

EMOTIONAL INTELLIGENCE

EQ

THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.







Report for John Doe

ID HB690564

Date July 22, 2013

Introduction

The Hogan EQ assessment evaluates emotional intelligence, or the ability to perceive, control, and share one's own and others' emotions. Persons with high scores seem calm, quiet, poised, and optimistic; persons with low scores seem intense, passionate, bold, and talkative. This report provides scores and feedback for the following six EQ scales:

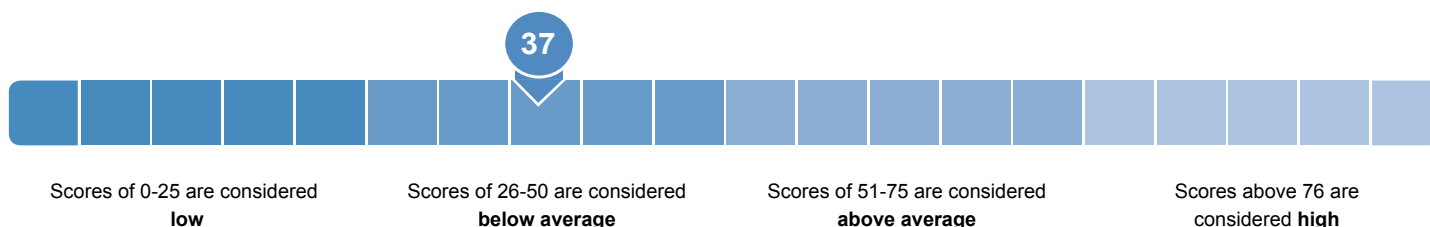
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|--|--|
|  <p>Awareness The degree to which people seem in touch with their emotions</p> |  <p>Detection The degree to which people seem aware of others' emotions</p> |
|  <p>Regulation The degree to which people seem to maintain positive emotional states</p> |  <p>Influence The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors</p> |
|  <p>Expression The degree to which people seem to communicate desired emotional states to others</p> |  <p>Empathy The degree to which people seem to feel what others are feeling</p> |

| EQ and the workplace | Using this report |
|---|---|
| <p>People with higher EQ scores have four advantages at work:</p> <ol style="list-style-type: none"> 1 They quickly understand what others feel and why they behave in certain ways. 2 They are rewarding to deal with and hard to provoke. 3 They remain calm in stressful situations and handle pressure well. 4 They are enthusiastic and optimistic about work. | <p>This report provides a total EQ score, which reflects respondents' overall emotional intelligence. The higher the score, the higher a person's EQ.</p> <p>The report also provides feedback on a scale-by-scale basis, including discussion points, interpretive information, summaries of likely behaviors, and the pros-and-cons of scores as they concern leadership, teamwork, and employability.</p> <p>EQ impacts career success in jobs that require social interaction. Many low EQ people are successful, but they would be even more so if they attended to the issues identified in this report. This is especially true for people who aspire to (or are already in) leadership positions. It is also worth remembering that factors such as ambition, expertise, and creativity contribute substantially to career success and are largely independent of EQ.</p> |

Total EQ score

Mr. Doe's total EQ score of 37 indicates **below average** emotional intelligence. He should seem:

- Edgy, intense, and possibly irritable
- Somewhat critical and pessimistic
- Willing to speak his mind
- Changeable and quixotic





The total EQ score is the average of the six EQ scale scores summarized below. The scores indicate the proportion of the population who score at or below Mr. Doe. For example, a score of 75 on a given scale indicates that Mr. Doe's score is higher than approximately 75% of the population.

| Scale | Score | Rating |
|------------|-------|---------------|
| Awareness | 12 | Low |
| Detection | 94 | High |
| Regulation | 15 | Low |
| Influence | 71 | Above average |
| Expression | 11 | Low |
| Empathy | 19 | Low |

Awareness

The degree to which people seem in touch with their emotions

| | |
|---|---|
|  <p>Low scorers tend to be: Uninterested in self-analysis Indifferent to own emotions Unreflective</p> |  <p>High scorers tend to be: Self-aware In touch with their own emotions Introspective</p> |
|---|---|



Mr. Doe's score on the Awareness scale is **low**. He should seem:

- Unaware of, or unconcerned about, ever being in a bad mood
- Bold, assertive, and action-oriented
- Unlikely to evaluate his own performance objectively
- Spontaneous and impulsive
- Intense, focused, and agenda driven

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



| | Leadership | Teamwork | Employability |
|------|---------------------------------------|--|--|
| Pros | Willing to make tough decisions | Not bothered by team members' criticism | Good fit with jobs that require a sense of urgency |
| Cons | Unconcerned about being moody at work | Uninterested in feedback from team members | Moodiness may make him hard to work with |

Things to discuss with Mr. Doe:

- How often do you evaluate your own moods, thoughts, and behaviors?
- How important is it for you to know what others think of you?
- Do you adjust your behaviors to conform to others' expectations of you?
- In what ways could you improve your understanding of how others see you?

Detection

The degree to which people seem aware of others' emotions

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|---|---|---|---|
|  | <p>Low scorers tend to be:</p> <ul style="list-style-type: none"> Unperceptive Unobservant Overly logical |  | <p>High scorers tend to be:</p> <ul style="list-style-type: none"> Perceptive Socially insightful Intuitive |
|---|---|---|---|



Mr. Doe's score on the Detection scale is **high**. He should seem:

- Genuinely interested in other people
- Naturally inclined to see others in positive terms
- Reluctant to support unpopular positions
- To avoid confronting poor performance
- Attuned to important social cues

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



| | Leadership | Teamwork | Employability |
|------|---|---|---|
| Pros | Expresses real interest in subordinates' problems | Keenly aware of his impact on the team | Understands what managers want, even if they are unclear |
| Cons | Avoids confronting poor performance | Can become distracted by overanalyzing team members' motives and emotions | May be considered overly personal and curious by those who prefer to keep a professional distance |

Things to discuss with Mr. Doe:

- How do you attempt to better understand others' emotions or behaviors?
- How much time do you spend trying to evaluate others' thoughts or emotions?
- Can you think of a work situation in which you benefited from accurately interpreting colleagues' or bosses' behaviors?
- What are the most challenging aspects of trying to understand what other people think or feel?

Regulation

The degree to which people seem to maintain positive emotional states

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|---|---|---|---|
|  | <p>Low scorers tend to be:</p> <ul style="list-style-type: none"> Pessimistic Defensive Temperamental |  | <p>High scorers tend to be:</p> <ul style="list-style-type: none"> Optimistic Cool-headed Even-tempered |
|---|---|---|---|



Mr. Doe's score on the Regulation scale is **low**. He should seem:

- Easily upset
- Moody and temperamental, even when things are going well
- Always willing to deal with conflict directly
- Often impatient with the performance of other people
- Talkative and energetic

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



| | Leadership | Teamwork | Employability |
|------|--|--|--|
| Pros | Seen as genuine and willing to call things as he sees them | Critical attitude will keep other team members sharp and alert | His direct style will be an important asset in certain roles |
| Cons | May lose composure in ambiguous circumstances | Moodiness may disrupt team performance | Managers may find his mood swings demanding |

Things to discuss with Mr. Doe:

- How often do you make emotional decisions?
- Do work colleagues and bosses find you unpredictable?
- In what ways could you improve your emotional response to others?
- Do you adjust your behavior or emotions around others?

Influence

The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors

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|---|---|
|  <p>Low scorers tend to be: Non-charismatic Unable to influence Reserved</p> |  <p>High scorers tend to be: Charming Persuasive Enthusiastic networkers</p> |
|---|---|



Mr. Doe's score on the Influence scale is **above average**. He should seem:

- Concerned about making favorable impressions on other people
- To be a source of innovation and progress
- To be able to identify problems at work
- To be a team player
- A quiet but effective salesperson and networker

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:

| | Leadership | Teamwork | Employability |
|------|--|--|--|
| Pros | Skilled at gaining the consent and cooperation of others | May be a potential source of innovation and progress | Others will appreciate his social skills |
| Cons | Desire to persuade others may distract from task at hand | Capable of influencing team members for own benefit | May seem overly concerned with creating good impressions |



Things to discuss with Mr. Doe:

- How easy is it for you to convince others of your ideas and opinions?
- Do you often dominate group discussions when you are in a team setting?
- How important is it for you to alter others' behaviors or opinions?
- In what ways can you improve your ability to influence others?



Expression

The degree to which people seem to communicate desired emotional states to others

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|---|--|---|---|
|  | <p>Low scorers tend to be: Emotionally volatile Indifferent communicators Emotionally restrained</p> |  | <p>High scorers tend to be: Able to appropriately display emotions Engaged communicators Emotionally expressive</p> |
|---|--|---|---|



Mr. Doe's score on the Expression scale is **low**. He should seem:

- Unable to fake positive mood states
- To be complex and hard to predict or understand
- To have an active imagination
- To dislike routine work
- Unable to hide negative feelings

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:



| | Leadership | Teamwork | Employability |
|------|---|---|--|
| Pros | May seem imaginative and visionary | Willing to let other team members take the lead and be in the spotlight | Should be a good fit with jobs with rapidly changing demands |
| Cons | May not communicate well (and may not care) | Team members may find him hard to predict or understand | May be a poor fit for work in sales or customer service |

Things to discuss with Mr. Doe:

- How easy is it for others to understand what you feel?
- How often do you allow your emotions to be visible to others?
- Do you adjust your emotions depending on whom you are with?
- In what ways could you better convey your emotions to others?

Empathy

The degree to which people seem to feel what others are feeling

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|--|---|
|  <p>Low scorers tend to be: Unconcerned with others' feelings Blunt and direct Indifferent to others' moods</p> |  <p>High scorers tend to be: Attuned to others' feelings Tactful Responsive to others' moods</p> |
|--|---|



Mr. Doe's score on the Empathy scale is **low**. He should seem:

- Unconcerned about others' feelings
- Not to listen very well
- Tough, independent, and self-reliant
- High strung and tense
- Somewhat critical, judgmental, and fault-finding

Potential pros and cons of Mr. Doe's score as it relates to leadership, teamwork, and employability:

| | Leadership | Teamwork | Employability |
|------|--|---|---|
| Pros | Willing to make decisions that are unpopular with subordinates | Independent thinker, not easily influenced by other team members | Good fit for jobs that require independence and self-management |
| Cons | May be a critical, fault-finding, and demanding boss | Seems very independent and self-reliant, may not work well on teams | May be seen as tough, independent, and hard to coach |

Things to discuss with Mr. Doe:

- When were you last deeply affected by someone else's sadness?
- How often do the feelings or moods of others influence you?
- How important is it for you to put yourself in other people's shoes?
- Do others see you as caring and altruistic?