<p>SOMETHING YOU SHOULD WORK ON</p> <p>This is an area where you sometimes demonstrate emotionally intelligent behavior but not usually. You may be starting to let people down. Perhaps this is a skill area that doesn't always come naturally for you or that you don't make use of. With a little improvement in this skill, your credibility will go way up.</p>
59 and Below	<p>A CONCERN YOU MUST ADDRESS</p> <p>This skill area is either a problem for you, you don't value it, or you didn't know it was important. The bad news is your skills in this area are limiting your effectiveness. The good news is this discovery and choosing to do something about it will go a long way in improving your emotionally intelligent behavior.</p>



NOW FOR THE NUMBERS...

You have an overall emotional intelligence score and a score for each of the four emotional intelligence skills. Your overall emotional intelligence score is a global measure of your emotional intelligence. Your scores for each of the four emotional intelligence skills give you insight into your ability in the four core areas of emotional intelligence. These scores are combined for your overall emotional intelligence score.

Your Overall Emotional Intelligence Score

As you rated yourself: 77

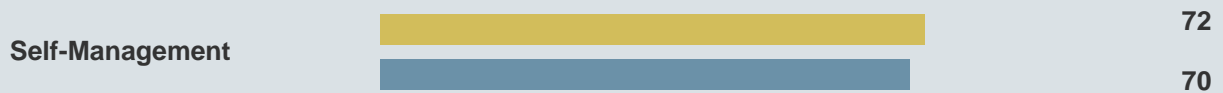
As rated by others: 76

Personal Competence:

The collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.



Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.



Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.

Social Competence:

The combination of your social awareness and relationship management skills. It's more about how you are with other people.



Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.



Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.

 - How I rated myself  - How others rated me

All scores on the *Emotional Intelligence Appraisal* are measured on a 0 to 100 point scale. Scores tend to fall much like you would expect.

- Higher emotional intelligence scores are in the 80s and 90s.
- Lower emotional intelligence scores are in the 50s and 60s.



MY HIGHEST AND LOWEST EQ BEHAVIORS

The following tables list your three highest- and three lowest-rated EQ behaviors based on how your raters responded to 28 questions. Each question in the *Emotional Intelligence Appraisal* was rated on a scale from 1 to 6. The higher the number, the better the score—and the more often you demonstrate desirable EQ behaviors. The scale is listed below:

1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

Your 3 HIGHEST EQ Behaviors

EQ Behavior	EQ Skill	Score^
1. Communicates clearly and effectively.	Relationship Management	5.60
2. Is confident in his/her abilities.	Self-Awareness	5.40
3. Can be counted on.	Self-Management	5.20
* Considers many options before making a decision.	Self-Management	5.20

^This score was created by calculating an average of the scores given to you by all of your raters.

*This behavior was included because it had the same score as your third highest behavior.

Your 3 LOWEST EQ Behaviors

EQ Behavior	EQ Skill	Score^
1. Acknowledges his/her shortcomings.	Self-Awareness	2.20
2. Recognizes how his/her behavior impacts others.	Self-Awareness	3.20
3. Learns about others in order to get along better with them.	Relationship Management	3.20

^This score was created by calculating an average of the scores given to you by all of your raters.

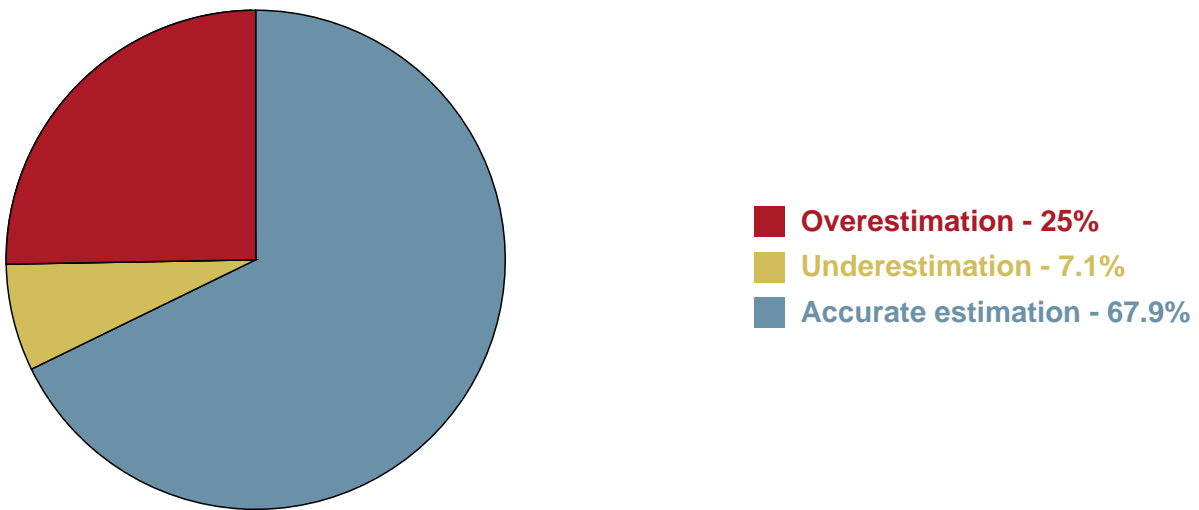


MY ACCURACY SCORES

Your responses were compared to the average responses of others to determine your accuracy scores. Your Accuracy Scores are a reflection of whether you tend to **Overestimate**, **Underestimate**, or **Accurately estimate** your skills. The pie chart below shows the percentage (%) of questions in your report that fall into each category. If your pie chart is predominantly one color, then this was your general tendency for these skills.

Pie Chart

You can view which statements from your assessment fall into each of the three categories by clicking on the legend of your pie chart below.



Overestimation is when you rated yourself higher than others rated you by at least a 0.50 gap.

Underestimation is when you rated yourself lower than others rated you by at least a 0.50 gap.

Accurate estimation is when the difference between how you rated yourself and how others rated you is less than a 0.50 gap in either a positive or negative direction.

MY ACCURACY SCORES

Your Accurately Estimated Statements

The table below lists the statements where you rated yourself essentially the same as others rated you. The difference was less than a 0.50 gap. Each statement was rated on a scale from 1 to 6:

1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

Statement	Skill	Self	Others [^]	Gap
Directly addresses people in difficult situations.	Relationship Management	5.00	4.60	0.40
Uses sensitivity to another person's feelings to manage interactions successfully.	Relationship Management	4.00	3.80	0.20
Resists the desire to act or speak when it will not help the situation.	Self-Management	4.00	3.80	0.20
Brushes people off when something is bothering him/her.†	Self-Management	3.00	3.00	0.00
Understands how others influence his/her emotional state.	Self-Awareness	4.00	4.00	0.00
Allows his/her emotions to take over when upset.†	Self-Management	2.00	2.20	-0.20
Is withdrawn in social situations.†	Social Awareness	2.00	2.20	-0.20
Learns about others in order to get along better with them.	Relationship Management	3.00	3.20	-0.20
Recognizes how his/her behavior impacts others.	Self-Awareness	3.00	3.20	-0.20
Handles conflict effectively.	Relationship Management	4.00	4.20	-0.20
Shows he/she cares about what others are going through.	Relationship Management	4.00	4.20	-0.20
Embraces change early on.	Self-Management	4.00	4.20	-0.20
Picks up on the mood in the room.	Social Awareness	4.00	4.20	-0.20
Can be counted on.	Self-Management	5.00	5.20	-0.20
Considers many options before making a decision.	Self-Management	5.00	5.20	-0.20
Explains him/herself to others.	Relationship Management	3.00	3.40	-0.40
Tolerates frustration without getting upset.	Self-Management	3.00	3.40	-0.40

[^]This score was created by calculating an average of the scores given to you by all of your raters.

[†]This behavior is negatively worded; meaning, the less you do it, the more emotionally intelligent you are.



Your Accurately Estimated Statements Continued...

Statement	Skill	Self	Others^	Gap
Strives to make the most out of situations whether good or bad.	Self-Management	4.00	4.40	-0.40
Is confident in his/her abilities.	Self-Awareness	5.00	5.40	-0.40

^This score was created by calculating an average of the scores given to you by all of your raters.



MY ACCURACY SCORES

Your Underestimated Statements

The table below lists the statements where you rated yourself lower than others rated you. The difference was greater than a 0.50 gap. Each statement was rated on a scale from 1 to 6:

1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

Statement	Skill	Self	Others [^]	Gap
Blames others for difficult circumstances.†	Self-Awareness	3.00	2.20	0.80
Communicates clearly and effectively.	Relationship Management	5.00	5.60	-0.60

[^]This score was created by calculating an average of the scores given to you by all of your raters.

†This behavior is negatively worded; meaning, the less you do it, the more emotionally intelligent you are.



MY ACCURACY SCORES

Your Overestimated Statements

The table below lists the statements where you rated yourself higher than others rated you. The difference was greater than a 0.50 gap. Each statement was rated on a scale from 1 to 6:

1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

Statement	Skill	Self	Others [^]	Gap
Is open to feedback.	Social Awareness	5.00	3.80	1.20
Acknowledges his/her shortcomings.	Self-Awareness	3.00	2.20	0.80
Hears what the other person is 'really' saying.	Social Awareness	5.00	4.20	0.80
Is aware of his/her emotions as they happen.	Self-Awareness	4.00	3.40	0.60
Handles stress well.	Self-Management	4.00	3.40	0.60
Gets along well with others.	Relationship Management	5.00	4.40	0.60
Notices other people's feelings.	Social Awareness	5.00	4.40	0.60

[^]This score was created by calculating an average of the scores given to you by all of your raters



RATER COMMENTS

You and your raters also had the opportunity to elaborate on the feedback given to you through two open-ended questions. The responses to the first question are listed below. Comments are listed as typed.

Question 1:

In what situations do you see Sally Sample-Report managing emotions effectively and forming good relationships with others?

My Comments:

I tend to get along with everyone at work and try to maintain trusting relationships with my coworkers. I manage my emotions effectively with others when our goals are aligned and we are working closely with one another.

Rater Comments:

Comment 1

Sally manages her emotions well when others are cooperating with her and she feels like she's getting their support. She forms good relationships with people she can relate to or with people she feels will benefit her.

Comment 2

Sally keeps the big picture in mind, and attempts to build consensus toward group goals while remaining mindful of individual strengths and weaknesses. I think she genuinely cares about others' feelings.

Comment 3

Sally makes every effort to do the right thing for the team. When faced with a new project she makes sure to seek our input.

Comment 4

In client meetings Sally is in tune with the behavior patterns of others and adjusts her style to successfully interact with them.

Comment 5

Sally is a master at managing difficult client interactions. There are many times I've seen her turn-around and recover situations with unhappy clients.



RATER COMMENTS

You and your raters also had the opportunity to elaborate on the feedback given to you through two open-ended questions. The responses to the first question are listed below. Comments are listed as typed.

Question 2:

What do you wish Sally Sample-Report would do differently when it comes to managing emotions and relating well with others?

My Comments:

There are times when I may push people away because of my workload. I wish I could show the people I work with that they are just as important as the work I'm doing even when I am busy.

Rater Comments:

Comment 1

I would like to see Sally increase her ability to show empathy as well as gain perspective on how her actions and communication style affect people who work under her.

Comment 2

Sometimes Sally spends too much time checking in with everyone and doesn't respond quick enough to urgent deadlines.

Comment 3

When Sally is frustrated or under a lot of stress she struggles to manage her emotions around coworkers; this becomes apparent in her communication.

Comment 4

When Sally thinks something is unfair, she tends to react or respond too quickly. Sally should work on waiting for a more appropriate opportunity to talk about her concerns.

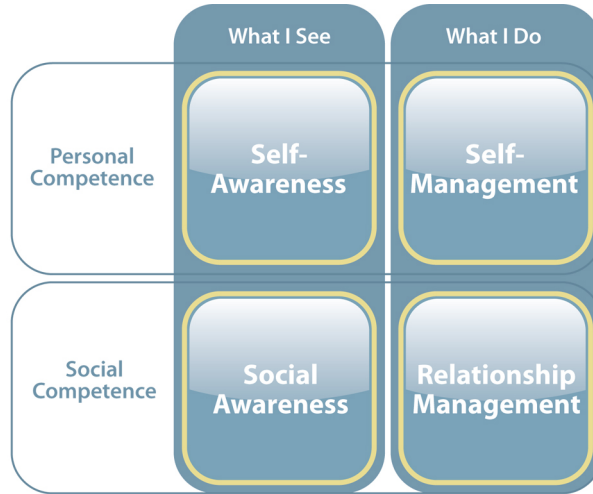
Comment 5

Sally's self-assurance and skill at communicating sometimes intimidate others. This causes people who don't feel as confident to hold back their thoughts and opinions.



SALLY SAMPLE-REPORT’S EQ SUMMARY

Emotional Intelligence is your personal and social competence skills (Self-Awareness, Self-Management, Social Awareness, and Relationship Management).



Response Rate

5 of the 5 people you invited completed your *Emotional Intelligence Appraisal*, resulting in a response rate of 100%.

Overall EQ Results

Your EQ Scores		
EQ Scores	Self	Others
Overall	77	76
Self-Awareness	76	76
Self-Management	72	70
Social Awareness	84	76
Relationship Management	76	80

SALLY SAMPLE-REPORT'S EQ SUMMARY CONTINUED...

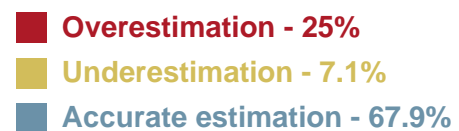
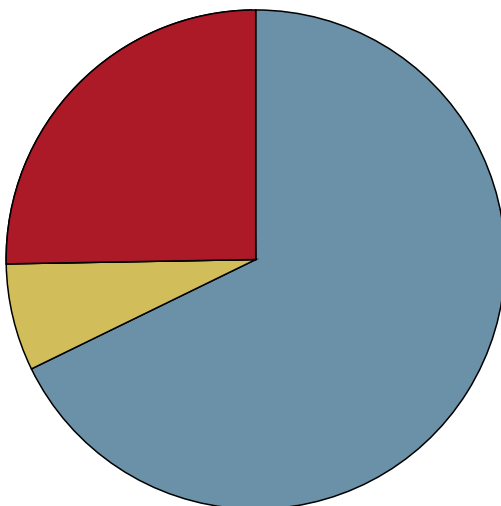
Lowest EQ Behaviors

Your 3 **LOWEST** EQ Behaviors

EQ Behavior	EQ Skill	Score^
1. Acknowledges his/her shortcomings.	Self-Awareness	2.20
2. Recognizes how his/her behavior impacts others.	Self-Awareness	3.20
3. Learns about others in order to get along better with them.	Relationship Management	3.20

^This score was created by calculating an average of the scores given to you by all of your raters.

Accuracy Scores



Overestimation is when you rated yourself higher than others rated you by at least a 0.50 gap.

Underestimation is when you rated yourself lower than others rated you by at least a 0.50 gap.

Accurate estimation is when the difference between how you rated yourself and how others rated you is less than a 0.50 gap in either a positive or negative direction.

HOW TO DEVELOP YOUR EQ

First Decide What to Work On

To decide where to start developing your EQ, find themes in:

- Your overall EQ scores
- Your lowest EQ behaviors
- Your under-estimated and over-estimated EQ behaviors
- Your raters' comments

Then Get Started

- **Give yourself a few days** to let the results in this EQ Summary report sink in.
- **Commit to an EQ skill** you will work on based on the themes you found in the data listed above.
- **Talk with someone you trust** about what you've learned and what you plan to work on.
- **Practice one EQ skill** at a time for one to three months, before moving on to the next skill. For each skill, focus on no more than three strategies at a time to develop that skill.
- **Access the EQ resources** on the next page to help you learn more and stay on track.



MY EQ RESOURCES

To develop emotional intelligence skills, you simply have to make the conscious effort to practice repeatedly until the new behaviors become habits. The following EQ resources are provided to help you do just that.

EQ Resources Online

Inside Your Report

TalentSmart's Goal Tracking System™

Here you will be able to set and share actionable EQ goals and choose the strategies you will practice to reach these goals. Simply select the EQ skill you will focus on first and then select a strategy from a drop-down list of the 66 proven EQ strategies included in *Emotional Intelligence 2.0*. You will also be given the option to enter your own custom strategies. A summary of your plan will be stored. You may set regular email reminders to help you work on your goals and share your progress with others.

To access the Goal Tracking System™, log on to your online report and click on the "Set and Track Goals" box.

My EQ Lessons

If you'd like new insights into the Self-Awareness, Self-Management, Social Awareness, and Relationship Management skills, watch and learn from 17 EQ lessons that include movie clips demonstrating EQ in action. These lessons have been designed to actively increase your understanding of, and capacity for, each EQ skill.

To access the EQ Lessons, log on your online report and click on the "My EQ Lessons" box.

Additional EQ Resources

For Help Along the Way

Read *Emotional Intelligence 2.0*

Emotional Intelligence 2.0 offers specific guidance with 66 proven EQ strategies that target the four core EQ skills.

*To learn more about *Emotional Intelligence 2.0*, go to www.talentsmart.com/book.*

Access an EQ Mentor

To keep you motivated to practice, read the following article to find and use an EQ Mentor.

"How to Choose and Use an EQ Mentor" can be found at www.talentsmart.com/articles.

Seek an EQ Coach

An EQ coach provides expert guidance in creating your emotional intelligence action plan and keeping you focused and accountable for lasting change.

To learn more about TalentSmart's expert EQ coaches, go to www.talentsmart.com/coach or call 1-888-818-SMART.



MY EQ LESSONS

This section contains seventeen EQ Lessons that will help you actively increase your understanding of, and capacity for, each EQ skill. Emotional intelligence is very different from traditional intelligence (IQ). With IQ, it is understood that you are generally as smart now as you are ever going to be. People learn new facts but their intelligence, or their ability to learn, remains largely the same. Emotional intelligence is a flexible skill that can be readily learned. People increase their emotional intelligence by working on the skills outlined in this learning system.

Research shows that people improve their EQ most when the following conditions are present:

- They have a strong motivation to learn or change
- They practice new behaviors consistently
- They seek feedback on their own behavior

How to Master A New Skill

Any time you are acquiring a new skill, remember the best path for doing something new or different looks like this:

- Find someone who is good at it.
- Watch that person do it.
- Get that person to talk about how they do it.
- Practice doing it yourself with his or her guidance.
- Ask the person to give you feedback.
- Practice doing it on your own.
- Seek feedback until you've mastered it.

Change can be a little...

Embarrassing, because as you practice new things, the very people who feel you ought to change may poke fun at you, forget to encourage you along the way, or not even notice. Don't give up. The rewards will outweigh these challenges because you will be better positioned personally and professionally than you ever were before.

How to handle it when you feel embarrassed:

- Say, "I could really use a little support here."
- Tell people you are serious about getting better at this. Most likely, they will become your allies.
- Ask for help and suggestions.

Change can also be a little...

Frustrating, because old habits and behaviors (what you say and do) can be difficult to change.

How to handle it when you feel frustrated:

- Remind yourself that change takes time and practice.
- Remind yourself that it's OK not to know.
- Find someone who handles change well. Ask how it's done.
- Find someone who can encourage you.

Change can also be terrific. It surprises most people how a little bit of change in the right direction can go a long way in the eyes of others. Good luck and have fun with it!



SELF-AWARENESS LESSON 1: FEEDBACK

To increase your self-awareness, you need to discover things you tend to do, say, think, and feel that you have previously failed to notice or understand. This process can be uncomfortable because some of the things you'll discover are unflattering or things you'll want to improve. That said, it's much less painful to seek out this information on your own than wait until someone brings it to your attention.

In the following clip from *Role Models*, Dan (played by Paul Rudd) increases his self-awareness the hard way.



[Log in to your assessment to watch the clip](#)

How does Dan increase his self-awareness the hard way?



She's had enough.



Dan gets defensive.



Dan realizes he's wrong.

She's had enough.

Being in a relationship with Dan means Beth is frequently subjected to his bad moods. She finally realizes that he's so annoyed with everyone because he's unhappy with himself. Beth knows Dan won't change until he understands this. So, she breaks it down for him.

Dan gets defensive.

Like most people in his position, Dan is quick to point out justifications for his behavior. Dan genuinely believes he's so annoyed because people are so annoying. Beth's feedback doesn't even begin to hit home until he realizes that venti means "twenty."

Dan realizes he's wrong.

By the time Dan gets to work and discusses the morning's events with a friend, it's clear that Beth's feedback has had a chance to sink in. Not only does Dan think Beth is right, but Dan's coworker also agrees with her. The more Dan thinks about Beth's feedback, the more he begins to see what is making him so frustrated.

SELF-AWARENESS TIP

To increase your self-awareness, you need to embrace feedback with open arms. Research shows that the vast majority of people struggle to see themselves as others see them, and the most accurate picture of anyone's behavior comes from those around them. The best way to find out what others see is to ask them. Asking for feedback is easy—hearing it without getting defensive is not.

Seeking feedback is difficult for most people. It can be scary when you are afraid to finally find out what people really think of you. Nonetheless, feedback from others won't do you any good if you're not open and receptive to other people's perspectives, especially when they differ from your own.

Here's a process you can follow to seek feedback that will increase your self-awareness:

- Seek out a trusted friend or colleague and ask this person if he or she would be willing to share his or her thoughts about you with you. A "real" feedback discussion is bound to have some difficult moments, so you need to find someone with whom you can work through these moments comfortably.
- Explain to your selected person that you are working on increasing your self-awareness as a result of reading the *Emotional Intelligence Appraisal*. Tell him or her what emotional intelligence is and describe some of your goals for improving your emotional intelligence (EQ).



SELF-AWARENESS LESSON 1: CONTINUED

- Ask this person to share with you what he or she sees and thinks regarding your ability to understand and respond effectively to your emotions. Be sure to get information on things that aren't readily apparent to you.
- The following questions should help this conversation:
 - Are there specific situations where, or people with whom, I tend to let my emotions get the best of me?
 - Is there anything I do too much? That is, can I tone down a certain behavior?
 - What holds me back from managing my emotions effectively?



SELF-AWARENESS LESSON 2: THE PHYSICAL SIDE OF FEELINGS

A big part of self-awareness is recognizing and understanding your emotions as they happen. Emotions typically produce physical sensations that you can use to identify what you are feeling. The physical signs that accompany our feelings can be blatant, such as heavy breathing or sweating, or more subtle, such as increased heartbeat or sweaty palms. Learning how you respond physically to your emotions is important to becoming more emotionally intelligent.

Think about the last time you experienced strong feelings.

- | | |
|---|---|
| <ul style="list-style-type: none"> • Did you sweat? • Did your heart beat fast? • Did you feel tense? • Did your thoughts race? • Did your throat get tight? | <ul style="list-style-type: none"> • Did you get tunnel vision? • Did your mind go blank? • Did you shake? • Did you feel numb? |
|---|---|

The following clip will test your ability to spot the physical signs of emotions. In the clip, Enrico (played by Nicolas Cage) is worried that he may have leprosy, because the illness will prevent him from going on leave to see his family. While questioning a doctor, Enrico says the questions are for a character in a novel he is writing. Hoping the doctor will not realize the real reason Enrico is asking about the disease, he hides his potentially leprous hand in his pocket.

See if you can spot the physical signs of Enrico's emotions before he can.



[Log in to your assessment to watch the clip](#)

Did you notice these physical signs of Enrico's emotions?



Physical Sign 1



Physical Sign 2



Physical Sign 3

Physical Sign 1

While listening to the doctor read from the book on leprosy, Enrico tenses so tightly that he pulls his hand to his mouth and closes his eyes. He should stay aware of tension in his body to know when his emotions are coming on strong.

Physical Sign 2

Sweating is a tell-tale sign, even in the heat of the desert. Enrico's face begins to glisten as he listens to the doctor. Enrico's situation appears more dire the more the doctor tells him, and Enrico's sweat increases with his anxiety.

Physical Sign 3

As he listens to the doctor, Enrico's furrowed eyebrows reveal the nervousness he is feeling. His body naturally crouches, despite his attempt to appear calm and cool. What physical sensations tend to accompany some of your strongest emotions?



SELF-AWARENESS LESSON 3: EMOTIONAL MISTAKES

Increasing your self-awareness isn't going to be a seamless process. There may be times when emotions slip past your awareness and get the better of you, but that's okay. Use those emotional "mistakes" as opportunities. The mistakes you make will help you get a clearer picture of your emotional tendencies and highlight the areas that you can change for the better.

The surprising thing about self-awareness is that just thinking about it will help you change, even when you are focusing on things you do "wrong". Ineffective emotional responses usually happen beneath our awareness. If you understand your tendencies you are more likely to choose a better response.

The following clip provides a good example of an emotional "mistakes". In *Nightmaster*, Amy (Nicole Kidman's character) demonstrates a lack of self-awareness during an important conversation. Amy approaches her high school teacher after class to take a stand, but her emotions get the better of her.



[Log in to your assessment to watch the clip](#)

See if you can pick out which emotional "mistakes" Amy makes. What could she have done differently to make the conversation more successful?



Is Amy mad or just strong?



The teacher seeks to understand



Amy's emotions take over

Amy's anger

Amy's emotional "mistake" are obvious. Amy isn't aware of how angry she is before she even starts the conversation. Had she been more aware of her anger, she could have waited to start the conversation at a time when she was feeling calm and in control of her thoughts and feelings. Instead, Amy—fueled by anger—rushes into the conversation, which results in her demands falling flat to her visibly confused teacher.

Her teacher tries to understand

Her teacher tries to understand what Amy is saying, but Amy's anger makes it impossible to do so. Amy has a chance to become aware of her anger when her teacher says, "I'm sorry Amy I don't understand". Instead of taking the teacher's question as an indication that her message isn't coming through clearly, Amy continues unabated and eliminates any chance of her message being heard.

Amy's emotions take over

Amy's anger finally boils over at the end. She raises her voice just after the teacher asks "take who?" and abruptly ends the conversation by leaving. This is the point where her lack of awareness really allows her emotions to take over. As a result, she leaves before getting what she wants.



SELF-AWARENESS LESSON 4: WHAT MAKES YOU TICK?

Building your self-awareness requires taking an honest look at how you tend to react to emotionally arousing situations. If you have an idea of how you typically react to emotional situations, you can use that awareness to keep your emotions from getting the best of you.

A good way to discover your emotional tendencies is to record the thoughts and feelings you experience in situations that trigger strong emotions. This requires taking a candid look at what you are thinking and feeling. After you experience a situation that evokes a strong emotional response, sit down, think about it, and record your thoughts and feelings while they are still fresh in your mind. Do this for a period of time and you will begin to see patterns in how you react to your emotions.

The following clip will show you how knowing your tendencies and what makes you tick can keep you calm and collected in emotionally arousing situations. Evil Knievel, played by George Hamilton, provides a motivational, albeit quirky, display of self-awareness. See if you can catch what it is about Evil that shows that he is self-aware.



[Log in to your assessment to watch the clip](#)

How does Evil demonstrate self-awareness?



He knows what makes him tick



Evil stays motivated in the face of opposition

He knows what makes him tick

After getting approached by a fan who wants to see him "splatter," Evil is compelled to share his perspective. Evil realizes he is unusual, but wants us to know why he does what he does. He is sincere and not defensive. Evil is comfortable with himself because he knows what makes him tick.

Evil stays motivated in the face of opposition

Evil's self-awareness fuels him to achieve great things. He has a clear understanding of what he does best, and he uses this to his benefit. Discouraging reactions to his passion are answered with self-talk that reminds him of his true calling, "If it is possible, it is done. If it is impossible, it will be done." Knievel is aware of his calling in life and he isn't afraid to pursue it because some find it strange.



SELF-MANAGEMENT LESSON 1: PUSHING YOUR BUTTONS

It's easy to think that good self-management is as simple as controlling explosive emotional outbursts. Although you do need to control outbursts, your emotions have a negative impact on your behavior in other, less obvious ways.

In the following clip from Erin Brockovich, both characters demonstrate poor self-management. As you watch the clip, see if you can pick up on the self-management mistakes each character makes.



[Log in to your assessment to watch the clip](#)

Who does what?



She starts things off right.



He pushes her buttons.



She loses her cool.

She starts things off right.

When you have an uncomfortable interaction with another person, the range and intensity of your emotions are bound to change as the situation unfolds. Erin starts the meeting off right by remaining calm and listening to what Ed has to say.

He pushes her buttons.

Becoming a better self-manager requires taking an honest look at all the ways your emotions create problems for you. In Ed's case, having fun with Erin at her expense was a poor choice. Not only does Ed end up looking bad, but he also ruins what would have otherwise been a great moment for them to share.

She loses her cool.

When people push your buttons, powerful emotions rush to the surface. Effective self-managers keep tabs on their emotions throughout a difficult conversation, so that they know when their buttons are being pushed and can respond accordingly. In Erin's case, she could have avoided falling into Ed's trap by asking to see the check before taking the discussion any further.

SELF-MANAGEMENT TIP

An uncontrolled emotional outburst—even though it may make you feel better temporarily—can do major harm to your relationships. When your relationships are not voluntary, such as with your colleagues at work, minimizing this type of damage is essential to the health and productivity of your relationship.



SELF-MANAGEMENT LESSON 2: DIFFICULT CONVERSATIONS

We don't experience emotions in a vacuum; if we did, managing them would be easy. The place where most people trip up and fail to manage themselves successfully is during an emotionally arousing situation. Whether a heated debate between colleagues or a looming deadline, situations that elicit high-intensity feelings put your true self-management skills to the test.

When you catch yourself in an emotionally arousing situation, it is important to give yourself some time to think before reacting. Below are some of the best ways you can give yourself time to think and cool off in the moment.

- **Listen** - During difficult conversations, always let the other person finish speaking, even if it takes a while. This greatly decreases the tendency to rush to judgment, calms the other person down, and gives you time to see the big picture.
- **Step back** - Picture the current situation in your head as if it weren't happening to you. If you were watching this in a movie, what would you recommend the main character (you) do to get the best results? An objective look at the situation will help you to think clearly, decreasing the likelihood that you'll be led around by your emotions.
- **Breathe** - When all else fails, breathe! Whether you are happy, sad, anxious, or mad, focusing your attention on gradual, deep, even-paced breaths will relax your body and clear your mind. When your head is clear you are better able to see and choose the best course of action.

A DIFFICULT CONVERSATION

Difficult conversations are some of the easiest situations to let your emotions take over and get out of control. Learning how to manage your emotions during difficult conversations is vital to becoming a skilled self-manager.

The following clip will allow you to see how others practice self-management during a difficult conversation. In the clip, Roger (played by David Hasselhoff) has just witnessed the kidnapping of Mr. Ridgeway's (the man Roger is speaking to) daughter. Roger is a bail bondsman who was hired to make sure she made her court date. Observe Roger's reaction to Mr. Ridgeway and see if you can figure out the emotions Roger is keeping in check.



[Log in to your assessment to watch the clip](#)

How does Roger respond to this difficult conversation?



Roger's Emotions



Roger's Self-Management

Roger's Emotions

Roger is surprised and angered by Mr. Ridgeway's suggestion. Roger even looks at the ground after Mr. Ridgeway speaks. But Roger is able to manage his emotions and bounces back, pretending he is genuinely interested in the deal. Using his self-management skills, Roger is able to move through this difficult conversation with poise and asks for the business transaction to be documented in writing.

Roger's Self-Management

People who use their self-management skills exercise great flexibility in pursuit of their goals. Roger manages his negative emotions so that he can appear to be making a deal with Mr. Ridgeway. Roger accepts the money, not for himself, but as a way to bring him closer to stopping Mr. Ridgeway's criminal activity. Roger quickly realizes that crying foul at this moment won't stop Mr. Ridgeway, and in staying calm, Roger keeps the situation under control.



SELF-MANAGEMENT LESSON 3: SLOWING DOWN

Now that you know which situations tend to get the better of you, you can fight back. As soon as you start feeling that your emotions are getting stronger, acknowledge their presence. If needed, buy yourself some time before you act. Slow down and take a deep breath or get yourself a drink of water—anything to buy yourself a moment or two. A slight, deliberate pause in the action is usually all that is needed to calm your emotions and put logic and reason back in control of your behavior.

The following clip from the Andy Griffith Show is a great example of a situation where an important decision was made based on emotion instead of reason. Barney shows us how making decisions with emotions instead of reason is bound to backfire.



[Log in to your assessment to watch the clip](#)

How can you tell that Barney's emotions are in control instead of reason?



Today is the day



This is the biggest thing I have ever bought



Confirming evidence only

Today is the day

Everyone who has bought a car knows how exciting it can be to get behind the wheel of a new ride. Barney impulsively decides that "today is the day to buy a car" before he's even had a chance to check the market. His excitement is intoxicating, and rather than taking a moment to pause, he lets his emotions control the buying experience. Barney should have thought about his excitement and acknowledged that it was influencing his decision to buy a car "that day". Had he paused to let himself calm down, he could have realized that finding a car in the near future would still be exciting and fun. Especially if it was the right car.

This is the biggest thing I have ever bought

So far, immune to Andy's suggestion that he take it easy, Barney is forced to sit and wait for the woman selling the car to arrive. Rather than using this time to think about what he is getting into, Barney recounts exciting purchases he had made in the past, and how well they turned out. This line of thinking is the exact opposite of taking time to reflect on emotion. It strengthens the impulsive desire to buy a car immediately.

Confirming evidence only

Barney is so excited to buy the car "today" that he is immediately convinced when the woman pulls up in the driveway and wipes down the door. He ignores Andy's pleas for him to drive the car or wait for the title before buying it. All Barney's uncontrolled emotion gets him is a lemon.



SELF-MANAGEMENT LESSON 4: STEPPING OUT OF YOUR BUBBLE

Change is an inevitable and necessary part of life. Despite this fact, change can be uncomfortable and anxiety-provoking. A big part of self-management is recognizing that change is coming, and then being flexible and proactive enough to successfully adapt to the changes that come about.

The following clip portrays the emotions that make people so resistant to change. The clip is from *The Boy in the Plastic Bubble*, in which Todd (played by John Travolta) is uncomfortable with his situation. He has no immune system, and is forced to live in a plastic-contained area. When his doctor, Ernie, proposes something new, Todd has a hard time managing the emotions that surface in response to change.

Watch the clip to see where Todd could have managed his emotions differently in order to create a better outcome.



[Log in to your assessment to watch the clip](#)

Why do Todd's emotions get the better of him?



His feelings make him uncomfortable



He is afraid of change

His feelings make him uncomfortable

Living in a plastic bubble your whole life would not be easy. But the discomfort that Todd feels is typical in the face of change. Uncertainty usually stirs some fear of the unknown and creates discomfort, especially when the consequences are serious. By trying to stifle and ignore what he is feeling, Todd ends up erupting at his doctor.

He is afraid of change

Usually the consequences of not managing yourself in the face of change don't materialize as quickly as they do in this clip. I'm sure you can recall a time when an uneasy feeling lingered on throughout the day. These feelings are typically worse if you aren't sure what brought on the mood. If Todd had addressed his feelings, he would have been better able to recognize that his negative feelings were not toward his doctor but his situation. By addressing your feelings as they happen, you can stay flexible in the face of change.



SOCIAL AWARENESS LESSON 1: STEPPING INTO THEIR SHOES

Your ability to recognize and understand others' opinions—and the emotions that come with them—is critical to the quality of your relationships. Putting yourself in the other person's shoes—taking the time to really understand his or her point of view, whether you agree with it or not—is what social awareness is all about.

In this clip from *October Sky*, Homer greets his father after having just returned home from winning the national science fair. Homer has a difficult relationship with his father, who doesn't understand Homer's fascination with rockets and is the only member of the town who hasn't attended a single launch.



[Log in to your assessment to watch the clip](#)



Homer lets his father speak his mind.



Homer speaks directly to his father's feelings.

Homer lets his father speak his mind.

To demonstrate social awareness, first you have to let people speak their minds. For most of us, this is relatively easy. That is, until we're convinced that we know what the other person is saying. That's when we cut people off, allow our minds to wander, and completely miss what's really going on.

Homer speaks directly to his father's feelings.

Homer's confidence in directly addressing his father is bolstered by a keen read of the man. Homer's father may hold the authority, but that doesn't mean he doesn't need to feel heard. Homer knows the only way to get through to his father is to address his concerns directly, and Homer does so with a powerful effect. As you can see from the clip, directly addressing the feelings and concerns of others is often the best way to go. However, before you can do that, you have to become skilled at recognizing and reading other people's emotions.

To get better at picking up on others' emotional cues, seek out trusted friends or colleagues with whom you can have a frank conversation about your quest for improved social awareness. The next time they tell you about something they experienced or something important to them, check in with them on the following:

- Tell them your perception of what they are going through and see if it is accurate. Don't be afraid to ask the kinds of questions you really can't ask during a typical conversation.
- Finally, ask them if they were attempting to deliver any unspoken messages. Sometimes people just don't want to say flat out how they feel about something, so they drop hints. If they did, this is a great opportunity to see if you picked up on them.

Who will you try this with?



SOCIAL AWARENESS LESSON 2: DIFFICULT PEOPLE

The most socially aware people are able to look past the words someone is saying and gain an understanding of the thoughts and emotions the other person is feeling beneath the surface. Understanding what kinds of thoughts and emotions the other person is feeling will help you unlock the true meaning of what the other person is saying and gain a better understanding of where the person is coming from.

The best way to be socially aware is to put yourself in the other person's shoes. This isn't always the easiest thing to do, but the following tips will help you do just that.

- When you are with other people, focus your thoughts on the other person's perspective by spending some extra time to fully observe the situation, listening closely to how and what is being said, and asking questions that will help you gain a better understanding.
- Try not to let your own thoughts and feelings disturb the interaction. You will be surprised by what you notice about others when your mind is more on them than it is on you.

The following clip will show you three different people who all have different levels of social awareness. The clip is from *The Lucy Show*, Mrs. Carmichael (Lucy) throws a curve ball to George Burns (playing himself) and Mr. Mooney by making a simple task extremely complex.



[Log in to your assessment to watch the clip](#)

See if you can pick out which of the three have the highest and lowest social awareness...



Mr. Mooney



George



Lucy

Mr. Mooney

Mr. Mooney displays the lowest level of social awareness. Managing an employee like Mrs. Carmichael wouldn't be easy. But for some reason, Mr. Mooney continues to be surprised and disappointed each time she doesn't follow the rules of convention. Instead of trying to understand the flurry of emotion Mrs. Carmichael is feeling and its effect on her ability to find the file, he just gets angry. Over time, it should become apparent that his anger can't control Mrs. Carmichael's strange methods for getting her work done, and he should instead try to understand why she files the way she does.

George

George Burns shows a high level of social awareness. He is perceptive in responding to Mrs. Carmichael. Instead of getting overly frustrated by her strange behavior, he asks good questions and strives to understand where she is coming from. He discovers she is funny, her logic doesn't add up, and she isn't going to be getting his file anytime soon, no matter what they do. In getting to know this new person for what she is, he discovers the next great bit for his stage routine.

Mrs. Carmichael

Mrs. Carmichael displays a low level of social awareness. She is at work, but can't contain herself: she is "starstruck" by George Burns. She also seems to miss Mr. Mooney and Mr. Burns's frustration with her inability to find the file. As she explains her logic for filing, she does nothing to calm them or build their faith in her ability to get the job done.



SOCIAL AWARENESS LESSON 3: CONNECTING THE DOTS

As you practice observing and listening to other people more closely, make a connection between what the other person is doing and what he or she is feeling. It's so easy to forget this small, but significant step.

The trick to picking up on others' feelings is not only noticing what they are saying and doing, but also connecting their feelings back to their actions. When you're not sure if you're right, ask questions. The more information you can find out, the more accurate your connection will be and the more information you will have to adjust how you interact with them.

The following clip gives a great example of how making the connection between feelings and actions can help you successfully manage a relationship. In *The Last Days of General Patton*, the General (played by George C. Scott) is traveling in his marked car, which clearly identifies his rank as a Four Star General. However, when the guard doesn't let the car pass without checking the General's identification, the driver becomes irritated and angry. Watch how the General uses his social awareness to effectively manage his relationships with both his driver and the M.P.



[Log in to your assessment to watch the clip](#)

See if you picked up on these elements of General Patton's use of social awareness:



Getting frustrated



Considering another perspective



Just in case

Getting frustrated

The driver is visibly upset that he can't simply take General Patton's car through the check point. However, General Patton picks up on this feeling and instead of getting angry himself he makes a joke to lighten the situation.

Considering another perspective

When General Patton gets out of the car, he picks up on the guard's anxiety. He is initially stern when addressing the guard, which is protocol, but after offering his I.D. as requested, he is cordial and praises the sentry for following orders.

Just in case

It's likely easy for a seasoned Four Star General to forget how much anxiety the guard feels in this situation. Before returning to the car, General Patton can sense that he still may be a bit worried about slowing down the journey of such a high-ranking officer. Rather than letting the man anguish over these concerns, General Patton asks him for his name and promises to share the excellent work he is doing with the soldier's commanding officer. General Patton's actions reflect a true focus on the experience of the other person. How can social awareness help you more effectively manage potentially difficult situations?



RELATIONSHIP MANAGEMENT LESSON 1: BRINGING THE SKILLS TOGETHER

Remember that emotions play a role in every interaction you have with another person, whether you are aware of them or not. Emotions often influence the “back and forth” between two people more than the words being said. The ability to spot emotions in the midst of an interaction, understand their influence, and respond effectively is the essence of relationship management. This can be very hard to do.

In the following scene from *The Pursuit of Happyness*, Chris Gardner (Will Smith) is a struggling salesman who has chosen to take an unpaid internship at a prestigious investment bank to make a better future for himself and his son. However, without a salary, he is failing to make ends meet. It is Saturday, and he's taking his son to play basketball before work. Observe the role that emotions play during their interaction.



[Log in to your assessment to watch the clip](#)

What happens between these two?



Chris disappoints his son.



Chris recognizes his mistake.



Chris makes a repair.

Chris disappoints his son.

Chris, thinking that he is protecting his son from future disappointment and failure, tries to be realistic with him. Instead, Chris's words destroy what little fun the boy gets to have with his hard-working father.

Chris recognizes his mistake.

Chris notices his son's dejected behavior. Chris realizes that, even though he meant well, his words did not have their intended effect. As Chris pauses to reflect, he realizes his own struggles with success and failure tainted the message. Where this realization would make most people defensive, Chris has the ability to stay focused on his son's feelings.

Chris makes a repair.

Chris repairs the broken conversation by acknowledging his mistake in discouraging his son's dream. The earnestness in Chris's voice shows his son he cares deeply about him, even though Chris's words don't say this directly. It's obvious that Chris remembers all of the times that he's been told he can't do something, and he uses these memories to empathize with his son's feelings.



RELATIONSHIP MANAGEMENT LESSON 2: GETTING YOUR FACTS STRAIGHT

A big part of relationship management is taking the time to really understand where another person is coming from. In this clip from The Dick Van Dyke Show, Jerry (the dentist) is about to clean his best friend Rob's (Dick Van Dyke) teeth. Watch how Jerry manages the relationship by trying to understand Rob before reacting to him.



[Log in to your assessment to watch the clip](#)

How does Jerry do it?



Jerry focuses on Rob.



Jerry manages himself.



The end result is empathy.

Jerry focuses on Rob.

Jerry recognizes that Rob is bent out of shape about something. He notices Rob's strange behavior, really listens, is patient, and asks questions to better understand the facts. Whereas most people would be quick to react to Rob, Jerry's nonjudgmental approach reassures Rob and enables him to finally find the words to say what's on his mind.

Jerry manages himself.

Effective relationship management is a bit like being a detective: you gather as much evidence as possible and use this information to guide how you react. We rarely understand the whole story right away, and Jerry ensures that he doesn't damage the relationship by jumping to conclusions.

The end result is empathy.

Most people would be angry with a friend for going to another dentist, regardless of the circumstances behind it. Jerry realizes that Rob feels so guilty about what he did that getting mad at Rob will accomplish nothing (in fact, it will harm their relationship). Instead, Jerry shows empathy for his friend and strengthens their relationship.



RELATIONSHIP MANAGEMENT LESSON 2: SHOWING THAT YOU CARE

Showing people you care about them is important if you want to build quality relationships. At first glance this may appear to be a lesson that belongs in a child's classroom rather than a boardroom, but you'd be surprised how quickly adulthood can make one forget the powerful impact of showing that you care.

People care about the people that care about them, and nothing will build rapport more than showing someone that you have a genuine interest in him or her. It can be as simple as acknowledging someone else's work, stopping by their office to ask how their weekend was, or just taking a second to just listen to them. If you show someone you care about them, they will usually return the favor, forming a strong relationship.

Keep the following in mind:

- When you have genuine interest in someone, don't hide it, even if there are only certain things you like about them. People like people who like them.
- Always save time for small talk. A little bit of effort goes a long way here.
- Balance sharing yourself with asking questions about the other person. One-sided conversations turn people off and work against a real connection.

The following clip is a perfect example of what it looks like to show someone you care about them. Watch Sergeant Joe Friday in the television show *Dragnet*, as he takes time from his busy schedule to see how his co-worker is doing.



[Log in to your assessment to watch the clip](#)

What does Joe do to show his co-worker that he cares about him?



Genuine interest



Genuine concern

Genuine interest

Joe asks the gentleman with the bowtie about the upcoming wedding of his daughter. He demonstrates genuine interest by focusing all of his attention on the news and asking questions about it. Joe seals the connection by maintaining eye contact. Even though it is only for a couple of minutes, this moment belongs to Joe and his co-worker.

Genuine concern

The co-worker's excited response to Joe's attention quickly takes the conversation to a place that might have made Joe uncomfortable. He begins to share more personal information on the difficulty he and his wife are having with giving their daughter away. Joe's ability to tolerate this flood of emotion without getting uncomfortable demonstrates great relationship management.





©2012 TalentSmart, Inc.
www.talentsmart.com