



# **JIM SAMPLE**

## **iPRADCO**

### **EMOTIONAL INTELLIGENCE INDEX DEVELOPMENT REPORT**

**April 2, 2009**

**PRADCO strengthens organizations by helping leaders, select, develop and retain people who fit their culture and contribute to its success. Our commitment is to deliver responsive service and high-quality products tailored to our clients' changing needs.**

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*178 E. Washington Street - Chagrin Falls, Ohio 44022 - (440) 337-4700 - FAX (440) 247-3272  
8351 North High Street - Suite 251 - Columbus, Ohio 43235 - (614) 848-6566 - FAX (614) 848-6545  
[www.pradco.com](http://www.pradco.com)*

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EII

# UNDERSTANDING YOUR RESULTS

**THIS REPORT DESCRIBES BEHAVIORS** that people are likely to show on the job.

**A FORCED CHOICE FORMAT** is utilized so that every person will have some high scores, some medium scores and some low scores. All items are positive, and people are asked to choose between two equally desirable options. This approach minimizes faking.

**PERCENTILE SCORES** provide meaningful information in regards to comparing different people on a variety of measures. People are compared to thousands of people who have taken the same indexes for PRADCO.

Percentile	Low	Average	High	
Score			P	
	1	35	65	99

**HIGH SCORES** are achieved by actively endorsing items that measure a given dimension. They represent behaviors that people frequently demonstrate on the job and are probable strengths.

**AVERAGE SCORES** result from people choosing the items some of the time. They are typically positive and suggest people demonstrate the behavior occasionally.

**LOW SCORES** represent areas that people did not endorse in describing their behavior. They can indicate developmental needs, or may simply suggest that the behavior is less relevant to the person's current job.

**IT IS IMPORTANT TO REMEMBER** that no one gets rated high on all dimensions, and that low scores are not necessarily weaknesses and high scores are not necessarily strengths. Whether your scores are too high, too low or just right depends on the people around you, the condition of your organization and its culture.

**THE KEY TO BECOMING A STRONGER PERFORMER** is to identify three or four dimensions where changes would help you better perform. Use your report to identify those behaviors and create action plans to alter your behavior in ways that are good for you and your organization.



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## EMOTIONAL INTELLIGENCE INDEX

Dimensions	Infrequent Behaviors	Frequent Behaviors	Preferred Behaviors
<b><u>Awareness Factors</u></b>			
Emotional Awareness			P
Interpersonal Awareness		P	
Organizational Awareness			P
<b><u>Resilience Factors</u></b>			
Optimism		P	
Confidence		P	
<b><u>Personal Factors</u></b>			
Even-Tempered			P
Trustworthy		P	
Proactive	P		
Goal-Driven	P		
<b><u>Relationship Factors</u></b>			
Empathy		P	
Inspiring Others			P
Influencing People		P	
Leading Change		P	
Promoting Teamwork		P	
Developing Others		P	
Relating to Others			P

The Emotional Intelligence Index measures awareness, resilience and other job related factors that are essential to perform well in a variety of positions.

There are 120 pairs of items and most people take about 20 minutes to complete the Index. High areas represent probable strengths and low areas are potential concerns. This information should be evaluated in the context of your current situation, as these are behavioral dimensions that can change over time.

The following pages provide more detailed information about your scores.

## **AWARENESS FACTORS**

In business today, people are measured not only by how smart they are and how much experience they have, but how they handle themselves and each other. When people understand and use their emotions effectively, they help to create a climate that shapes how they relate to one another and the organization. This section deals with the ability to perceive one's own emotions, the needs and feelings of others and the factors that influence group and organizational behavior. High scores in this area are an important first step to managing work relations successfully. Lower scores can indicate the need for more awareness in understanding interpersonal and organizational dynamics.

### **EMOTIONAL AWARENESS**

You are in touch with your emotions and have good insight into how people and events affect you. Because you can identify changes in your moods, you control your behavior in difficult situations.

### **INTERPERSONAL AWARENESS**

You pay attention to people's behavior to learn about how they feel and what is important to them. Because of your concern, people view you as understanding and able to make them feel comfortable.

### **ORGANIZATIONAL AWARENESS**

You are astute at understanding group dynamics. You appreciate organizational values and they guide your behavior. You build a network of contacts in the company to serve as resources.

## **RESILIENCE FACTORS**

The belief that a certain outcome is possible is crucial to making it happen. Without expecting that things will turn out positively and that one can handle the challenge, it is difficult to muster the energy, plan the approach, solicit help and maintain momentum when obstacles arise. This section deals with the emotional factors that help people strive for success and overcome obstacles. High scores in this area indicate a positive outlook and faith in one's own abilities. People who score lower on these dimensions may struggle to master the challenges of their work.

### **OPTIMISM**

For the most part, you believe that things will turn out all right. You try to be constructive and positive when there are changes or new ideas to adapt to, and you try to keep an open mind when things are difficult.

### **CONFIDENCE**

You typically feel sure of your ability to deal with challenges and make something of the opportunities that come your way. You are self-sufficient, take some chances and handle your own problems independently.

## **PERSONAL FACTORS**

How employees are perceived by colleagues, customers, and superiors directly affects the extent to which the organization can build a climate of trust, consistency and action. This section deals with the capacity of the person to manage his or her own feelings, motivations and behavior. People who score high on most of these dimensions are likely to approach business issues and problems with honesty and clear thinking. They focus on moving projects forward and achieving goals. Lower scores are likely to signal factors that may impede their ability to maintain professional behavior and deliver results.

### **EVEN-TEMPERED**

Calm and composed, you are generally unaffected by the pressures and tensions that arise on the job. By keeping your emotions under control, you are able to behave consistently and think clearly.

### **TRUSTWORTHY**

You typically share information in an honest way. You may not volunteer negative information about yourself or speak the unvarnished truth, but you are usually ethical and make efforts to follow the rules.

### **PROACTIVE**

You tend to wait for directions and avoid taking action unless expected to do something. Your role may be more reactive or supportive, in that independent initiative is not as required.

### **GOAL-DRIVEN**

You may have little opportunity to set your own goals or you may have long-term projects with distant goals. Keep in mind that you will probably be most successful if you can define specific goals to keep you focused.

## **RELATIONSHIP FACTORS**

In large part, the success of a company, and certainly the effectiveness of a team, depends on people's abilities to manage their relationships with each other. When people have the capacity to inspire, influence and lead their co-workers, they contribute significantly to the accomplishment of desired results for the organization, as well as achieving their personal goals and work satisfaction. Lower scores in this section may point to modest abilities in managing relationships, and suggest that some improvement may be warranted.

### **EMPATHY**

You do your best to show your concern and interest in others and you try to understand what they are going through. You are able to forge bonds with people and connect emotionally with people who are close to you.

### **INSPIRING OTHERS**

Because you are willing to show your enthusiasm and positive emotions, you are able to inspire and motivate the people around you. You can encourage people to achieve more than they thought they could.

### **INFLUENCING PEOPLE**

You are moderately persuasive and able to get some people to go along with your ideas. When something is really important to you, you can often get people to take action in support of your position.

### **LEADING CHANGE**

When the traditional approaches fail to yield results, you are open to more innovative suggestions. You may examine standard procedures from time to time to see where things might be improved.

### **PROMOTING TEAMWORK**

You contribute to group initiatives when the project requires it. You help co-workers who seek your assistance and feel a sense of satisfaction when you join with others for the good of the team.

### **DEVELOPING OTHERS**

Although you may see offering advice to your coworkers as overstepping your bounds, you are willing to be helpful if asked. You will share your knowledge and experience, but you are hesitant to give unsolicited advice.

### **RELATING TO OTHERS**

Your outgoing style helps you build relationships easily. People feel comfortable with you and find you easy to get to know. You enjoy social situations because you fit in anywhere and relate to all kinds of people.

## **DEVELOPMENTAL SUGGESTIONS**

The following behaviors were identified because your scores were relatively low or fell outside the ideal target ranges. You should use these suggestions as they are or as thought-starters for constructing personal action plans.

## Goal-Driven

Most of us like to think that we work hard, but how often do you push yourself to achieve a new “personal best?” Setting challenging goals can create a roadmap to superior achievement and it can also provide the motivation to get you there. Your low score on this dimension suggests that you may fall short of your goals at times, or fail to set personal objectives that are sufficiently challenging.

Set a goal for yourself that will stretch you to do more than you have ever done before. Whether you need to work faster, be more accurate, or gain a new skill, setting a specific, tangible goal can make you more successful. Commit yourself to being successful and refuse to allow excuses or obstacles to get in your way.

Demonstrate to yourself and your superiors that you will do whatever is necessary and make personal sacrifices to accomplish your goals. You may need to reprioritize your activities, put in extra time or seek the help of a colleague. Do not let lack of time or resources deter you.

Find an appropriate metric to measure your output and to establish a baseline to improve upon. Get a gauge on how your performance stacks up against others in the company. This can help you identify the best place to devote your efforts and how far you need to go to be viewed as a more valuable contributor.

## Proactive

Proactive people get things accomplished and do what is necessary to keep projects moving. When obstacles occur, they overcome them. When problems arise, they find answers. Low scores on this dimension generally reflect a tendency to rely on others to drive projects forward. You may even use obstacles as excuses to delay taking action. Consider these suggestions to become more proactive.

Volunteer quickly when you know that there is a need for someone to manage a project or an important part of it. Take ownership of the project and refuse to allow minor glitches to slow down your progress. Find someone to help you if you run into trouble, but do not drop the ball.

Take charge of getting things started when you see people standing around or waiting for instructions. Avoid using delays and slow starts as excuses for socializing or doing less important tasks. Instead, demonstrate a sense of urgency and a willingness to take action independently.

Make an effort to be part of the solution when a project runs into trouble. Do whatever research is needed to find answers. Use your resources in the company and elsewhere to move initiatives forward. Spearhead a small group that will take responsibility for part of a project to keep things moving.

## Promoting Teamwork

Working in groups and teams is central to human behavior, and the ability to help and cooperate with others is becoming an increasingly important part of organizational effectiveness. Involving others in your activities and contributing to theirs brings numerous payoffs in terms of improved results, team spirit and group cohesiveness. A low score on this scale may indicate a preference for working alone.

Perhaps you resist team activities because you feel that the group inhibits your ability to contribute unique skills and knowledge. Remember that there is nothing about being a team player that prevents you from making an exceptional individual contribution to the group effort.

Every now and then, stop what you are doing and notice what people are working on. Look for a way to get involved in some activity that someone else may be struggling with. Show your ability to cooperate by putting some of your own agenda items on the back burner to devote time to a coworker's tasks.

Think about the ways that teamwork can contribute to your effectiveness. Enhanced communication, relationship building, richer and more varied decisions, shared responsibility, even having someone to cover for you and take over when necessary can make work more pleasurable.

## Developing Others

Coaching is a powerful way to help the people around you grow and maximize their potential. By providing feedback you can help your colleagues overcome bad habits and also reinforce positive work behaviors. Your lower score on the Developing Others scale may indicate that you seldom offer candid feedback or share your own expertise for the benefit of your co-workers.

Provide feedback as soon after a relevant behavior as you can. Coaching should be both timely and ongoing. It should also be clear, direct and communicated in a way that is easily understood. If you are sharing your observations about a negative behavior, offer suggestions for change and improvement.

Focus on tasks and behaviors, not attitudes and personalities. Avoid remarks that would be personally threatening or demeaning. Maintain a positive tone and listen actively and empathically to any response. Avoid lecturing and try to understand your colleague's perspective too.

Balance positive and negative feedback. Give credit where credit is due so that you will be seen as credible and concerned. Your listener is likely to be more attentive and accepting of constructive feedback that comes from someone they trust and who seems to have their best interest at heart.

## Trustworthy

For supportive work relationships to wear well over time, a level of trust needs to be maintained. Colleagues need to know that you are honest with them and that you will not try to cover up problems, but deal with them openly. If you scored low on this dimension, you may try to sidestep the truth or not be as open about your faults and mistakes as you should be.

Be more objective and open about your own mistakes and limitations. Everyone makes errors or has lapses in judgment now and then. Avoid being evasive about these things and admit candidly that you were at fault or made a mistake. People are usually quick to forgive someone who admits their faults openly.

Make it a habit to meet your commitments every time. Avoid making promises you may not be able to keep just to gain someone's favor or gratitude. It's much easier to be realistic about what you can do for someone and then do more, than it is to let someone down who counted on you.

Be more willing to expose problems so that everyone can work on coming up with a solution. Sweeping work problems under the rug may save people's feelings, but in the long run these issues will come to light and need to be addressed. People will respect your candor and trust you more if you openly share difficult issues.

## Confidence

Confident people believe in their ability to be successful. They face up to risks and challenges and are quick to seize opportunities. If you scored low on the Confidence dimension, you may hesitate to accept challenges and look to others for help when problems occur. Here are some ideas to help you feel more sure of your ability to master the pressures of your job and project confidence as a key player in your group.

No one is absolutely confident in every aspect of life. Most of us are sure of ourselves in some areas, but a lot less secure in areas that are unfamiliar and new to us. Build confidence by taking reasonable risks in areas that you know something about and expand upon your feelings of confidence about yourself.

Some people are able to build their general feelings of confidence by becoming an expert or specialist in one area. Choose one aspect of your work in which you want to be seen as the go-to person, the one with the answers. Your success in this area and the positive regard you get from others will provide a confidence boost.

How you communicate also reflects your confidence. Be aware of the image you project. Replace questions with positive assertions. Speak up early in meetings so you develop a presence with co-workers. Avoid minimizing your ideas and opinions; instead, share them with conviction to have more impact on others.