

Building Emotional Intelligence
and Leadership Success

Emotional Capital Report

ECR

Self Report

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Report prepared for: **Mark X**
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RocheMartin

Inspired Emotional Intelligence

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Introduction

Emotional Capital Report

This report is designed to provide you with a comprehensive interpretation of your leadership potential based on your emotional intelligence. The report includes: a validity scale, a global Total Emotional Capital score; your scores on 10 emotional and social competencies linked to effective leadership, and a detailed exploration of the meaning of your scores. The report also describes specific coaching strategies for developing your emotional intelligence and leadership, and an action plan to help you design a personal blueprint to build your emotional capital.

What is an 'Emotional Competency'?

An emotional competency is a measurable characteristic that is related to the effective performance of a specific role. The emotional competencies in this report are based on scientific studies linking emotional intelligence to effective leadership performance in 'world class' organizations.

How Do I Get the Most Out of My Report?

Given that higher than average levels of emotional intelligence have been found to characterize effective leaders, the Emotional Capital Report benchmarks four levels of functioning.

- Step 1.** Review your score on the Positive Impact Scale to determine the accuracy of your report.
- Step 2.** Review your Profile Summary. This provides you with your scores on the ten factors measured by the ECR. Focus on your scores listed as 'Strength to Build On' and 'Signature Strength' and use the comments in the report to think about how you may apply these more effectively.
- Step 3.** Review scores listed as 'Development Need', 'Development Opportunity' or 'Effective Range' and consider the coaching strategy to build your competencies in these areas.
- Step 4.** Review the 'Emotional Advisor' comments at the bottom of each section for further insight into how to develop these skills over time.
- Step 5.** Complete the final section - Action Plan. This section of the report provides you with an opportunity to create a blueprint to build your emotional wealth and leadership effectiveness.

Getting the Most Out of Your Report

Inventories like this one, although based on good science, are always approximations and estimates, not precise indicators. Because of the margin of uncertainty you should use your own judgement as you review your results. The aim of the report is to help you gain a better understanding of your skills and how to improve your leadership effectiveness.

Score Key : Refer to page 3

ECR Competency Scales

Self-Knowing
Self-Confidence
Self-Reliance
Self-Actualization

Straightforwardness
Relationships Skills
Empathy
Self-Control

Adaptability
Optimism

Discretionary Comments

Your scores on these competencies represent your self-reported level of skill in managing these leadership behaviors. The ECR is designed to act as an interpretive aid and should not be used as the sole basis for placement, intervention, or other kinds of decision making. The report is based on interpretations most common for the scores that are obtained. Unusual interpretations must be explored with other instruments on a case-by-case basis.

The information that is provided in this report should be used as a means of generating hypotheses and as a guide to assessment. Higher scores are associated with greater levels of emotional capital and better performance.

Score Key

Development Need	≤ 80	Your level of emotional capital in this area is likely to be limiting your effectiveness. Developing your skills here is essential to your success.
Development Opportunity	81 - 90	Your level of emotional capital is adequate, but there is opportunity for improvement. Capitalize on the opportunity to develop this into a strength
Effective Range	91 - 110	Your level of emotional capital in this area is typical of the general population and there is room to develop this skill to enhance your leadership.
Strength to Build On	111 - 120	You have above average emotional capital in this area. Build on this strength by considering additional strategies to create emotional wealth.
Signature Strength	≥ 121	Your score suggests you have above average emotional capital in this area. Seize every opportunity to lead with this strength to capitalize on your success.

Positive Impact - 112



Your scores indicate that you approached the assessment in an honest and straightforward manner. This suggests that your results are likely to be an accurate reflection of your experience.

Emotional Capital Model

Inner Focus

This cluster of competencies enables you to develop your leadership presence and communicate authentically and openly. The cluster includes:

- Self-Knowing**
- Self-Control**
- Self-Confidence**
- Self-Reliance**

Other Focus

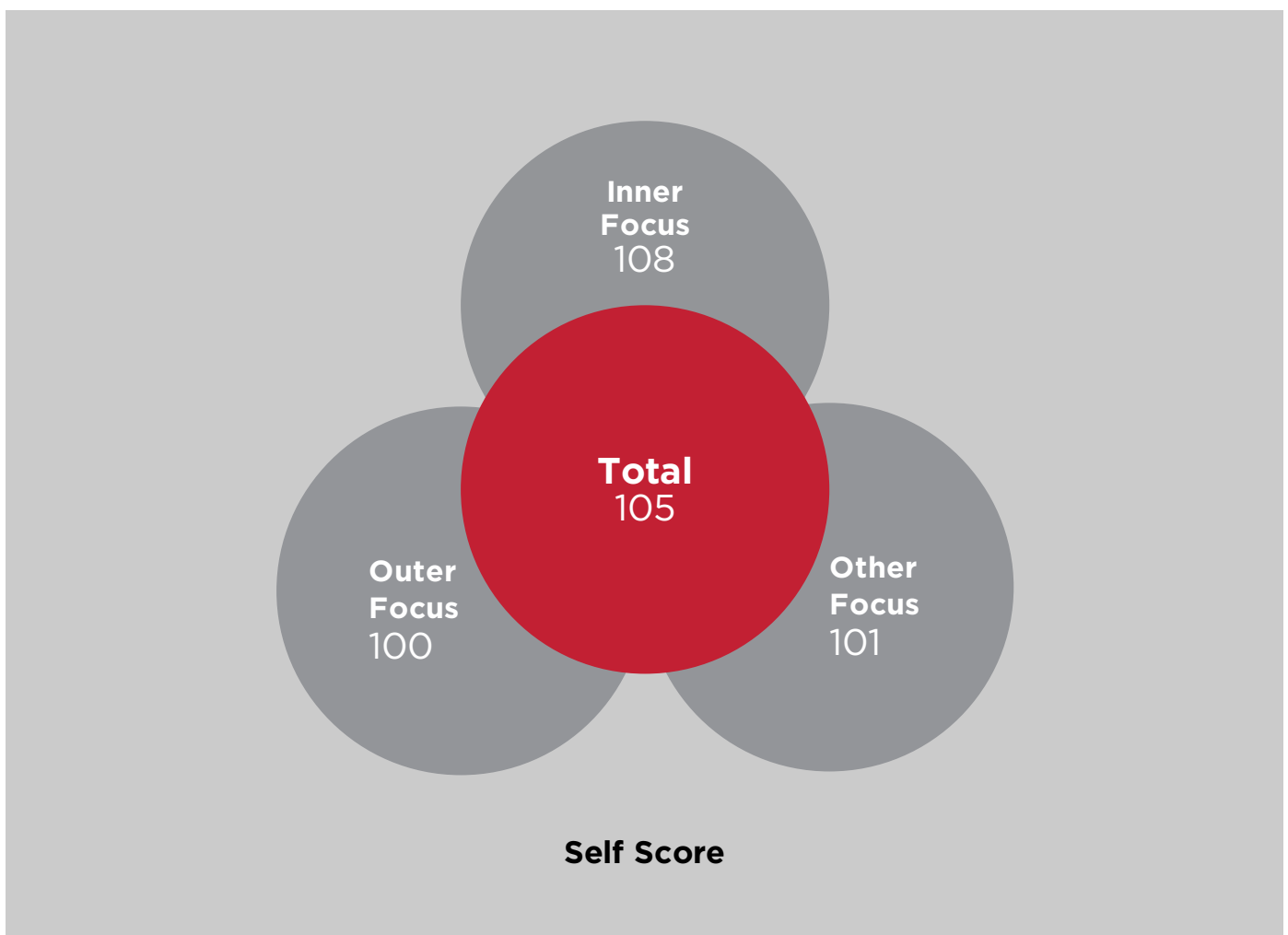
These competencies enable you to grasp the emotional dimensions of a business situation and enhance your capacity to influence others to achieve productive outcomes. The cluster includes:

- Empathy**
- Relationships Skills**
- Straightforwardness**

Outer Focus

These competencies enable you to take on new challenges and respond creatively and effectively to new opportunities. The cluster includes:

- Adaptability**
- Optimism**
- Self-Actualization**

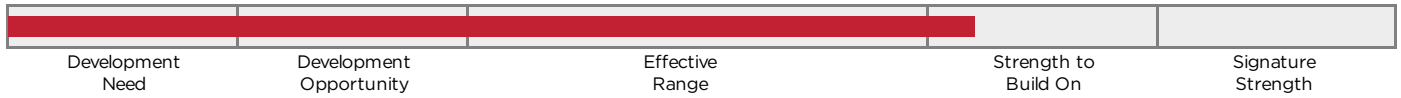


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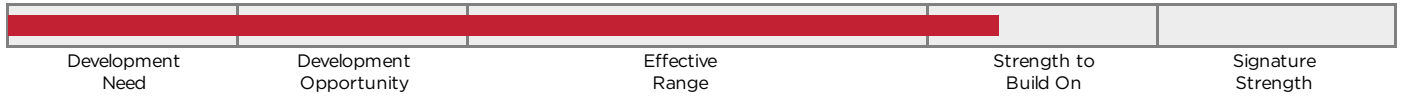
Profile Summary

Total EC Score - Self **105**

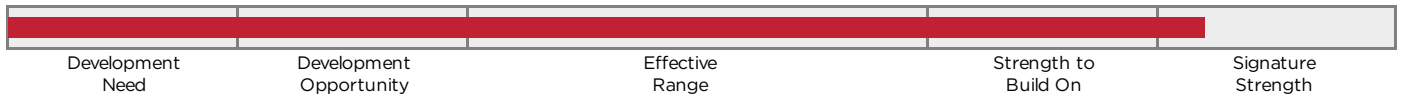
Self-Knowing | 112



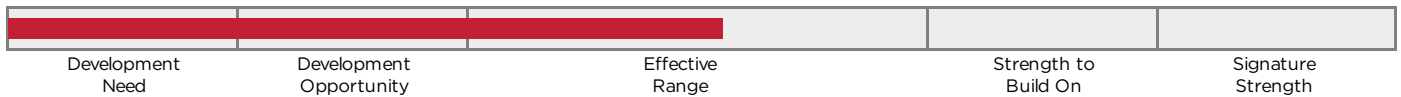
Self-Confidence | 113



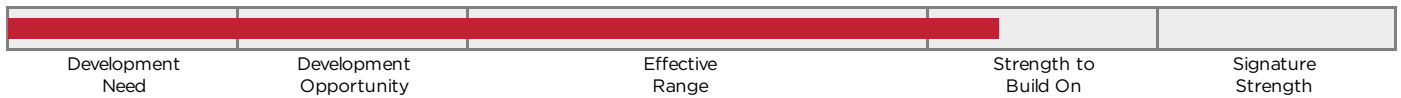
Self-Reliance | 122



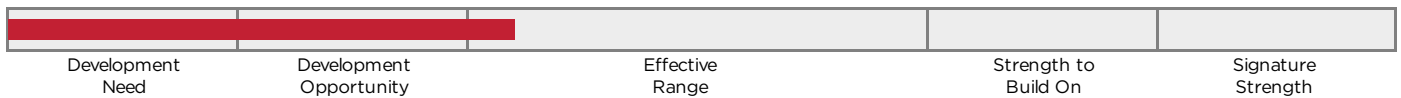
Self-Actualization | 101



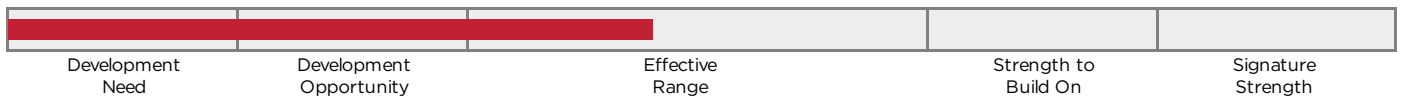
Straightforwardness | 113



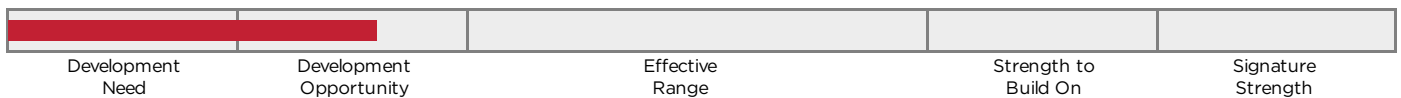
Relationships Skills | 92



Empathy | 98



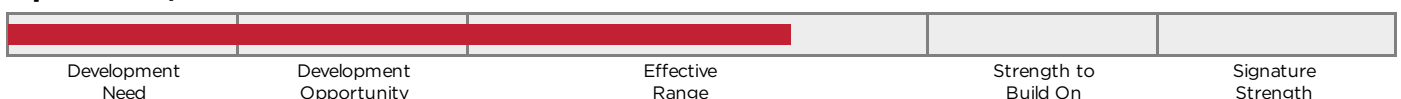
Self-Control | 86



Adaptability | 95



Optimism | 104

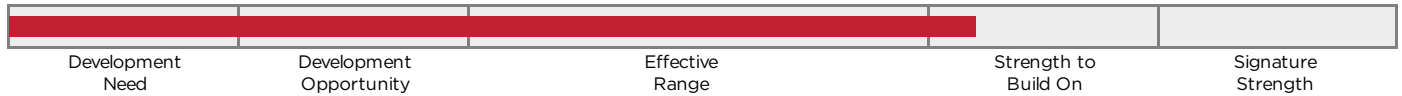


Score Key : Refer to page 3

Self-Knowing

Emotionally intelligent leaders are aware of their emotional experience and know what they are feeling most of the time. They have the capacity to recognize how their feelings and emotions impact on their personal opinions, attitudes and judgements.

Self-Knowing | 112



STRENGTH TO BUILD ON

These individuals appear to have the ability to recognize and express their thoughts and emotions, and understand how these affect their actions. Individuals who understand their inner self possess a solid base for building emotional capital in themselves and others.

Coaching Strategy

- ✓ Tune into physical sensations to become aware of your feelings when you confront new challenges.
- ✓ Identify how your thoughts shape your feelings and ultimately your performance when you are in a leadership role.
- ✓ When starting a new project ask yourself what you want to accomplish and how you will feel when you have achieved it.
- ✓ When you begin a new course of action ask yourself what habitual forms of thinking and feeling will you have to change in order to achieve this goal.

Emotional Advisor

Your responses to people and situations may be positive or negative, but remember, most of your feelings are linked to emotional needs. Negative feelings are often linked to unmet emotional needs. Positive feelings are often linked to situations in which your needs have been satisfied.

Begin to notice what you are feeling and doing as a situation starts to happen. Introduce a brief pause to check your emotional pulse. Learn to recognize how your emotions affect you in the moment. Become a witness to your thoughts and notice physical signs that accompany a particular feeling.

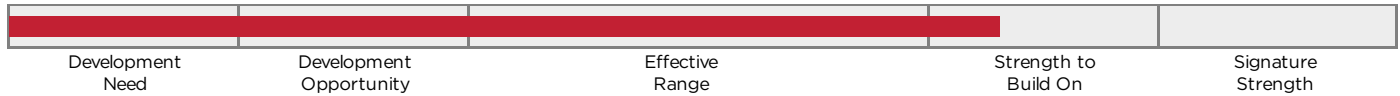
Try to suspend judgement of yourself and others and take an honest look at what you are thinking and feeling and identify what you need and why you react the way you do.

Score Key : Refer to page 3

Self-Confidence

Emotionally intelligent leaders accept and respect themselves and essentially like the people they are. They are confident in their skills, abilities and judgements and possess the emotional resources necessary to maintain motivation and achieve challenging goals.

Self-Confidence | 113



STRENGTH TO BUILD ON

You have good levels of self-regard that enable you to feel good about yourself and sustain high levels of motivation and positive and productive relationships with others. Others are likely to see you as having sufficient self-assurance to hold-up under the pressure of taking on new responsibilities and maintain enthusiasm in the face of setbacks.

Coaching Strategy

- ✓ Make a habit of continually improving your self-confidence by setting challenging goals and initiatives, then commit to achieving them.
- ✓ Be generous to yourself and develop an attitude of gratitude for your experience and value and respect the person that you've become with your distinctive qualities.
- ✓ Build levels of self-confidence in your people by finding ways each day to communicate that you like them and believe in them.
- ✓ Become a Pygmalion-like leader and communicate that you expect your people to succeed; provide your people with challenging assignments that draw out their talent.

Emotional Advisor

Appreciate - raise in value - your emotional assets by:

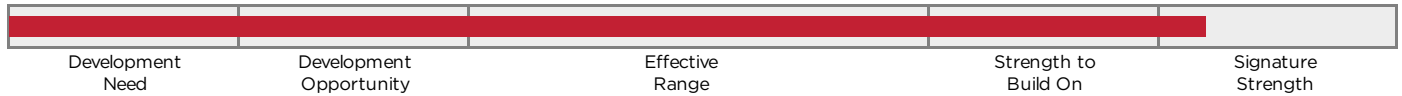
- Valuing who you are - identify the things you like about yourself and focus on them for a few minutes each day.
- Valuing what you do - respect the work you do and think of it creatively as an expression of yourself and your competencies.
- Valuing what you have - develop an attitude of gratitude and appreciate - "to raise in value" - even the simple things you have.
- Valuing the help you receive.
- Valuing your progress - remind yourself often that although you may not be everything you would like to be, be thankful that you're not what you were,
- Valuing opportunities - don't be afraid of your emotional "mistakes".

Score Key : Refer to page 3

Self-Reliance

Emotionally intelligent leaders have the power to be self-reliant in developing ideas and making significant decisions. They recognize that they are a complete and self-directed person and have the power and responsibility to choose between options and make decisions.

Self-Reliance | 122



SIGNATURE STRENGTH

You are self-sufficient and autonomous in thinking and action and probably strive to excel through taking independent initiatives; you are one who is likely to 'take charge' and probably welcome difficult challenges.

Coaching Strategy

- ✓ Become the 'Chief Storytelling Officer' in your personal and professional life by regularly repeating the story of what you are trying to achieve; emphasize how others fit in to the big picture.
- ✓ Provide a description of how the group can change, where they are going, and how they will get there.
- ✓ Suspend judgment of yourself and develop your self-belief beliefs by celebrating small wins, recognizing achievements, and commemorate milestones - all the time.
- ✓ Model yourself on leaders you admire, identify your signature strengths by listening to trusted advisors, eradicate negative thoughts and build positive mood by practicing right thinking.

Emotional Advisor

Building independence is largely the challenge of overcoming the fear of accepting responsibility for your thoughts and actions. Fear is often experienced in four different ways

- Insecurity - ask yourself: What am I most afraid of losing? (self-esteem, love, money, life, comfort etc.)
- Anxiety - ask yourself: What am I most afraid of changing (self-image, lifestyle, income bracket, social status, habits, etc.)
- Fear of Failure - ask yourself: In what ways am I most afraid of failing?
- Fear of Rejection - ask yourself: How am I afraid that I may be rejected en route to this goal? Whose rejection do I fear most?

Become more self-reliant by taking greater responsibility for your thoughts, feelings, and actions. Overcome anxiety by asking yourself: What do I need to gain greater control of, in order to accomplish this goal? What do I need to let go of?

Score Key : Refer to page 3

Self-Actualization

Emotionally intelligent leaders maintain an enthusiastic commitment to long-term goals. They have achieved a level work/life balance and derive satisfaction from their accomplishments. They enjoy setting challenging personal and professional goals.

Self-Actualization | 101



EFFECTIVE RANGE

Your scores suggest you are someone who has effective levels of energy and motivation, but will be aware that you can achieve more. There is room to increase your levels of emotional energy and well-being by paying attention to what makes you feel alive and energized

Coaching Strategy

- ✓ In order to reach your potential in your professional and personal life you will benefit from continually setting realistic, challenging and measurable goals; be willing to adjust those goals to meet changing personal and professional needs.
- ✓ Focus on your personal strengths and develop a clear vision of where you are headed in order to derive satisfaction from your achievements.
- ✓ Take calculated risks; too much safety can lead to mediocrity.
- ✓ Tune in to the things that motivate and inspire you and optimize the effective and efficient management of your available resources.

Emotional Advisor

Focus on your purpose and make a decision to be the author of your own experience from here on. Remember to pay attention to the elements of the 'flow' experience that fuel your passion. Establish clear goals of what you're trying to achieve; regularly focus your attention on becoming the leader you want to be. Cultivate a genuine self-knowing that is open to receiving feedback and admit your ignorance. Mix it with the brightest and best and read the stories of successful leaders to fuel your inspiration.

In dealing with others, appeal to people's signature strengths and provide them with opportunities to shine. Give them tasks that present creative challenges, have clear goals, provide a sense of control, and positive self-expectancy - and give positive feedback regularly. Ensure that all the eight important areas of your life (health, lifestyle, self-development, creative expression, career, finance, social and intimate relationships) get the regular attention they deserve.

Score Key : Refer to page 3

Straightforwardness

Emotionally intelligent leaders express their feelings and points of view openly in a straightforward way, while respecting the fact that others may hold a different opinion or expectation. They are comfortable challenging the views of others and give clear messages.

Straightforwardness | 113



In most situations you voice your beliefs and opinions confidently and communicate a message honestly and directly in a non-aggressive manner. Continue to develop your skills by expressing your views and concerns clearly and deliver straightforward messages.

Coaching Strategy

- ✓ Build rapport with people by taking an active interest in their concerns, work to understand their needs, wants and objectives, before communicating your message honestly and directly towards mutually agreeable outcomes.
- ✓ Maximise your interpersonal effectiveness by taking the time to listen carefully to the issues and concerns of others.
- ✓ When expressing a concern, establish direct eye contact, use a neutral tone of voice, focus on specific behaviors and be sure to invite the views of others to ensure a good outcome.
- ✓ Take responsibility for actively fostering a work environment with continuous open communication and knowledge sharing that works towards positive outcomes.

Emotional Advisor

Becoming more assertive and being able to deliver clear messages in a non aggressive way is largely the challenge of overcoming the tendency to bulldoze or bully others or, conversely, surrendering to the agenda of others by letting them dominate you.

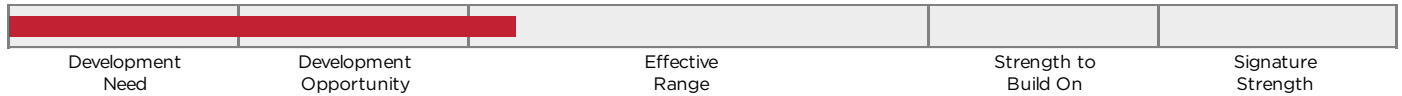
- To avoid bulldozing - Identify your objective and primary motive - understand that bullying behavior is often an out of control attempt to gain control. Recognize what you may be afraid of, let go of the fear and focus on the value of gaining the willing cooperation of others.
- To avoid surrendering - be clear about your goal and primary motive, identify your tendency to take responsibility for the reactions of others, focus on the payoff of achieving what you want and respect yourself.
- When all else fails, breathe! - Whether you are feeling glad, mad, sad, or bad, focusing your attention on gradual, deep, even-paced breaths will relax your body and clear your mind before you speak.

Score Key : Refer to page 3

Relationships Skills

Emotionally intelligent leaders have the knack for establishing and maintaining mutually satisfying relationships characterized by positive expectations. They can gain the support and commitment of others and value working with others to achieve their goals.

Relationships Skills | 92



EFFECTIVE RANGE

Your results indicate that you are usually comfortable with interpersonal relationships and enjoy working with others. People with effective scores in this area, however, are often selective in initiating and building relationships with other people and tend to narrow the range of people they interact with. You need to continue to recognise the importance of building a strong network of cooperative, mutually beneficial relationships.

Coaching Strategy

- ✓ Invest more time in fostering relationships and in building networks with others.
- ✓ Strengthen your belief that all people are basically your equals and talk to them on equal terms
- ✓ Demonstrate care and respect for each person you deal with and show an active interest in the things that interest them; promote positive emotions by addressing people’s fundamental need for affiliation, involvement, recognition, and accomplishment.
- ✓ Create an environment where information, expertise and experience are broadly shared and valued and where others are encouraged to make contributions.

Emotional Advisor

Building your relationship assets involves becoming a trustworthy person. Think of trust as made up of three elements:

- Firstly, your competence - do you know what you’re talking about?
- Secondly, your reliability - do you do what you say?
- Thirdly, your capacity to connect - can you connect at the emotional level with others?

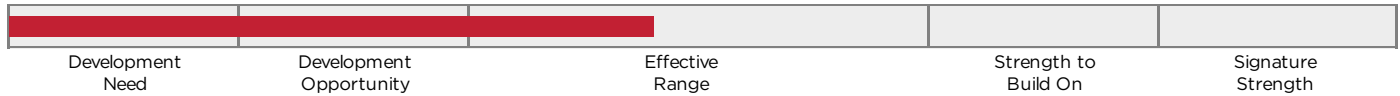
Of course these three elements of trust are either strengthened or weakened by your level of self-focus. People should come away from talking to you convinced that they are the most interesting person on earth. You achieve this by: being friendly and smiling, appealing to peoples’ interests, building bridges of understanding, showing others how your ideas benefit them, and by getting their input and commitment.

Score Key : Refer to page 3

Empathy

Emotionally intelligent leaders have the capacity to understand other people’s feelings and thoughts. They listen well and take into account other peoples’ feelings and circumstances before communicating their message or making a decision.

Empathy | 98



EFFECTIVE RANGE

With effective scores in this area you are likely to understand other people's feelings and points of view. People with effective scores in this area, however, may not always demonstrate to others that they are listening carefully to them. In some situations you could improve your capacity to listen more and take into account other peoples' feelings and circumstances before communicating your message or making a decision.

Coaching Strategy

- ✓ Practice active listening: pause and give people your full attention, make soft, natural eye contact, lean forward
- ✓ Seek first to understand rather than be understood by asking clear, open questions that draw out the person's experience, then paraphrase what you have heard using an inquiring tone that reflects the content and the emotion contained in the message.
- ✓ Suspend your judgement and develop an attitude of curiosity towards the people you meet.
- ✓ Take an active interest in your colleagues as people, and create more rewarding wins for them.

Emotional Advisor

Develop the habit of first listening to other people before speaking - seek first to understand, then to be understood. Take more time observing, asking genuine questions, listening to others; then focus on establishing an emotional connection with them. During difficult exchanges, try and let the other person finish speaking before responding.

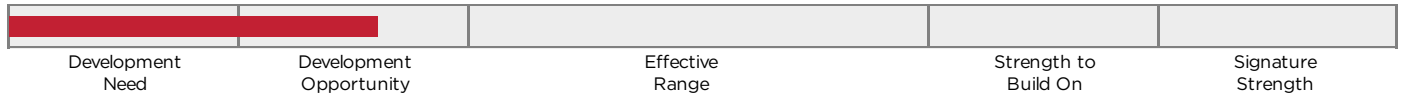
Develop an approach to people characterized by curiosity rather than one of passing judgement. Remember that everyone you meet is fighting a personal battle; see if you can make a connection between what the other person is feeling and what he or she is doing. When in a group, remember to pay attention to the mood in the room and adapt your approach.

Score Key : Refer to page 3

Self-Control

Emotionally intelligent leaders manage their emotions well and restrain their actions until they have time to think rationally. They are able to stay calm in stressful situations and maintain productivity without losing control. They make considered decisions and project a composed, reliable presence.

Self-Control | 86



DEVELOPMENT OPPORTUNITY

Your results indicate that you are having some difficulties managing stress at work to the extent that it is likely to be affecting your performance. Attempts to deal with stressful situations are likely to be associated with strong emotions. Consequently you may be putting yourself and others under undue pressure. This likely contributes to creating a stressful working environment.

Coaching Strategy

- ✓ Examine negative 'self-talk' that drives your emotional reactions in stressful situations.
- ✓ Respond rather than react to difficult situations by introducing a pause before speaking and acting impulsively.
- ✓ Take the time to pause and give adequate thought to the impact of your words and actions on others.
- ✓ Discuss with a trusted peer or coach how you can change your self-talk to better manage your emotional reactions.
- ✓ Face your stresses honestly and objectively and take action rather than trying to avoid problems or deny their existence.

Emotional Advisor

The best way to develop self-control is to accept responsibility for yourself and your behavior. Think of responsibility in two parts: "response" and "ability". Learn to respond, not react. When you react you give up control and act out of habit. The stronger the emotional reaction the more rigid and predictable your behavior becomes. Lack of self-control is often caused by low frustration tolerance. It is a reaction that people have when things don't work out or when others don't behave the way they are expected to. Aim to:

- Take control in situations where you may have a tendency to blame others.
- Accept responsibility and resist any temptation to see yourself as a victim of circumstances.
- Withhold judgement until you've reflected on the situation and ask open questions.
- Introduce a pause and slow yourself down.
- Avoid being overly dramatic. Instead, cultivate your role as a 'trusted advisor'.
- Maintain peace of mind as your highest goal in every situation.

Score Key : Refer to page 3

Adaptability

Emotionally intelligent leaders are able to adapt their thinking, feelings and actions in response to changing circumstances. Flexible leaders are tolerant of others and receptive to new ideas and consider different points of view. They are champions of change.

Adaptability | 95



EFFECTIVE RANGE

Your results indicate that you can generally adjust your emotions, thoughts, and behaviors to changing situations and conditions. People with average scores in this area, however, sometimes have difficulty in adapting quickly to new ideas and alternative points of view to their own. Changes in organisational life are likely to cause you some emotional strain as you adjust your behaviors to those new challenges.

Coaching Strategy

- ✓ In times of rapid change make a list of what needs to be achieved, prioritise them, then tackle the most important ones first. Remember to delegate tasks when it is appropriate to do so.
- ✓ Identify what it is about change that is threatening and focus on the factual information to avoid getting caught up in 'what ifs'.
- ✓ Explore a number of alternative solutions to a problem instead of falling back on the 'tried and true'.
- ✓ Acknowledge that you have choices when faced with change and consider a range of perspectives before deciding on an action.
- ✓ Ask your peers and colleagues how they might manage a particular change situation you are facing; adopt the ones you consider to be 'best practice'.

Emotional Advisor

In life we cannot avoid change. Becoming a gentler, more open person quickly builds your emotional capital. It doesn't make you weak or soften your position. In fact, it makes you stronger, more creative and usually more productive. Inflexibility creates an enormous amount of inner stress, cuts you off from innovative ideas and makes you difficult to work with. If you find yourself a little stubborn, lighten up and recognize that stubbornness is rooted in the fear of letting go. Ask yourself, "What am I afraid of losing?" It may be control, status, self-esteem etc.

- Resist the temptation to play it safe or hide behind cynicism - nothing cuts you off from your emotional wealth more quickly.
- Practice becoming more receptive and open to your inner creativity.
- Learn to 'go with the flow' more often and choose to focus on the things that are really important.
- Don't sweat the small stuff - and remember, most of the time it's all small stuff!

Score Key : Refer to page 3

Optimism

Emotionally intelligent leaders sense opportunities even in the face of adversity. They are resilient, can see the big picture and where they are going, and are able to focus on the possibilities of what can be achieved.

Optimism | 104



EFFECTIVE RANGE

You are generally an optimistic person and can view limitations as challenges to be overcome. You will work hard to remain motivated to pursue a course of action, even when things get difficult. By building your levels of optimism you will increase your motivation to achieve your goals, particularly during difficult times. As you continue to cultivate this competency, others will also appreciate the positive atmosphere you create.

Coaching Strategy

- ✓ Despite obstacles and setbacks learn to manage negative moods, choose to express a can-do approach in life and business.
- ✓ Try not to take set backs personally; redefine situations in terms of their external causes.
- ✓ Change the definition of a challenge or a situation and look at it as an opportunity that you can take advantage of.
- ✓ Focus on the task rather than the negative emotions and see the possibilities within difficult situations; think about how the job can be done and be logical about it.

Emotional Advisor

A useful approach to becoming more optimistic is to become a kind of 'inverse paranoid' and use the 'act as if' principle - 'act as if' the world is conspiring to do you good. If you want a quality such as more passion, you should 'act as if' you already have it. Act 'as if' you already are the leader you imagine yourself being. The impact that this will have in the outer world in changing how other people see you and treat you will, in turn, will help you to think about yourself differently.

Three Keys for becoming more optimistic:

- Act like you know it will happen.
- Act as though it is already happening.
- Act calmly, with confident expectancy and focus on the thing to be received or the task to be achieved rather than on the negative emotion.

This is not simply 'whistling in the dark', it's about increasing the quality of the emotional capital around you which in turn increases the likelihood of achieving your success.

Score Key : Refer to page 3

Action Plan

ECR

SEVEN ACTIONS TO INCREASE YOUR EMOTIONAL CAPITAL

Where to From Here?

This report is designed to provide you with an opportunity to review your emotional capital resources and your characteristic ways of responding to professional and personal challenges.

The report has provided you with a set of scores measuring your emotional capital. In the end, you are the expert on yourself. Accordingly, all descriptions used in this report are for you to consider in light of your experience and judge for yourself how accurately they apply to your performance.

Remember, many of your behaviors are automatic and you have probably become accustomed to them. This report provides you with an opportunity to reflect on your actions and to provide you with some valuable insights into your behavior and its impact on others.

Personal and professional development is a dynamic process of action, reflection on that action, and then new and more effective action in light of the new information gained. This is a continuous process and is the key to increasing leadership effectiveness. Practicing the following seven action-reflection-actions and using them will enhance your personal and leadership performance.

Score Key : Refer to page 3

Action Plan

Action One

List the strengths identified in your report that you recognize as your key characteristics and consider how they contribute value to your personal leadership performance.

Action Two

Identify several strategies that you can use immediately to increase the effectiveness of your strengths.

Action Three

List a key development area identified in your report that you recognize is true for you. From the Coaching Strategy section choose what actions you will take to address this challenge.

Score Key : Refer to page 3

Conclusion

Building your emotional capital takes time - so begin now! Use this report to guide you. If you've not yet read Martyn Newman's book, Emotional Capitalists - The New Leaders you will find that it provides you with an even more comprehensive understanding of how to build these skills and apply them to your leadership challenges.

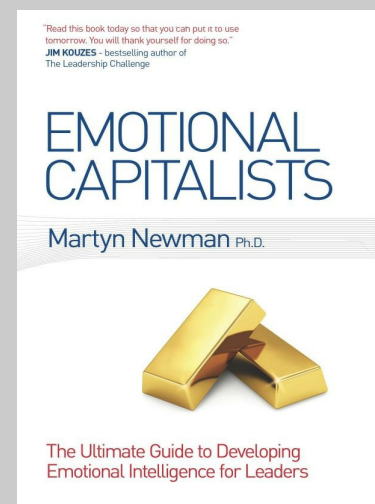
EMOTIONAL CAPITALISTS

The New Leaders

By Martyn Newman Ph.D.

Every once in a while a book appears that isn't just informative, it's inspiring, fun to read and life-changing. Emotional Capitalists - The New Leaders is one those rare books. I recommend: Buy it, read it, learn from it, and apply it to your daily practice!

Daniela Sfameni
Global Head, Human Resource Development,
Allianz Global Investors Group



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