



The JCA Emotional
intelligence diagnostic

confidential report on
company
completion date
comparison group
consultant

Mr Sample
jca
Wednesday 21st November 2007
General Population
Mrs Consultant

Introduction

This is a strictly confidential report which is to be used under the guidance of a trained professional who is qualified to use the Individual effectiveness (ie) product range. The information in this report should only be disclosed to third parties with the prior agreement of the participant.

A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills and knowledge etc.

If you would like further information about this report or the process please contact your consultant.

Report Contents

Your summary profile

A colour coded summary of your profile in relation to the six key parts of Emotional intelligence.

Your Individual effectiveness profile

Your score on 16 different aspects of Emotional intelligence against a specific comparison group.

Your narrative report

A more detailed interpretation of your profile scores.

Your key development points

Development points on your lower scores.

Your item analysis

A complete list of your item responses on each scale from the lowest to the highest scores.

How to interpret your results

The results on the 'ie' development report represent your responses to the 'ie' questionnaire along 16 different scales, which compare your self-perceived Emotional intelligence (Ei) with other people's self-perceived Ei.

If your scores fall in the average band you may hold similar self-perceptions of your Ei in this respect as other people do of theirs. If your score falls above or below the average you may hold a different self-perception of your Ei in this respect to other people. The reasons for this may include;

- You actually have more (high score) or less (low score) Emotional intelligence than most people in this aspect.
- You have an overly positive (high score) or critical (low score) view of yourself.

Scores are not necessarily good or bad. They should be used to help you focus on 'where you are now' against 'where you want to be'.

All aspects of Ei are changeable and can be developed; what's important is the pattern of your scoring on the various scales, rather than their absolute level.

The purpose of this report is to help you explore which aspects of Ei are your strengths / resources and which aspects are your blocks that you may chose to develop.

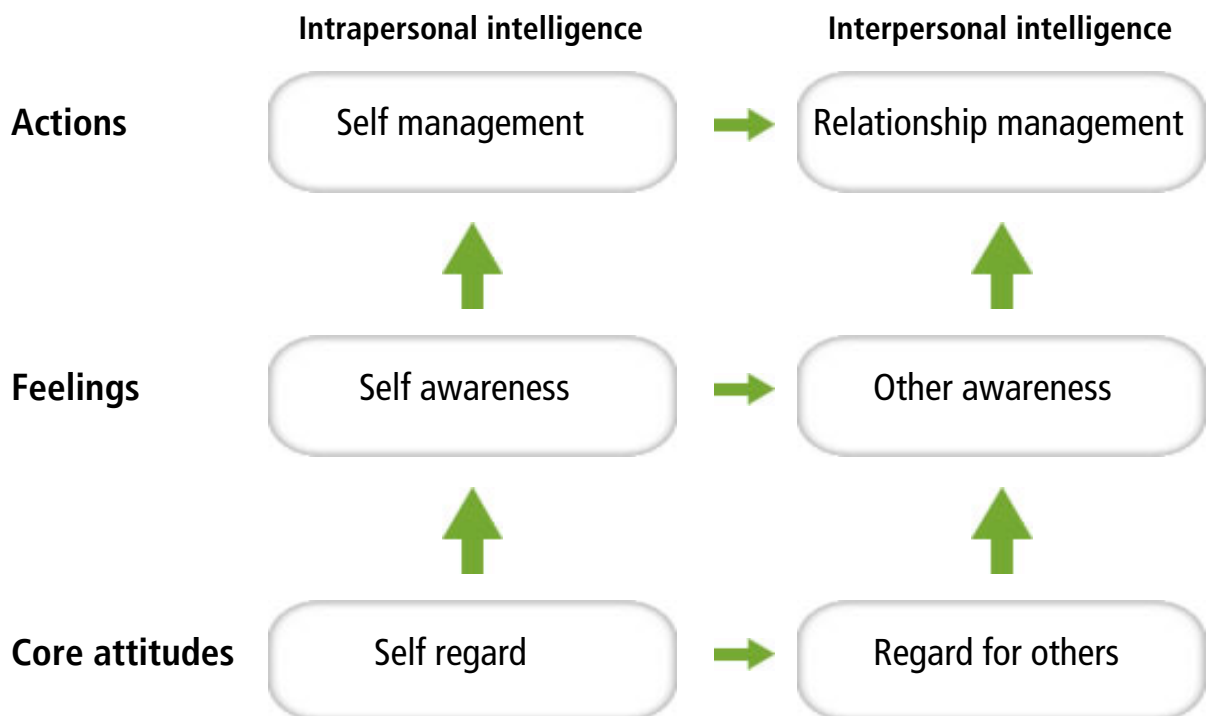
What is Emotional intelligence?

Underpinning 'ie' is the JCA theory of Emotional intelligence (Ei). Ei is a combination of skills, attitudes and habits that distinguish superior performance from run-of-the-mill performance both in life as a whole and at work. Ei is made up of two parts:

- Intrapersonal intelligence** being intelligent in picking up what is going on inside of us (Self awareness) and doing what we need to do about it (Self management).
- Interpersonal intelligence** being intelligent in picking up what is going on in other people and between people (Other awareness) and doing what we need to do about that (Relationship management).

At a deeper level Emotional intelligence is influenced by our attitudes, in particular our attitude towards ourselves (Self regard) and our attitude towards other people (Regard for others).

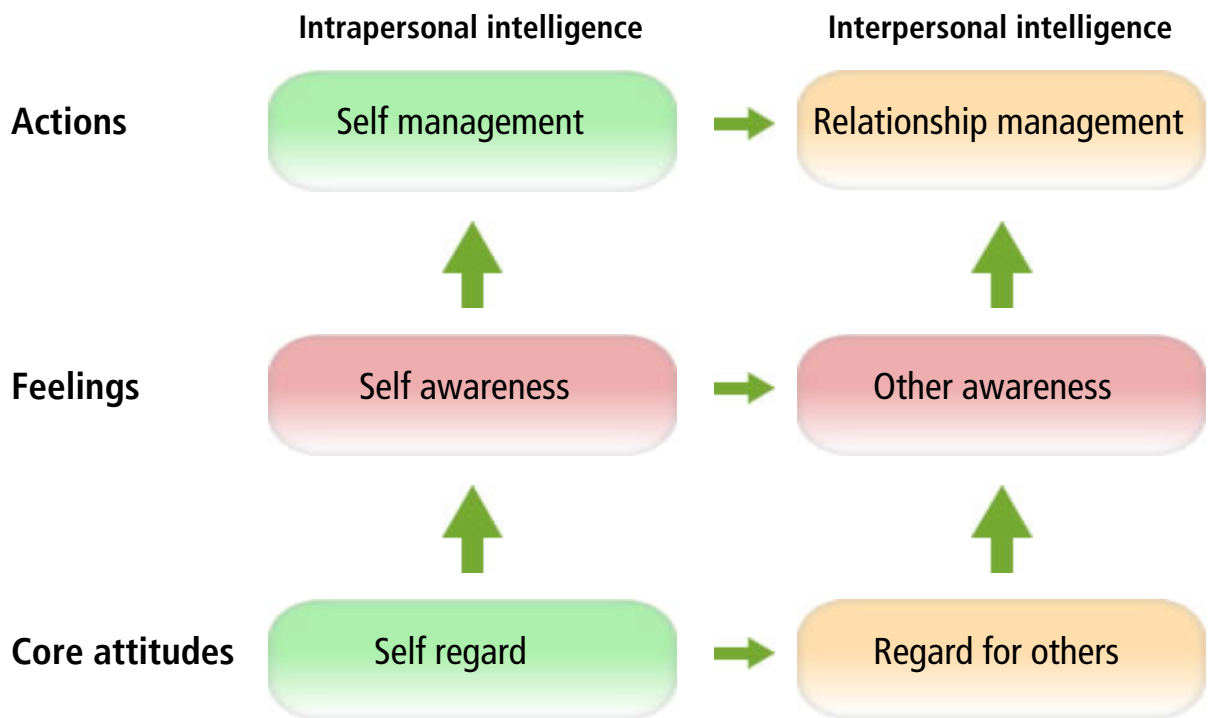
The relationship between the various parts of Ei is shown in the diagram below.



Your summary profile

The summary profile represents your overall level on each of the six parts of the Ei framework. These have been colour coded as follows:

- Red:** You rated yourself lower than the comparison group rate themselves.
- Yellow:** You rated yourself about the same as the comparison group rate themselves.
- Green:** You rated yourself higher than the comparison group rate themselves.



Some considerations

Note that all parts of Ei are changeable and can be developed.

The above profile indicates your self perception at the time you completed the questionnaire.

This is not a measure of your personality, rather a measure of how effectively you manage yourself (your personality) to be both personally and interpersonally effective.

- Consider the difference between your Intrapersonal (left) and your Interpersonal (right) intelligence.
- Consider the difference between the three levels; your Core attitudes (bottom), your Awareness of Feelings (middle) and your Actions (top).

The next section of the report will help you look at these parts of Ei in more detail.



Your Individual effectiveness profile

Scoring

Scores have been represented by decile bands. For example decile '1' indicates that your score was within the range of the lowest 10% of the comparison group. Decile '8' means 80% of the comparison group rate themselves equal to or lower than you rate yourself and 20% rate themselves higher.



Core attitudes

It is hard to develop Ei if you do not value yourself and others. The Core attitude scales underpin development in all aspects of Ei.

- 1. **Self regard:**  9
The degree to which you accept and value yourself.
- 2. **Regard for others:**  4
The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.







Awareness

Self and Other awareness are the foundations to developing Ei. Our feelings tell us what we want, like and need, and what we perceive of others' feelings let's us know what they want, like and need.

- 3. **Self awareness:**  2
The degree to which you are in touch with you body,your feelings and your intuitions.
- 4. **Awareness of others:**  2
The degree to which you are in touch with the feeling states of others.

Self management





















These scales describe individual tendencies and capabilities. Development of these Ei characteristics will support the individual in managing themselves.

- 5. **Emotional resilience:**  10
The degree to which you are able to pick yourself up and bounce back when things go badly for you.
- 6. **Personal power:**  7
The degree to which you believe that you are in charge of, and take sole responsibility for, your outcomes in life.
- 7. **Goal directedness:**  2
The degree to which you relate your behaviour to long-term goals.
- 8. **Flexibility:**  7
The degree to which you feel free to adapt your thinking and your behaviour to match the changing situations of life.
- 9. **Personal connectedness:**  2
The extent and ease with which you are able to make significant connections with other people by sharing yourself with them.
- 10. **Invitation to trust:**  9
The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Relationship management


These scales reflect Ei in action i.e. patterns of behaviour, or what a person tends to actually do. As such they are more closely linked with Relationship management.

On these scales it is possible to have 'too much' as well as 'too little' e.g. feelings which burst out uncontrollably (too little) are often the result of bottling feelings up (too much). Each part (too little, balanced, too much) is therefore scored separately. The Emotionally intelligent position is therefore to be high in the middle (green) and low on the extremes (red). The blue bar represents the degree to which you achieve this overall balance between the three scales.

- 11. Trust:** 
- Your tendency to trust others.
- A. Mistrustful:** 
- B. Carefully trusting:** 
- C. Over trusting:** 
- 12. Balanced outlook:** 
- How well you manage to balance optimism with realism.
- A. Pessimistic:** 
- B. Realistically optimistic:** 
- C. Over optimistic:** 
- 13. Emotional expression & control:** 
- The degree to which you are emotionally controlled.
- A. Under controlled:** 
- B. Free and in charge:** 
- C. Over controlled:** 
- 14. Conflict handling:** 
- How well you handle conflict- how assertive you are.
- A. Passive:** 
- B. Assertive:** 
- C. Aggressive:** 
- 15. Interdependence:** 
- How well you manage to balance taking yourself and taking others into account, and work well with other people.
- A. Dependent:** 
- B. Interdependent:** 
- C. Over independent:** 

Developing Ei

This scale is not so much a component of Ei as a crucial mechanism for developing our Ei.

- 16. Reflective learning:** 
- The degree to which you enhance your Ei by reflecting on what you and others feel, think and do, noticing the outcomes these produce, and altering your patterns as necessary.

Your narrative report

Core attitudes

It is hard to develop Ei if you do not value yourself and others. The Core attitude scales underpin development in all aspects of Ei.

(Average raw score from 1-5 is shown in brackets)

1. Self regard: (4.38)



Definition:

Self regard is the degree to which you accept and value yourself

Your profile:

Compared with how other people rate themselves, you rated your Self regard as very high. This scale is the basis to developing all aspects of Emotional intelligence, in particular Self management. For example, your high score on Self regard may help you in being Emotionally resilient (scale 5), having a sense of Personal power (scale 6) and being Goal directed (scale 7). Having high Self regard suggests that for the most part you feel happy with yourself and who you have become and have a strong inner self belief. The exception to this would be if you are masking a low Self regard through having a low Regard for others (scale 2). This may manifest as finding fault in other people rather than looking at yourself, being arrogant, and seeing yourself as superior or more valuable than others. Assuming this is not the case and you have a high Regard for others, then your higher Self regard indicates you are happy with yourself and accept yourself unconditionally, despite there being aspects of yourself you may want to change and develop. For example, if you make a mistake you will learn from it rather than giving yourself (or others) put-downs.

Development suggestions:

Despite your high score, there is always room for development, for example were there any items for Self regard that you did not place in the green zone? (see the item analysis section of your report). Here are three quick tips to develop your Self regard even further.

Do not accept put-downs – Negative feedback from others about your being is never justified. E.g. making a mistake does not mean you are useless. It is important to find ways to block put-downs from 'sticking', e.g. stand up to those who give you put-downs, or find your own internal evidence that refutes the negative feedback on you as a being.

Give yourself positive feedback – Equally, be sure not to give yourself put downs. Notice when you may tend to do this and reframe it more positively e.g. "we all make mistakes, what can I learn from this?" Supplement this with regular self praise and highlight the things you do well. In general, ensure that the interaction you have with yourselves is positive.

Accept positive feedback – Rather than disregarding compliments or feeling uncomfortable when others give you compliments, really let them in and notice the positive effect on how you feel. Also, get used to asking for positive 'strokes' – they count too.

2. Regard for others: (3.43)



Definition:

Regard for others is the degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Your profile:

Compared with how other people rate themselves, you rated your Regard for others as fairly low. This scale underpins all the Relationship scales for Emotional intelligence. Having a lower score on Regard for others may hinder you in making Personal connections (scale 9), building Trust (scale 11), handling Conflict (scale 14) and acting Interdependently (scale 15). Your lower Regard for others suggests you may be more judgmental of others, which is likely to impair your ability to be truly Aware of peoples' differences (scale 4) and therefore to respond appropriately to them. Judging others negatively may mean you are less inclined to listen to people, to adapt and respond to people's needs (see Flexibility- scale 8), and that you may sometimes be critical, unsympathetic and intolerant of others rather than seeking to understand. Examine your item analysis section to identify what triggers you to have low Regard for others; typically it will be when you are not feeling good about yourself and you feel under stress.

Development suggestions:

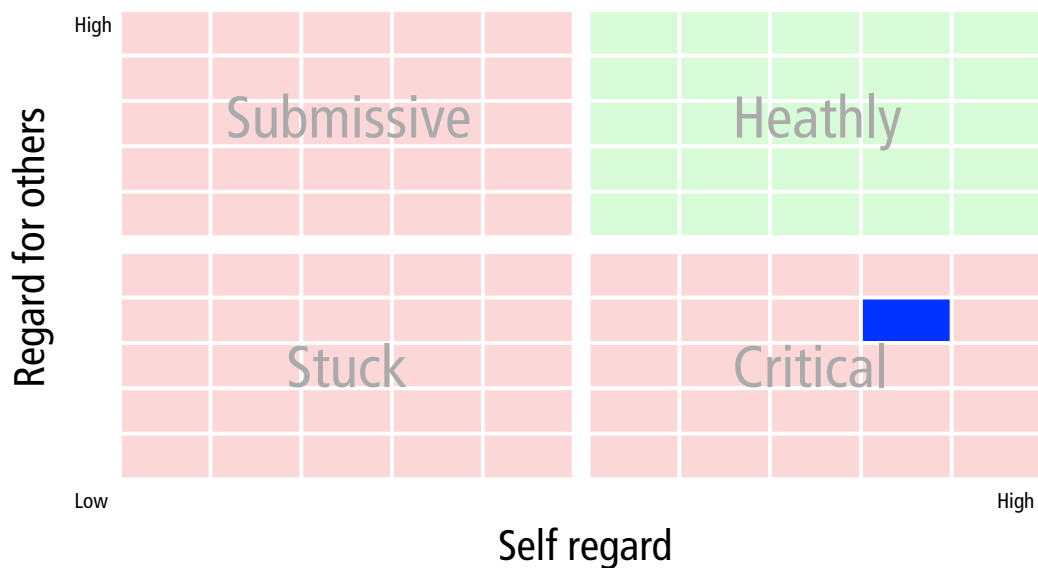
Here are three quick tips to develop your Regard for others:

Notice your judgements – check that when you challenge or disagree with others it is for what they do or say, and not for their being. For example, notice when you are thinking “I don’t like X”, and modify this to “I don’t like what X did/tends to do”.

See others’ point of view – Take the time to understand others’ situation that explains their behaviour. Even if you still disagree with them, you are more likely to respond to them without judgement.

Really hear others - Rather than making inferences or thinking about your own responses, reactions or advice when others are speaking, just listen and engage with how they are feeling.

Core attitudes (Self regard V’s Regard for others):



Your profile:

The matrix above shows the balance between your core attitudes of Self regard (the degree to which you value and accept yourself) and your Regard for others (the degree to which you value and accept others). Taken together they constitute your "mindset" or "life position" which is an extremely powerful factor in determining not only your Emotional intelligence but your experience of yourselves, of others and the world, and your life outcomes. Your position on this is shown by the 'blue box'. The ideal position is to be 'Healthy' towards the top right hand corner; the least desirable position is to be 'Stuck' towards the bottom left hand corner. During your life you will inevitably spend time in each of the four positions and under sufficient stress will fall out of the 'Healthy' position. How easily you do this is indicated by how far you are from the top right hand corner.

Your Self regard score is higher than your Regard for others score suggesting that under stress you may tend to become critical and blaming of others. The 'Critic' position links to several aspects of Emotional intelligence such as being less Aware of others, less Flexible towards others, less Trusting, more Aggressive and Overly independent. Consider under what circumstances you fall out of the 'Healthy' position and into the 'Critic' position. One reason people become overly negative towards others is to avoid looking at what they may not like about themselves. How we feel towards others often reflects how we really feel about ourselves, so try instead looking for the positive in others, which will surprisingly help you to feel better about yourself at the same time.

Awareness

Self and Other awareness are the foundations to developing Ei. Our feelings tell us what we want, like and need, and what we perceive of others' feelings let's us know what they want, like and need.

(Average raw score from 1-5 is shown in brackets)

3. Self awareness: (3.00)



Definition:

Self awareness is the degree to which you are in touch with your body, your feelings and your intuitions and is the cornerstone to developing your Emotional intelligence (Ei).

Your profile:

Compared with how other people rate themselves, you rated your Self awareness as very low. A lack of awareness of your intuitions, wants and needs is likely to have a knock on effect on most other aspects of your Ei. For example, if you don't tend to notice feelings of frustration, they are likely to grow into feelings of anger. Or, if you don't notice how you feel under stress you are less likely to learn what causes you stress and how to manage it effectively. One reason people stop paying attention to how they feel is because they do not like how they feel about themselves. If this is true for you, you may have also scored low on Scale 1 – Self Regard. The risk here is that you may negatively distort your feelings e.g. interpreting 'expectation' as 'anxiety' or 'relaxation' as 'boredom'. Or, if you have a low Regard for others (scale 2) you may distort your feelings negatively towards others, e.g. interpreting 'fear' as 'anger'.

Scoring low on Self awareness provides a wonderful opportunity to improve your Ei more generally, as increasing this single scale will help you develop many other parts of your Ei. For example: it is difficult to be Aware of others' feelings (scale 4) if you do not notice your own feelings; and it is difficult to be Goal directed (scale 7) if you are not in touch with your wants and likes.

Development suggestions:

Here are three quick tips to develop your Self awareness:

Listen to your body – Stop and listen to what your body is telling you. Becoming more aware of what is happening in your body means you learn to label the feelings and ask yourself what they mean to you and whether you want to take action.

Get in touch with your feelings – Becoming more aware of your feeling patterns will give you a lot more control over your behaviour. This can be done by linking a feeling to its source, e.g. when apparent anger is in fact fear disguised.

Learn to trust your instincts – Be prepared to listen, to trust and to use what your intuition and your bodily feelings are telling you. Next time you make a decision check that your gut feeling agrees with your logical mind.

4. Awareness of others: (3.14)



Definition:

Awareness of others is the degree to which you are in touch with the feeling states of others and is fundamental to developing relationship aspects of Emotional intelligence (Ei)

Your profile:

Compared with how other people rate themselves, you rated your Awareness of others as very low. If you are less inclined to understand, empathise, intuit others' feelings or to notice what people need and want, then you will be less able to adapt or respond appropriately to them. For example, Conflict handling (scale 14) depends on being aware of others' feelings and reactions, and Interdependence (scale 15) involves recognising others' needs and preferences. There are several possible reasons for being less Aware of others: you may be very inwardly focussed and disinterested in people; you may find it difficult to empathise; you may avoid noticing people's feelings; you may have lower Regard for others (scale 2) and not value others feelings greatly; or you may assume that people are all the same or at least the same as you. Underlying many of these reasons is an often unconscious attitude of 'I already know,' or 'I don't need to know about others' rather than an openness to finding out.

Development suggestions:

Here are three quick tips to develop your Awareness of others:

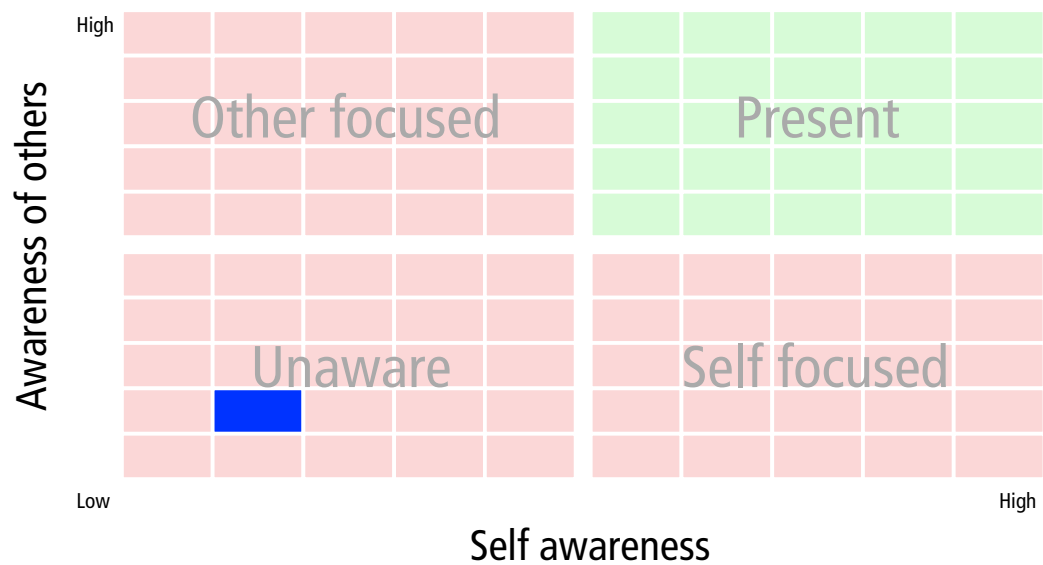
Read body language – For effective listening, instead of using words as the only source of information, practice noticing

others' body language. Observe people in conversation or watch television without the sound.

Focus on others' feelings – When you are with other people, try to focus your attention on what you think might be going on for them on a feeling level.

Test your inferences – Often we presume that we know how others feel by interpreting their behaviour and body language. Test this out with them so they can verify their actual feeling.

Your focus: (Self V's Other awareness):



Your profile:

The matrix above shows the balance between where you focus your attention; internally (Self awareness) or externally (Other awareness). Your position on this is shown by the 'blue box'. The ideal position is to be fully aware and 'Present' towards the top right hand corner, the least effective position is to be 'Unaware' towards the bottom left hand corner.

Both your 'Awareness of feelings' scales are low in relation to the comparison group. This indicates that currently you may not be particularly in touch with your own feelings or the feelings of others. You may benefit from taking time to notice how you feel and what you want, and listening to your intuition about what other people may be feeling and wanting.

Self management

These scales describe individual tendencies and capabilities. Development of these Ei characteristics will support the individual in managing themselves.

(Average raw score from 1-5 is shown in brackets)

5. Emotional resilience: (4.71)

Definition:

Emotional resilience is the degree to which you are able to pick yourself up and bounce back when things go badly for you.

Your profile:

This is the first of the Self management scales based on the fact that it correlates most strongly with Self regard. Compared with how other people rate themselves, you rated your Emotional resilience as very high. This does not mean that you have fewer problems or challenges than most people, inevitably in life you will experience disappointment and rejection, but your high score suggests that you are particularly effective at applying your inner resources to cope with life's demands. For example, you are more likely to learn from failure than let it get you down, anticipate success rather than failure (check this with your Optimism score - scale 12), remain calm in a crisis, think through problems rationally, look for and find solutions to challenges, be more forgiving towards yourself, and keep problems in perspective rather than ruminate over things you have little control over. You may also take care of yourself physically through exercise and nutrition which will support your recovery particularly in times of stress and adversity.

Development suggestions:

Despite your high score, there is always room for development, for example were there any items that you did not place in the green zone? (See the item analysis section of your report). Here are three quick tips to develop your Emotional resilience even further:

Increase body awareness – By becoming more aware of what is going on in our body (scale 3), we can start to recognise our patterns of need (e.g. feeling tired or thirsty, needing social contact, wanting solitude) and engage in behaviours to satisfy these.

Surround yourself with support – In particular when we face difficult situations, it is important to know where to get emotional support. If you find it difficult to ask for help, start with people you already know well and who you trust.

Recall past successes – Think back to times when you have been successful in helping yourself to get through difficult times. Draw learning from this, what falls more naturally for you, and how can you use this to help you in the future.

6. Personal power: (4.00)

Definition:

Personal Power measures the degree to which you believe that you are in charge of, and take responsibility for, your outcomes in life, rather than seeing yourself as the victim of circumstances and/or of other people.

Your profile:

Compared with how other people rate themselves, you rated your Personal power as fairly high. This suggests that you have quite a strong sense of self determination and responsibility for what happens in your life and for creating your future. It is therefore important that you have a clear view of what you want (see Goal directedness scale 7) so as to channel your energy in the appropriate direction. As Personal power is often associated with having confidence in your skills and abilities to create effective outcomes, you may also have a high Self regard (scale 1), although the two scales are different. For example, it is possible to be confident that you can achieve something without feeling good about yourself generally. If your Self regard is low, you may expect a lot from yourself but be overly self critical and demanding at the same time. Be cautious also that your high Personal power doesn't spill out to being overly Optimistic (scale 11) as to what you can achieve or overly Independent (scale 15) that you can do it alone, which is more likely if your Regard for others is low (scale 2).

Development suggestions:

Despite your high score, there is still room for development, for example were there any items that you did not place in the green zone? (See the item analysis section of your report). Here are three quick tips to develop your Personal power even further:

Increase awareness of your effectiveness – Ask for feedback from others on your accomplishments, and start noticing with yourself when you feel effective in managing yourself – your feelings and behaviours – and social situations. It can also be helpful to recall feelings of when you have felt powerful and confident.

Evaluate the expectations you set of yourself – Notice where you set the “bar”. You need to ensure your goals and expectations are high enough to pose a challenge, but they should be realistic so you succeed in meeting them.

Exercise the power of choice – When you are in a situation where you feel that you have little power, follow the practice of recognising where and how you have a choice in your actions and decisions. Pay attention to your impact and feeling when you put this into effect.

7. Goal directedness: (2.86)



Definition:

Goal directedness is the degree to which your behaviour is related to your long term goals.

Your profile:

Compared with how other people rate themselves, you rated your Goal directedness as very low. There are a number of reasons for not being Goal directed, including being unaware of what you actually want, in which case you may want to consider developing your Self awareness (scale 3). You may be easily distracted from your goals particularly if you tend to be impulsive, lose attention easily and are constantly seeking something different. Alternatively you may focus more on meeting the needs of others at the cost of meeting your own needs. This is especially so if your Regard for others (scale 2) is higher than your Self regard (scale 1). More generally your focus of attention may be on the immediate or on the past rather than thinking or planning ahead to the future. The risk in all these cases could be that you do not create the future you want or “if you don't know where you are going you will probably end up somewhere else”.

Development suggestions:

Here are three quick tips to develop your Goal directedness:

What is the future I want to create – In order to be goal directed it is important to ask yourself if you know the future you want for yourself so that you can identify what you need to do to create this future. Make the tasks and time frames realistic for you to help you move towards your goals, and have clear intentions for what you are doing.

Keep the end in mind - If you have some clear goals set for yourself but find it difficult to stay on track, it is useful to visualise and clarify for yourself how your future will be affected if you do not achieve your goals. This will help modify or adapt behaviour that hinder progress.

Avoid short term disruptions – Increase awareness of your own emotional impulses and their consequences for your long term goals. Being aware of your own reactions and patterns means you can engage in a choice about your actions.

8. Flexibility: (4.00)



Definition:

Flexibility is the degree to which you feel free to adapt your thinking and behaviour to match the changing situations in life.

Your profile:

Compared with how other people rate themselves, you rated your Flexibility as fairly high. This suggests that you tend to be more willing to move outside of your comfort zones and try new ways of doing things which may be driven by a high Self regard (scale 1) and an Optimistic attitude towards change (see scale 12 - Balanced outlook). This is good news as it is likely to help you to think creatively, to experiment and learn from experience, to adapt to others, to respond to changing circumstances and to change your behavioural habits. It may be worth checking that your Goal directedness (scale 7) is also high, otherwise you may lack direction and not see things through. Some people are rigidly flexible, in that they find it difficult to stick with one course of action. Remember, Flexibility is about the capacity to change not the frequency of change.

Development suggestions:

Despite your high score, there is still room for development, for example were there any items that you did not place in the green zone? (See the item analysis section of your report). Here are three quick tips to develop your Flexibility even further:

Evaluate your constraints – Notice when you are feeling less open to alternative ways of doing things, and list your routines. Let others, e.g. work colleagues, know that you would like feedback when you are inflexible and rigid about ideas

or ways forward.

Engage in options – Open up to alternatives by increasing your awareness of how and why people see or do things differently. Practice doing things in a different way and notice how it feels. If it feels uncomfortable, explore this to understand why.

Challenge your habits – make some changes to your everyday life such as moving a clock to a different wall for a few days, or change other routines such as your 'route' at the supermarket. This will work to help you see that change is achievable.

9. Personal connectedness: (2.71) 

Definition:

Personal connectedness is the extent and ease with which you make significant connections with other people by being open about yourself.

Your profile:

Compared with how other people rate themselves, you rated your Personal connectedness as very low. One reason for this may be that you need to develop some basic interpersonal skills e.g. at making small talk, listening to people or remembering people's names. More fundamental reasons could be if you are shy and retiring, lack confidence with people, and have a fear of being ignored or rejected and therefore avoid initiating contact (perhaps stemming from low Self regard-Scale 1). Building connections with people requires investing time and energy into your relationships, listening without judgment, being prepared to express your feelings and vulnerabilities and having Regard for Others (scale 2). If you are guarded and do not give much away in how you present yourself, others may find you to be detached or superficial which could prevent you from forming close connections and trusting relationships with people (see scale 11 - Trust).

Development suggestions:

Here are three ways to develop your Personal connectedness:

Create safe sharing 'zones' – In order to achieve true connectedness we need to be open about our fears and expose our weaknesses, as well as sharing our thoughts and ideas. It is important to manage the potential risk involved and therefore start with people you trust and you wish to be more open with.

Engage in 2-way relations – To establish significant connections, both parties need to be willing to share their true feelings and to provide support and compassion.

Dedicate yourself – 'Check in' with people from time to time so they know you are there for them, and vice versa, to ensure you maintain good quality connections and relationships.

10. Invitation to trust: (4.29) 

Definition:

Invitation to trust is the degree to which you invite the trust of others by being principled, reliable, consistent and knowable.

Your profile:

Compared with how other people rate themselves, you rated your Invitation to trust as very high. This suggests that you 'walk your talk' (do what you say you will do and not do what you say you won't), keep your promises, behave the same when on your own as when observed by others, and that you are predictable in that you can be relied upon. You are likely to have largely resolved any inner conflicts so that what you believe matches what you do, i.e. you are likely to have integrity and behave congruently with your beliefs and values. People will therefore tend to see you as authentic, which will help you in collaborating and building trusting relationships. Note that this scale reflects whether others trust you and as such it may be useful to get others' feedback on you to validate your own self perception.

Development suggestions:

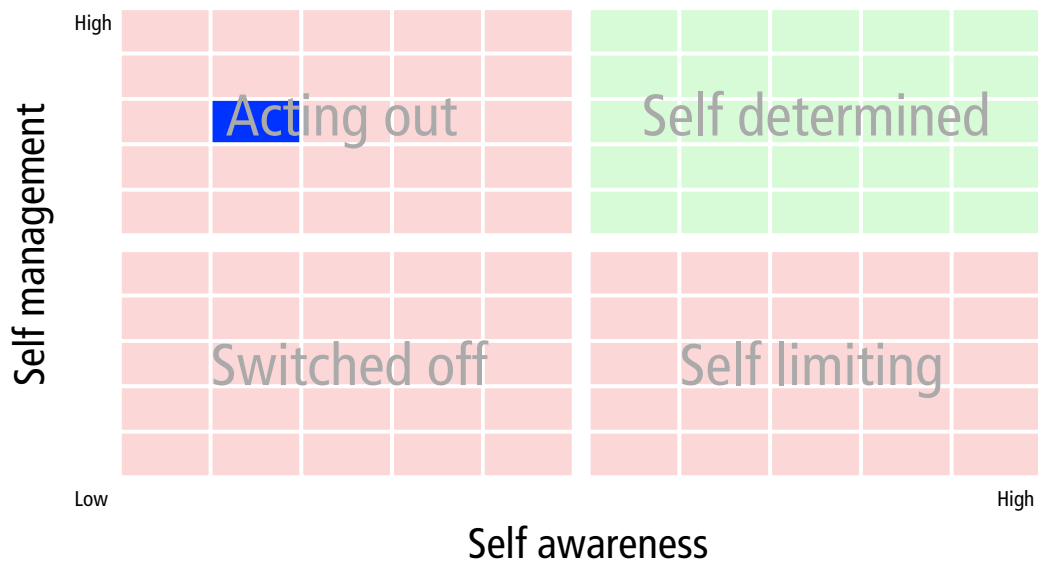
Despite your high score, there is always room for development, for example were there any items that you did not place in the green zone? (See the item analysis section of your report). Here are three quick tips to develop your Invitation to trust even further:

Walk the talk - Be reliable and keep your promises, whether to do something or not to do something, by only making promises you intend to keep. When making promises, plan ahead for how you will make sure it happens.

Align yourself - To attain integrity ("wholeness"), reflect on whether what you feel, want and believe are in agreement. Self reflection may be enough, or you may find it helpful to talk to someone else to help you do this.

Increase your visibility – To be seen to be trustworthy, initiate contact more often and share something you would normally not talk about – something personal to you and your life.

Your application (Self awareness V's Self management)



Your profile:

The matrix above shows the balance between how aware you are of what is going on inside of you (Self awareness) and doing what you need to do about it (Self management). Your position on this is shown by the 'blue box'. The ideal position is to be 'Self determined' towards the top right hand corner, the least productive position is to be 'Switched off' towards the bottom left hand corner.

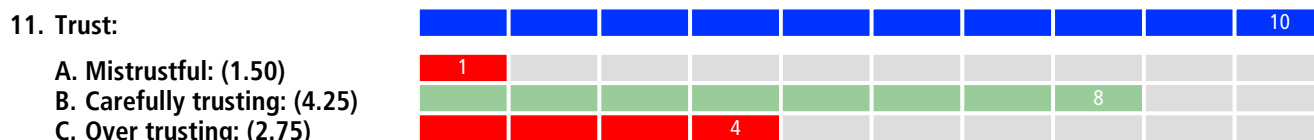
Your 'Self management' score is higher than your 'Self awareness' score which suggests that you are someone who is quite self motivated and individually productive, that you make things happen and remain focused. However, you may need to consider the toll this has on your physical and emotional wellbeing by learning to listen to your body. Check also that what you do in life matches your values and needs rather than 'sleep walking' your way through life, or just doing what is expected of you or what you were brought up to do.

Relationship management

These scales reflect Ei in action i.e. patterns of behaviour, or what a person tends to actually do. As such they are more closely linked with Relationship management.

On these scales it is possible to have 'too much' as well as 'too little' e.g. feelings which burst out uncontrollably (too little) are often the result of bottling feelings up (too much). Each part (too little, balanced, too much) is therefore scored separately. The Emotionally intelligent position is therefore to be high in the middle (green) and low on the extremes (red). The blue bar represents the degree to which you achieve this overall balance between the three scales.

(Average raw score from 1-5 is shown in brackets)



Definition:

Trust measures your tendency to trust others.

Your profile:

Trust is a bipolar scale and as such it is possible to be Mistrusting and/or to be Over-trusting. The ideal profile pattern, which you have, is to be relatively higher on the middle scale, Carefully trusting, but lower on the other two scales. This suggests that you get the balance right of inclining towards trusting others, but at the same time being wary for evidence that you should or should not trust a particular person in a particular situation. This is good news as by not being Over-trusting you are more likely to protect your own interests and avoid being let down by people or being taken advantage of. At the same time by not being Mistrusting you are more likely to delegate responsibility, to give people the benefit of the doubt and to trust people without expecting too much from them or being overly suspicious of their motives. All this will help you to develop mutually supportive and satisfying relationships with your colleagues, friends and partner(s).

Development suggestions:

Here are three quick tips to become more Carefully trusting if you tend to be Mistrusting:

Develop related areas – Look to increase your levels of Regard for others (scale 2), Awareness of others (scale 4), and Personal connectedness (scale 9).

Identify your lack of trust – Notice when you find that you don't trust others, and look to identify the reason behind this. In other words, define your specific reason for distrust rather than keeping it general.

Share your mistrust – By being open with others about your lack of trust in them gives people the opportunity to explain themselves and possibly assuage your distrust of them, or perhaps they will agree with you and change their behaviour accordingly.

Here are three suggestions to become more Carefully trusting if you tend to be Over-trusting

Develop other aspects of your Ei. In particular look at developing Self regard (scale 1), so you don't ignore your own needs, Other awareness (scale 4) to be more intuitive about others, and Goal directedness (scale 7) to focus on what you want.

Develop your intuition. Check inside yourself how you feel about someone else before you trust them, what does your past experience tell you about whether to trust them or not?

Protect yourself from being let down. Sometimes it is helpful to be objective about whether to trust someone, particularly if the cost of being let down are high. Look for evidence that you can trust someone, identify what is factual and what is more hopeful.

12. Balanced outlook:										10
A. Pessimistic: (1.25)	1									
B. Realistically optimistic: (4.00)						6				
C. Over optimistic: (2.25)		2								

Definition:

Balanced Outlook is concerned with your general outlook on the world, where you stand in terms of being Pessimistic (scale a), Realistic (scale b) and Over-optimistic (scale c).

Your profile:

The ideal profile is to be relatively higher on Realism and lower on Pessimism and Over-optimism. You are close to this profile, although your Realism score is only marginally higher than the other two. This suggests that much of the time you may get the balance right, not being Pessimistic or Over-optimistic but being positively Realistic. This is good news as you are more likely to have a positive outlook without losing sight of reality. Expectations tend to be self fulfilling, so if you anticipate positive outcomes then this is most likely what you will get. By not being Pessimistic you are more likely to hold Realistic and achievable expectations and to feel motivated and committed towards them. Also, by not being Over-optimistic you are more likely to have sound judgement rather than ignoring facts, denying problems or repeating mistakes. However, your Realism score was only slightly higher than the other two scales, so you may still find it helpful to examine the item analysis section to consider under what circumstances you are less Realistic.

Development suggestions:

Here are three quick tips to develop your Balanced outlook if you are Pessimistic:

Check your realism – Rather than using all-encompassing statements like “There is no way that will succeed” or “I would never be able to do that”, step back and check what the realistic picture is. You can then start learning to use more precise or narrow statements.

Action orientation – If things are not going as well as you would like, rather than blowing the situation out of proportion start looking at how you want to cope with it and focus on a solution.

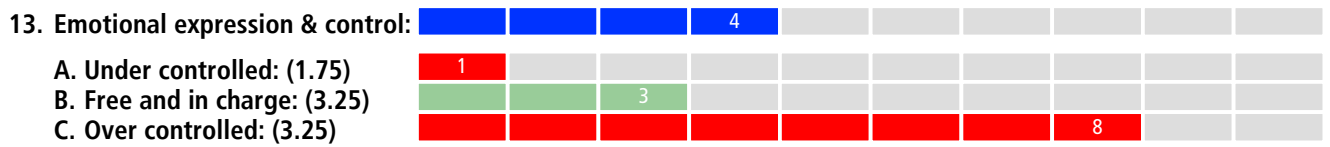
Adopt a positive stance – In order to move towards a more balanced outlook, learn to view things with a more optimistic frame of mind. It could be helpful to look at developing the extent to which you value yourself (Scale 1 – Self regard) and your sense of being in charge of your own outcomes (Scale 6 – Personal power).

Here are three suggestions to develop your Balanced outlook if you are Over-optimistic:

Check your realism – Be aware of your own tendency to expect positive outcomes and look to balance your anticipations by checking this against evidence and with other people.

Practical reality – Rather than assuming things will work out, make sure you actually think about the practical details that will ensure they do work out.

Assimilate learning – Think back to occasions where you were too optimistic, and draw learning from these so you can do things differently next time.



Definition:

This scale measures the degree to which you balance emotional expression with emotional control. It is important to feel free to express your emotions but also to be in charge of when and how you do this.

Your profile:

You scored significantly higher on being emotionally Over-controlled. Expressing emotions helps us form close bonds with people, so being emotionally Over-controlled and suppressing the expression of your feelings could affect your relationships. For example, some people may find you to be less warm, less responsive, difficult to read, less appreciative and overly rational. One reason people are emotionally Over-controlled could be that they have a lower Self regard (see scale 1) and believe others don't want to hear what they have to say. It could also be that they have learnt not to express certain feelings e.g. boys are often taught not to express 'fear' and girls not to express 'anger'. Being Over-controlled does not necessarily mean you experience less emotion than other people do, and you could benefit from considering how else you may be releasing your feelings e.g. through physical activity, nervous energy, frustration, striving ambition, stress or potential ill health.

Development suggestions:

Here are three suggestions if it is hard for you to express your feelings:

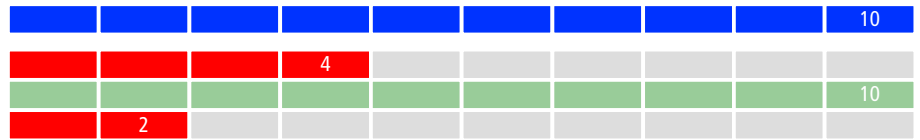
What are your emotional inhibitions – Increase your awareness of your own reticence around expressing certain feelings and why you may have learned to avoid expressing these.

Learn from others – When you are around people who express their feelings with calmness and control, take notice of the impact they have on others and on you.

Challenge yourself – Find opportunities to express your feelings more often e.g. perhaps gradually, by starting with more comfortable feelings and situations. Notice any difference this makes to improving your relationships and achieving your goals.

14. Conflict handling:

- A. Passive: (2.25)
- B. Assertive: (4.50)
- C. Aggressive: (1.50)



Definition:

This scale measures how well you handle conflict and how assertive you are. Conflict is an inevitable part of life since people are different and want different things. Handling conflict is therefore essential to maintaining relationships, dealing with confrontation, collaborating effectively, working creatively and being productive.

Your profile:

Your scores point towards being Assertive, suggesting that you manage to stand up for what you want without undermining others, balance the needs of others with your own, focus on the task without ignoring people, and create mutually beneficial outcomes from confrontation. Your low scores on Passive and Aggressive also indicate that you are not likely to back down or avoid conflict, but at the same time you do not tend to become aggressive or hostile towards people.

Development suggestions:

Here are three quick tips if you are too Passive in conflict situations:

Know what you want – Be aware of what feels right and wrong for you (Scale 3 – Self awareness), pay attention to what you want (Scale 1 – Self regard), be clear around your goals (Scale 7 - Goal directedness) and express your emotions in a controlled and respectful manner (Scale 13 – Emotional expression).

Build your assertiveness – If you find yourself to be passive in conflict situations, it may be helpful for you to attend a skills course to learn how to be assertive and confront others.

Look after your own interests – Start practicing taking yourself into account, speak up when things do not feel right for you rather than just being steered to where others want to go.

Here are three quick tips if you are too Aggressive in conflict situations:

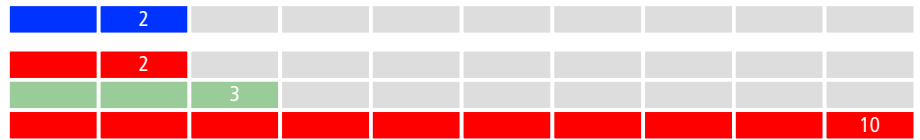
See others' points of view – Increase your Regard for others (scale 2) and the degree to which to establish significant connections with others (Scale 9 – Personal connectedness) be willing to flex to others' needs (Scale 8 – Flexibility) and learn to express your emotions in a calm and respectful manner (scale 13 – Emotional expression).

Reflect before you act or speak – If you have a tendency to give in to your impulses, stop and reflect on the choices you have before you speak or take action.

Modify your assertiveness – If you find it difficult to be in a conflict situation with someone without becoming too aggressive, it may be helpful for you to attend a skills course to learn how to exercise constructive assertiveness.

15. Interdependence:

- A. Dependent: (2.00)
- B. Interdependent: (3.75)
- C. Over independent: (4.00)



Definition:

Interdependence is the last of the Relationship management scales and measures how well you manage to balance taking yourself and others into account.

Your profile:

You scored significantly higher on Over-independence which suggests that you may prefer to work on your own, to do things in your own way and have less collaboration or team work activities. This may be because you are a more introverted person and/or that you see less value in what other people can contribute (for example if you have low Regard for others - scale 2), and perhaps you may be Mistrusting of others (see scale 11) so tend to avoid depending on people. The potential effects of being Over-independent are that you may not form many effective partnerships, you may not benefit from other people's contributions, you may miss out on opportunities to learn from others and the benefits of team working, and people may feel excluded by you.

Development suggestions:

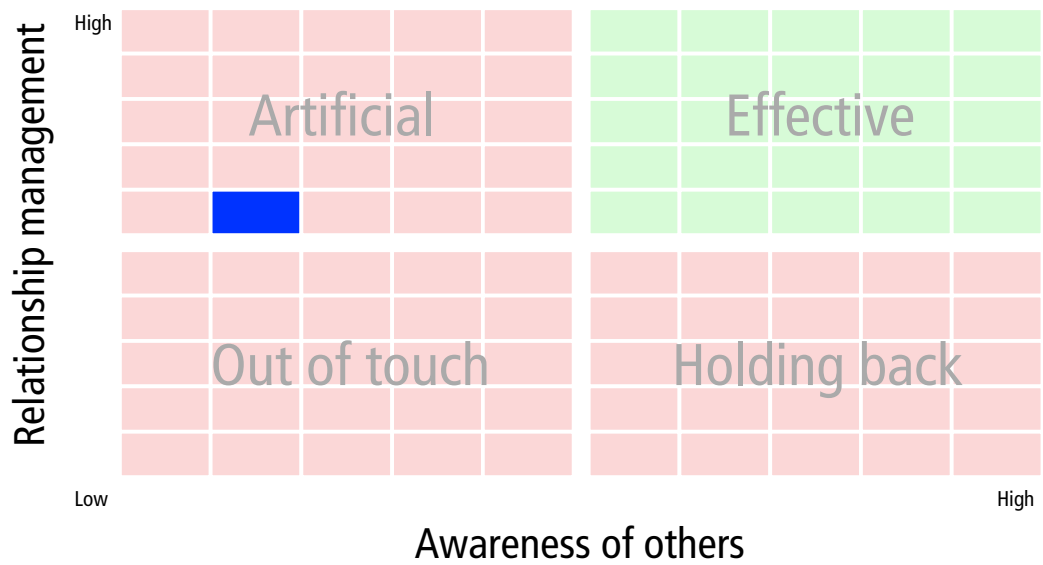
Here are three suggestions to develop your Interdependence if you tend to be Over independent:

Develop trust in others – If you rely too much on yourself you could benefit by finding ways to develop more effective relationships with others, including valuing and accepting others more (Scale 3 – Regard for others), how comfortable you are being open with others (Scale 9 – Personal connectedness) and being more trusting (Scale 11 – Trust).

Make the most of differences – It is important to be aware of and value people's differences, making sure you get the best out of others and their unique contributions to create successful outcomes.

Consider the impact on others – During your decision making process, make sure you take time to consider the potential impact on others and their reactions before you engage in putting things into action.

Your Interaction (Other awareness V's Relationship management)

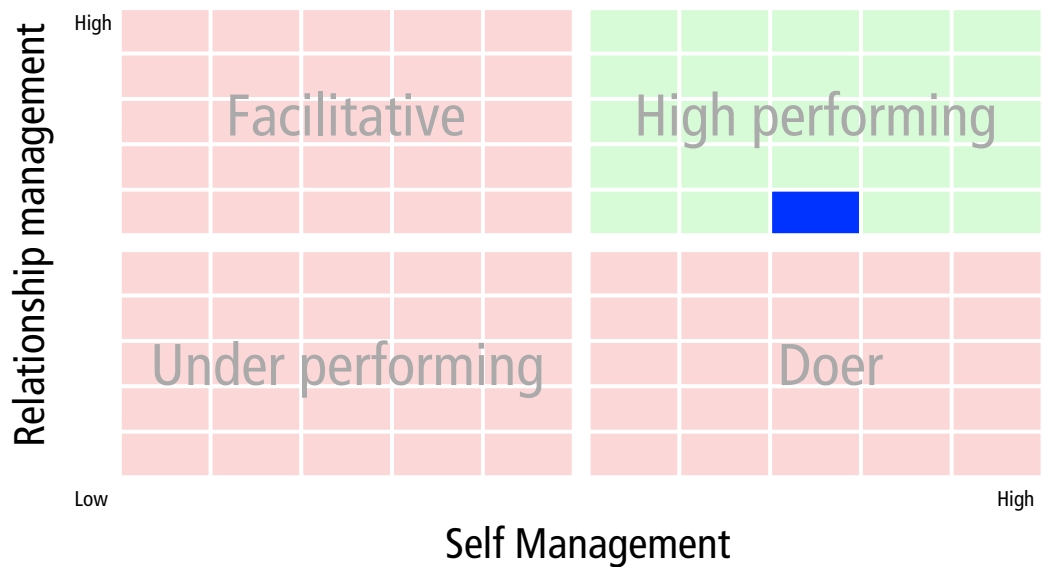


Your profile:

The matrix above shows the balance between how effectively you pick up what is going on in other people and between people (Other awareness) and doing what you need to do about it (Relationship management). Your position on this is shown by the 'blue box'. The ideal position is to be 'Effective' towards the top right hand corner; the least productive position is to be 'Out of touch' towards the bottom left hand corner.

Your 'Relationship management' score is marginally higher than your 'Other awareness' score indicating that you have reasonable interpersonal skills that may serve you well in building relationships, communicating and influencing others. However, this may be enhanced further by paying more attention to how others are feeling, their personal needs and wants so enabling you to build deeper and more enduring connections with people. However, your 'Relationship management' score is not particularly high either, so be cautious not to let things deteriorate into the 'Out of touch' zone where you may become less effective at communicating and relating to others.

Your effectiveness (Self V's Relationship management)



Your profile:

The matrix above shows the balance between how effectively you manage your behaviour & motivation (Self management) with your relationships & people (Relationship management). Your position on this is shown by the 'blue box'. The ideal position is to be 'High performing' towards the top right hand corner, the least effective position is to be 'Under performing' towards the bottom left hand corner.

Both your 'Effectiveness' scale scores (Self and Relationship management) are fairly high in relation to the comparison group. Your responses suggest that you are operating effectively and are capable at achieving your goals, whether that is on your own or through building relationships, working with or leading others. However, the balance of your scores is marginally higher on 'Self management' than 'Relationship management' which suggests that you may be more self reliant than focussed on working with others.

Developing Ei

This scale is not so much a component of Ei as a crucial mechanism for developing our Ei.

(Average raw score from 1-5 is shown in brackets)

16. Reflective learning: (3.00)



Definition:

Reflective learning is the degree to which you enhance your Emotional intelligence by reflecting on what you and others feel, think and do, noticing the outcomes these produce, and altering your patterns as necessary.

Your profile:

Compared with how other people rate themselves, you rated your Reflective learning as very low. Reflective learning is not an aspect of Ei in itself but a prerequisite for developing Ei. Being low on this scale suggests that you rarely reflect upon your experiences consciously and/or intuitively, and that you may not have any formal approach to raising your own self knowledge or for personal development. The risk here is that you may tend to make the same mistakes without learning from past experiences and adjusting your behaviour accordingly. Some reasons for this may be that: your attention is focused very much on the future or the present rather than reflecting on the past; you have little interest in personal development; or you have never learnt how to go about developing yourself or your relationships. This single scale is important because it provides the process for developing all of the other Emotional intelligence scales.

Development suggestions:

Here are three ideas to develop your Reflective learning:

Record your learning – It will be much easier for you to practice reflection and actually taking on board your learning if you have somewhere to write it down. You can record your daily reflections, both positives and negatives, and what you choose to take from these experiences. You can also record your evaluation of and learning from a specific event that was significant for you.

Seek feedback – Ask people you know well for their views. If at least 1% of the feedback you receive is true, it is probably safe to assume it is worth listening to.

Be realistic – Rather than working towards perfectionist goals, aim to get a realistic view of where your true strengths are and where your weaknesses lie.

Your key development points

This guide provides some general suggestions to support you. Remember the following considerations when using this guide.

- Your 'ie' questionnaire scores reflect your self-perceptions at the present time.
- Everyone has the capacity to act with Ei and can develop their capacity to do so.
- Developing you Ei may take time and requires conscious effort.
- Be clear what you want to achieve; we recommend you concentrate on one thing at a time.
- Knowing what you don't know (increased Self awareness and knowledge) is the first important step to self-development.
- Ei is not just one thing; it is a collection of related skills, habits and attitudes.
- How you chose to develop your Ei will be particular to your personal needs and preferences.

Your key development areas

Three recommendations are made for each of three scales you scored lowest on compared to the comparison group.

9. Personal connectedness

The extent and ease with which you are able to make significant connections with other people by sharing yourself with them.

Take the risk of being open: We connect with others not just by sharing thoughts and ideas, and by spending time together, but above all by sharing our feelings and our vulnerabilities. This may be difficult for you – there certainly is a risk involved; we need to choose the right person to share them with. Try telling someone you trust a bit more than you normally would about what you feel, and notice the effect on the quality of the relationship between you and them.

Be interested, curious and supportive: Relationships are a two way street, so encourage others to talk to you about what is important to them and respond with understanding, empathy and support.

Devote time and energy to relationships: Nowadays the pressures on our time are greater than ever. So, occasionally give someone a call or have a chat with them not because you want something but just for the sake of it.

Notice how you are censoring yourself. For example, during a conversation, notice what you chose not to share with people and why. What do you think would happen if you were to say what you were thinking? Check this assumption with someone else to see if they agree.

Notice when people are being open with you and share something in return.

Go beyond blame in your openness. When you are critical about someone else does this also reflect feelings you have towards yourself? Experiment with being more honest with yourself.

Initiate contact with people. Don't wait to be invited and try creating a conversation with someone at least once a day. This will help you to network, make friends and build confidence in your relationships.

15. Interdependence

How well you manage to balance taking yourself and taking others into account, and work well with other people.

Find the balance of 'give and take' in your life. Is the balance right? If not, what needs to change and what is the first step to enabling this change?

Draw a picture of the 'web' of people in your life, or part of your life, e.g. work. Rate each relationship as to its importance and separately its current effectiveness. Use this to prioritise which relationships to focus on.

Be helpful. How do you demonstrate your willingness to be helpful to others? How do you demonstrate your willingness to receive help from others? Which of the two do you find easiest to identify – and what does this say about you and what may need to change?

If you are over dependent on others

Develop your Self Regard (scale 1) and sense of Personal power (scale 6).

Before you consult anyone else about anything, first work out what you think and what you would do if you were left to your own devices.

Notice, take pleasure in and congratulate yourself for those occasions when you do things successfully on your own. Get others

to acknowledge them too.

If you are over independent

Develop your Regard for others (scale 3), your Personal Connectedness (scale 9) and your Trust in Others (scale 11)

Notice how everyone is different, and everyone has something unique to contribute, and that in team working the whole is greater than the sum of the parts.

Before you take any action, stop for a minute to consider how it will affect other people, and factor that into your decision-making. This way you will also be forewarned of any adverse reactions.

Ask for help. People often like to be helpful where they can be, as it makes us feel valued, so don't be avoid asking for assistance or including others.

16. Reflective learning

The degree to which you enhance your Ei by reflecting on what you and others feel, think and do, noticing the outcomes these produce, and altering your patterns as necessary.

Seek different sources of feedback. Reflection depends upon having feedback to reflect upon. Some examples of this are feedback from others, from personal experiences, from questionnaires, from your general self perception, and from your relationships.

Your key strengths

One of the most effective ways to develop the scales you scored lower on (see above) is to use your relative strengths.

For example, if you are lower on Emotional resilience but higher on Flexibility, you could use your Flexibility to try out different approaches for coping with adversity.

Another example, if you are too Aggressive (conflict handling) but highly Self aware, you could use your Self awareness to notice and act upon feelings of frustration earlier before they build into anger.

The following were your highest scoring three scales:

5. Emotional resilience

Emotional resilience measures the degree to which you are able to pick yourself up and bounce back when things go badly for you. Having a relatively higher capacity in this respect will help your development in other areas of Ei such as:

Flexibility: Under stress we naturally become more rigid and inflexible. Being more able to manage stress effectively will help you to remain flexible when under pressure.

Self regard: Your relatively higher emotional resilience will help maintain Self regard, as opposed to ruminating over problems and bringing yourself down.

Personal power You are more likely to believe that you can determine your future if you feel able to cope with the challenges you may face.

Goal directedness: Being goal directed requires not being easily distracted from your goals. Higher emotional resilience will help you to keep your focus when times get tough.

Balanced outlook: You are more likely to retain a positive outlook on the future if you are more able to cope with problems you may encounter.

11. Trust

This scale measures your tendency to trust others. The key is not to over trust or be mistrusting but to get the balance right. Your relatively higher capacity on this scale may help you develop other aspects of Ei such as:

Balanced outlook: Being able to know when to trust others may help you avoid disappointment or being let down and so avoid Pessimism.

Conflict handling: Trusting others appropriately may help you in negotiation, knowing when to trust a person and when to be more cautious.

Interdependence: Trusting others appropriately may lead to greater collaboration, while Over trusting can lead to Over dependence and Mistrusting can lead to Over independence.

12. Balanced outlook

This scale measures the degree to which you balance optimism with realism. Having a relatively higher score in this area will help you develop other areas of Ei such as:

Emotional resilience: Holding a positive outlook will help you to cope with life's challenges.

Personal power: Having an optimistic belief will help you achieve what you set out to do.

Goal directedness: Being realistic and practical will support you in setting achievable development goals.

Trust: Being realistic can help you avoid Over trusting others.

Reflective learning: Being realistic will enable you to learn from past experience without being blindly Over optimistic.

Support references and further information

The Individual Effectiveness Exploration guide.

A short reference document and development guide for the 'ie' questionnaire.

Available through JCA (Occupational Psychologists) Ltd. www.jca.biz or your administrator.

Applied EI, The Importance of Attitudes in Developing Emotional Intelligence.

Describes in detail the theory behind the 'ie' questionnaire and development suggestions for each of the 'ie' scales.

Sparrow, T. Knight, A. (2006). Jossey-Bass a Wiley Imprint. ISBN 0-470-03273-1. Available from JCA.

Your item analysis

The item analysis lists all the items in the questionnaire. These are divided into three sections:

Low: These are items that you rated yourself Low on (scores 1 & 2 on a 1-5 scale) in terms of this aspect of Emotional intelligence.

Average: These are items that you rated yourself Average on (score 3 on a 1-5 scale) in terms of this aspect of Emotional intelligence.

High: These are items that you rated yourself High on (score 4 & 5 on a 1-5 scale) in terms of this aspect of Emotional intelligence.

The purpose of these items is to help you understand your profile scores in more detail. Your profile scores are purely a reflection of your answers to the questionnaire. Only you know why you gave the response you did. If your response is in the red zone then consider how this may block your effectiveness. If your response is in the green zone then consider how this may be used to enhance your effectiveness.

LOW

Scale	Response	Item
Regard for others	Disagree	I see it as my job to understand and accept others and not to judge them.
Self awareness	Agree	I tend to bury and ignore my feelings.
Self awareness	Agree	I am not the sort of person to get in touch with my feelings easily.
Awareness of others	Agree	I am not as sensitive or aware of other people's feelings as some people are.
Goal directedness	Agree	I am not always sure what I want.
Goal directedness	Agree	I tend to just go with the flow rather than have any plan.
Goal directedness	Disagree	I tend to set myself explicit targets and goals, which then govern my behaviour.
Personal connectedness	Disagree	I like to get close to other people by sharing feelings with them.
Personal connectedness	Agree	I do not put a lot of time into maintaining friendships.
Personal connectedness	Agree	I do not find it easy making new friends.
Over trusting	Agree	I am a very trusting person.
Over controlled	Agree	Some people find me a bit inhibited and unemotional.
Over controlled	Agree	I keep my emotions well under control.
Over independent	Strongly agree	I am an individualist - liking to do things my way.
Over independent	Agree	I prefer working on my own.
Over independent	Agree	I sometimes find it difficult to take other people into account.
Reflective learning	Disagree	I frequently review each day, my successes and failures, and identify what I have learned.
Reflective learning	Disagree	I notice what works and what doesn't in my interactions with others, and change my patterns accordingly.

Average

Scale	Response	Item
Regard for others	Agree	Some people tend to find me somewhat judgmental and unsympathetic.
Regard for others	Neither agree or disagree	I am sympathetic to a whole range of other people.
Self awareness	Neither agree or disagree	I am not an intuitive sort of person.
Self awareness	Neither agree or disagree	I only register my feelings when they are very powerful.
Self awareness	Neither agree or disagree	I can detect even the smallest changes in how I feel.
Awareness of others	Neither agree or disagree	I incorporate my intuitions into my thinking.
Awareness of others	Neither agree or disagree	I am better than most at understanding people.
Awareness of others	Neither agree or disagree	I can tell how other people are feeling.
Awareness of others	Neither agree or disagree	I make a particular point of asking others how they are feeling.
Personal power	Neither agree or disagree	I pick up easily where other people "are at".
Goal directedness	Neither agree or disagree	I know I can achieve anything that I put my mind to.
Goal directedness	Neither agree or disagree	I can completely control my behaviour in order to achieve my ends.
Flexibility	Neither agree or disagree	I am conscious of how to manage my feelings to get what I want.
Personal connectedness	Neither agree or disagree	It is sometimes difficult for me to change the way I do things.
Personal connectedness	Neither agree or disagree	There are many people I can easily call on for help.
Personal connectedness	Neither agree or disagree	I am a closed and private person.
Over trusting	Neither agree or disagree	I live a more isolated existence than most.
Over optimistic	Neither agree or disagree	I am very ready to trust others unconditionally.
Under controlled	Neither agree or disagree	I tend to believe what I want to believe.
Free and in charge	Neither agree or disagree	I sometimes have difficulty in choosing how and when to express my feelings.
Free and in charge	Neither agree or disagree	I can express my feelings easily, but can choose when and how to do so.
Free and in charge	Neither agree or disagree	It is easy for me to show how I feel, but also to hide my feelings.
Over controlled	Neither agree or disagree	I show my feelings naturally, but only when I choose to do so.
Passive	Neither agree or disagree	I find it difficult to say what I really feel.
Dependent	Neither agree or disagree	I dislike and try to avoid confrontation.
Interdependent	Neither agree or disagree	I prefer to follow rather than to lead.
Over independent	Neither agree or disagree	I work well with others and take them into account, but do not depend on them too much.
Reflective learning	Neither agree or disagree	It frustrates me when other people get involved in what I am doing.
Reflective learning	Neither agree or disagree	I measure my achievements against my goals and work out why I did or didn't get what I wanted, and what I can learn from that.
Reflective learning	Neither agree or disagree	I change my behaviour as a result of asking for feedback from others.

High

Scale	Response	Item
Self regard	Disagree	I need to change some things about myself if I am to be happy.
Self regard	Agree	I am very happy with myself and who I have become.
Self regard	Disagree	I worry about my shortcomings.
Self regard	Agree	I accept and am happy with all of me.
Self regard	Strongly disagree	I am prone to feelings of self doubt and insecurity.
Self regard	Agree	I have complete belief in myself.
Self regard	Strongly disagree	I tend to put myself down with negative self-talk.
Self regard	Strongly disagree	I often need encouragement to feel ok about myself.
Regard for others	Disagree	I find it difficult to understand people who have opposite feelings or beliefs to my own.
Regard for others	Disagree	It is hard for me to tolerate some people.
Regard for others	Agree	I feel empathy for others and accept how they are.
Regard for others	Disagree	I tend to be critical of other people.
Self awareness	Agree	I pay a lot of attention to what my body tells me.
Self awareness	Agree	I know how my different feelings express themselves in my body.
Awareness of others	Agree	I am better than most at understanding people.
Awareness of others	Agree	I can put myself in someone else's shoes.
Emotional resilience	Strongly disagree	I fairly easily get despondent or depressed.
Emotional resilience	Strongly agree	When things go badly, I bounce back easily.
Emotional resilience	Disagree	When I am upset or anxious, I quite often don't know how to deal with it.
Emotional resilience	Agree	I have the capacity for managing stress.
Emotional resilience	Strongly agree	I can let go, relax and manage my anxiety.
Emotional resilience	Strongly agree	I pick myself up easily when faced with problems.
Emotional resilience	Strongly agree	I am a very resilient person, especially in difficult times.
Personal power	Strongly disagree	Other people sometimes have more control over what happens to me than I do.
Personal power	Agree	I am confident in my abilities.
Personal power	Agree	I am entirely in control of my life.
Personal power	Agree	I have made all my own success.
Personal power	Agree	I believe that I alone am always responsible for everything I do.
Personal power	Agree	I find ways of getting what I want.
Goal directedness	Agree	People would say I am a very determined person.
Goal directedness	Agree	I go for what I want.
Flexibility	Strongly disagree	Once I have made my decision, I stick to it whatever.
Flexibility	Agree	I particularly like to try new ways of doing things.
Flexibility	Disagree	I find unexpected change unsettling.
Flexibility	Agree	It is easy for me to adjust my responses to changing conditions.
Flexibility	Agree	I am not stuck in my ways.
Personal connectedness	Disagree	I find it uncomfortable when people are very emotional with me.
Invitation to trust	Disagree	If I make a mistake I will sometimes try to cover it up.
Invitation to trust	Agree	My core beliefs dictate a lot about how I behave.
Invitation to trust	Disagree	My beliefs and attitudes can shift depending on who I am with and on the situation.
Invitation to trust	Agree	I know what my inner principles are and live by them.
Invitation to trust	Strongly disagree	I often behave in a certain way to impress other people.
Invitation to trust	Agree	The way I live my life completely fits and reflects my values.
Invitation to trust	Strongly agree	I am true to myself even if it means risking disapproval.
Mistrustful	Disagree	I tend to be suspicious of other people's motives and reliability.
Mistrustful	Strongly disagree	I have learned not to take anyone's word for anything.
Mistrustful	Strongly disagree	There are only a few people I would ever depend on.
Mistrustful	Disagree	I need to know someone pretty well before I will tell them anything personal.
Carefully trusting	Agree	I incline toward trusting others, but protect myself by checking in what respects and to what extent they are trustworthy.
Carefully trusting	Agree	I trust others, but not to the extent of putting myself at risk.
Carefully trusting	Agree	I assume people to have good intentions, unless proven otherwise.
Carefully trusting	Strongly agree	In my experience on the whole people live up to the trust I place in them.
Over trusting	Disagree	I tend to be very open with people even if I don't know them well.
Over trusting	Disagree	Some people think I am sometimes naive and gullible.
Pessimistic	Strongly disagree	I often expect the worst before I attempt something new.
Pessimistic	Disagree	I have a fear of failure.
Pessimistic	Strongly disagree	I tend to exaggerate problems.
Pessimistic	Strongly disagree	I anticipate problems rather than successes.

Realistically optimistic	Agree	I am pretty optimistic but test my hopes against reality.
Realistically optimistic	Agree	I am confident of my success, but at the same time grounded in reality.
Realistically optimistic	Agree	I expect things to go well, but check to see what is really happening.
Realistically optimistic	Agree	I am neither overoptimistic nor overpessimistic.
Over optimistic	Disagree	I sometimes get into trouble because I assume that everything will always be fine.
Over optimistic	Disagree	I do not often check out the realism of my hopes and revise them accordingly.
Over optimistic	Disagree	I always believe that everything will turn out fine, even when things look bad.
Under controlled	Strongly disagree	If I have a strong feeling, I let it out no matter what.
Under controlled	Disagree	I do things on the spur of the moment that I regret later.
Under controlled	Strongly disagree	When I am angry I sometimes can't help being aggressive.
Free and in charge	Agree	I am at ease with my feelings, but also in control of them.
Over controlled	Disagree	I am not a spontaneous sort of person.
Passive	Disagree	I tend to give way when other people oppose me.
Passive	Disagree	I go along with things I don't really like for a quiet life.
Passive	Disagree	I sometimes put up with things I do not like because I find it difficult to stand up for myself.
Assertive	Agree	I welcome critical feedback and find it easy to take on board.
Assertive	Strongly agree	I keep calm even when others become angry.
Assertive	Strongly agree	I am capable of challenging people without undermining them.
Assertive	Agree	I know how to ask for what I want and am not inhibited about doing so.
Aggressive	Strongly disagree	When I have a disagreement with someone, we fall out.
Aggressive	Strongly disagree	I can be a pretty aggressive person.
Aggressive	Disagree	When I am upset and angry I tend to attack other people.
Aggressive	Disagree	It is hard for me to always stay calm and respectful when I disagree with someone.
Dependent	Disagree	When starting a task I feel unsure of myself until other people have approved my plans.
Dependent	Strongly disagree	I do not feel comfortable working independently.
Dependent	Disagree	It is sometimes hard for me to make decisions without support from others.
Interdependent	Agree	I enjoy collaborative working.
Interdependent	Agree	I enjoy interacting with other people and stand up for myself when necessary.
Interdependent	Agree	I find the give and take of social relationships easy.
Reflective learning	Agree	I am easily able to review what I, and other people, have done in a non-judgmental way so that I can get the full learning out of it.
Reflective learning	Agree	I often reflect deeply about myself and change my behaviour accordingly.