

EQ In-Action Profile

A profile of you in relationship

SAMPLE REPORT



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Introduction to Your EQ In-Action Profile

This tool provides you a "snapshot view" of how you use your core emotional capacities to interpret your experience as you relate to others and the world around you. You watched eight workplace-based video vignettes where someone was talking directly to you. The vignettes presented an array of difficult work situations and difficult people, placing you under some degree of stress. It is easy for all of us to be "emotionally smart" under idyllic, happy situations. It is at times of stress that our emotional intelligence and our strategies of relating to others are challenged.

Your responses to these eight video segments reflect your basic internalized relationship map, which you have created from your life experience from birth until today. Understanding your internalized map and what is elicited for you under stress provide the map for understanding your internal response under stress today. They also provide information for your use in designing your own development plan at this time in your life.

This tool reflects your internal reality or your internal experience as you watched the vignettes. It does not measure actions you take. This is an important distinction. With reflection you may well be able to identify key self-soothing or coping strategies that you rely upon to respond to manage your internal reality and respond to others in positive ways. If not, the information provided in this profile should offer guidance for selecting specific dimensions or your emotional capacities you want to strengthen.

This report has four components

- A description of the EQ capacities measured by this tool
- Your self-reflection and Empathy profile with interpretive information
- Your relation strategies profile with discussion
- Questions for your reflection

Emotional competence is a learned capacity that can be strengthened throughout our lives. It is possible to build EQ fitness just like we build physical fitness. Becoming our very best takes focused, disciplined practice. If you identify areas in your profile that you would like to strengthen, we encourage you to select one or several practices from the *EQ Fitness Handbook - 150 Practices for Daily Living* that you received with this report.

The goal is to give you clear information in your profile to use in designing your personal development plan. The easy practices can be fun and can make a powerful difference over time.

Emotional Intelligence and This Tool

The research and the body of literature on Emotional Intelligence and/or emotional competence have exploded since the early 1990s and continue to grow and be refined. Considerable discussion and debate have taken place regarding the scope of competencies, skills, or traits that make up Emotional Intelligence. Several variations of the construct of Emotional Intelligence exist today and are evolving. Given the term is applied so broadly, it is important to briefly note the differences here and then briefly describe the conceptual model this tool is based upon.

The three primary constructs used today can be described as

- a personality trait model (Daniel Goleman)
- an ability or cognitive model (Mayer, Salovey, & Caruso) and
- a developmental model (Saarni).

Several other well-developed and researched disciplines inform and validate the constructs of emotional intelligence. Some of these include Social Competence, Alexithymia, Social Intelligence, Resilience, Psychological Mindedness, and Levels of Emotional Awareness.

This tool uses a developmental model. The focus and approach is based upon developmental theory and neurophysiology including the development of the brain and how the brain manages emotion.

All EQ assessment tools measure a range of capacities, competencies, or traits. All focus on the individual (Intrapersonal) and the individual in relationship with others (Interpersonal). Yet each includes its own list of measures.

This tool measures the core capacities of emotional intelligence or what others call the "essential components" (Taylor & Bagby). These capacities include 1) the capacity for self-reflection, 2) the capacity for self-regulation or self-soothing, and 3) the capacity for empathy. Each capacity has several important dimensions that are described below and included in this tool.

Emotional capacities are the fundamental building blocks of emotional intelligence. They are the core coping mechanisms that allow us to adjust to change, maintain commitments to people, find satisfaction in relationships and create a balance in our emotional life. Emotional competencies develop from the core capacities.

Three Core Capacities

Self-soothing, self-reflection and empathy are the core capacities that enable us to develop a range of emotional competencies and specific workplace skills. These capacities are essential for growth in our ability to manage our emotions and our relationships. A description of the core capacities is outlined below.

• *Self-Reflection*

Self-reflection is the ability to access and name our experience, including our feelings, thoughts, wants, and intentions and the ability to observe ourselves in the moment as we participate in life. This is the observing self or the silent watcher. Key dimensions of self-reflection that are assessed in this tool include 1) Clarity and range of experience, 2) Immediacy, 3) Self-Other Focus and 4) Positive-Negative orientation

• *Self-Regulation or Self-Soothing*

Experiencing varying levels of distress and pain is a natural part of life, which causes us to experience some disequilibrium. Self-Soothing is the capacity to experience our distress and manage it in ways that help us re-establish our equilibrium without requiring others to change or make it better for us. Each of us soothes ourselves or regulates our emotions daily in a variety of positive or negative ways that we do alone and in relationship. Examples of alone self-soothing strategies include exercise, meditation, or addictions. This tool measures relationship-related self-soothing strategies. This tool maps your relationship strategy mix based upon your trust of self and the other.

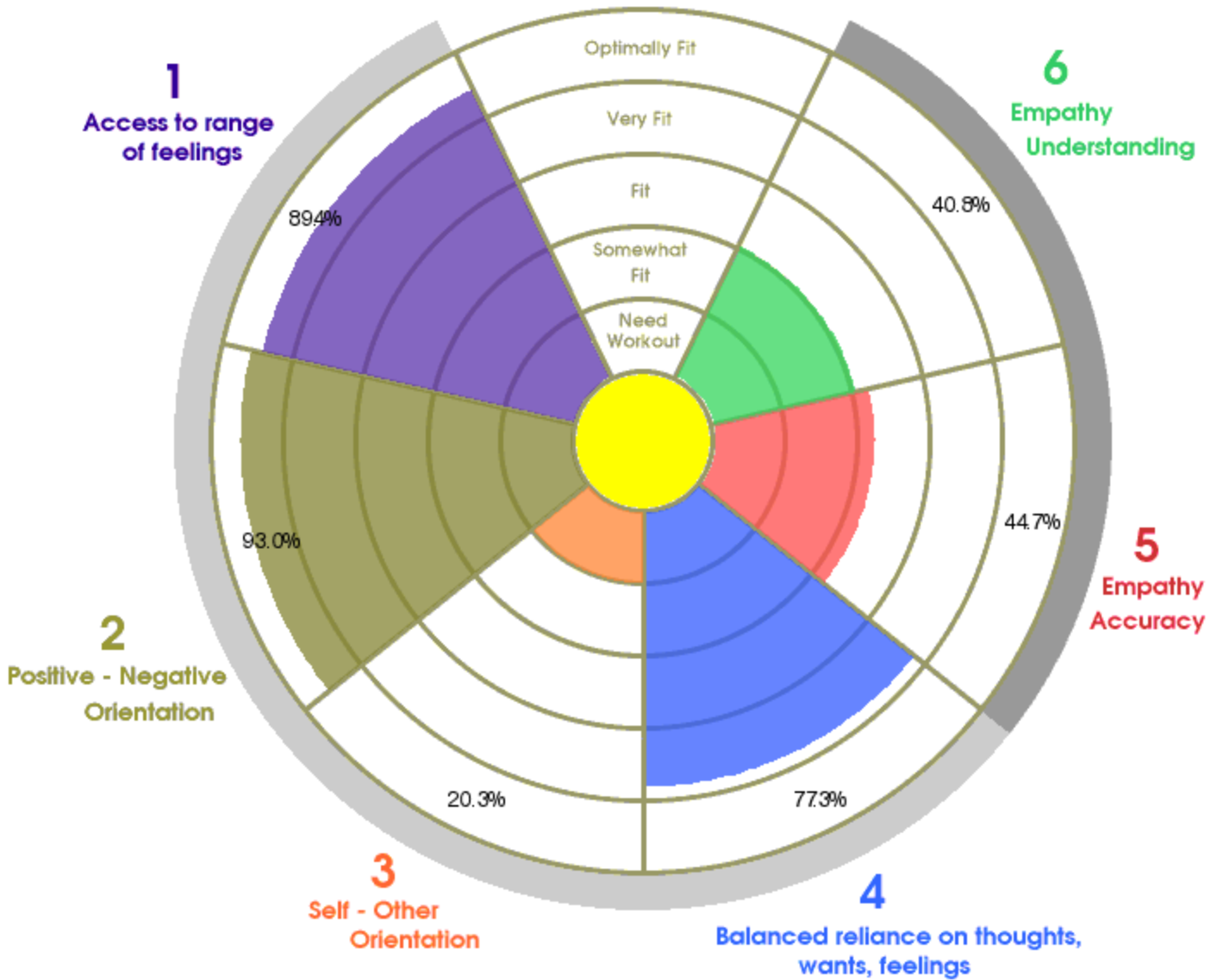
• *Empathy*

Empathy is the ability to identify what another person is experiencing and to identify what that must be like. It is the ability to "get into another's shoes" or to have a sense of what it must be like to be them. Key dimensions of empathy include 1) empathy accuracy (the ability to look and listen carefully to another person and to identify what the other person must be experiencing, 2) compassionate understanding to the other's experience, 3) empathic acknowledgement, a learned/skilled empathic response. This tool measures empathy accuracy and what we are calling empathic compassion.

Your EQ Profile for Self-Reflection & Empathy

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



1 - 4	Self Reflection
5 - 6	Measure Empathy
2	Positive - Negative Orientation Focus: Positive -- (76.64% Positive, 23.36% Negative)
3	Self - Other Orientation: Self -- (54.70% Self, 45.30% Other)
4	Balanced Reliance on -- Thoughts: 33.77% Wants: 36.30% Feelings: 29.93%



ACCESS TO RANGE OF FEELINGS

(A graphic display of your distribution of feelings is provided below)

You have excellent access to a range of feelings

Your ratings suggest that you have excellent access to a wide range of your feelings, from anger to joy. You quickly identified feelings along the entire spectrum. Does this fit for you?

Your ability to quickly access a full spectrum of feelings provides you valuable information as you interact with others in various work relationships and different situations.

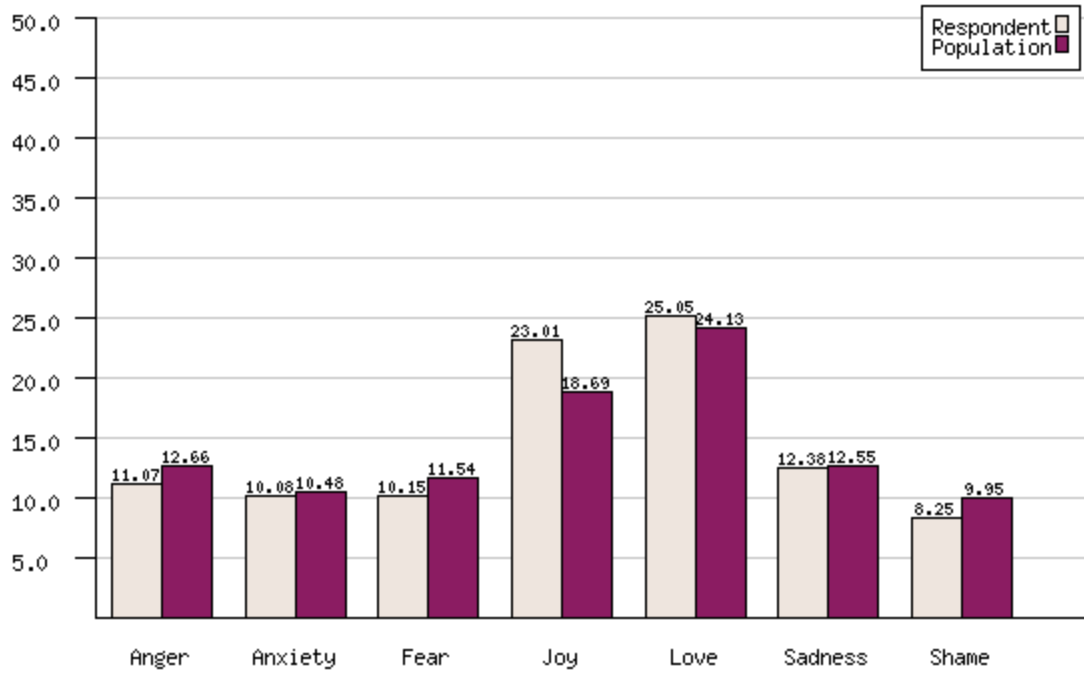
Having excellent access to a wide array of feelings enriches your experience of life and heightens your understanding and acceptance of others feelings. Access to your feelings also expands your experience and your ability to make informed choices. Having access to a range of feelings can be a very helpful guide to support wise decision-making, particularly in times of complexity, stress, and conflict.

You have excellent access to feelings of joy and love

Your responses indicate that you have excellent access to feelings of love and joy, which includes an array of positive feelings that reflect an openness and vitality towards life and valuing and enjoying relationships with others. Does fit your experience?

Having strong access to love and joy can have profound implications for your work life. Most likely people, your colleagues or team mates, appreciate you and count on you for bringing positive feelings and energy to the work team. You are optimistic, and have a sense of respect for people you work with that is communicated in your style of attempting to understand others, even if they are different from you. People probably want you to work with them on projects because of the positive attitude, commitment, energy, and confidence you bring to others and the work.

Feelings Distribution



Percentile Rank

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
37.32%	45.20%	33.50%	79.68%	59.36%	43.97%	30.67%

POSITIVE AND NEGATIVE ORIENTATION

You have an overall strong positive orientation

Your ratings on the inventory suggest that you tend to have a higher positive orientation or focus than most of the population who have taken this tool. This suggests that you tend to interpret most situations through a "half-full" or positive lens. Does this fit for you?

Given this orientation most likely you are viewed as a positive individual whom others like to be around. Most likely, people count on your optimism and appreciate it. One disadvantage of your positive perception is you may misinterpret situations when others intend to do you harm and/or you may underestimate the risks in a situation. When in doubt, it would be valuable for you to ask others you trust about how they interpret a given situation or interaction.

Your positive orientation probably allows you to see possibilities when people challenge you or ask you to do difficult tasks for them. You don't easily get stuck in the mud of despair.

SELF - OTHER ORIENTATION

You have a high self-orientation with a low other-orientation

Your ratings on the inventory suggest that you tend to focus first on yourself more than on the other person in an interpersonal experience. You are able to distinguish what you are thinking and feeling and wanting in an interpersonal situation. You may find that it is easier for you to identify what you are experiencing and have more trouble "reading" the other person. Does this fit for you?

The implications for you in the work environment are that you probably take responsibility for ruptures in relationships very quickly and can easily feel guilty when things don't go well. You don't like ruptures in relationships and will do whatever it takes to mend the damage. The "good news" about this tendency is that you don't let relationship ruptures fester or run too long. The difficulty with this tendency is that you may find that you take more responsibility for a rupture or difficulty in a relationship than is actually yours to take. If you take too much responsibility you may find yourself feeling resentful at times that people who don't take their share of the blame or responsibility.



BALANCED RELIANCE ON THOUGHTS, WANTS, FEELINGS

You have well balanced access to your thoughts, feelings and wants

Your ratings on the inventory suggest that you have good access to your thoughts and your feelings and your wants. Does that fit for you?

Gaining access to your thoughts, feelings and wants provides an excellent resource to help you make decisions, learn about your interchanges with people, and give you the maximum information about your interpersonal world. You probably note that people (both colleagues and direct reports) find you available and accessible in your interpersonal interactions with others. Your ability to reflect on all three aspects of yourself is an important part of your being able to learn from those interactions both about yourself and about others.

In a leadership role, the more access you have to your thoughts, feelings and wants, the clearer you will be in your interchanges with your direct reports and your colleagues about what is going on in your internal world. Your thinking will help you solve problems, generate alternatives, imagine solutions. Your feelings will give you information about the importance and meaning of what is occurring in your internal world, and your wants provide you information about what action you want to take. All three provide a little different piece of information about you.



EMPATHY ACCURACY

Your empathy accuracy is mid-range

Your ratings on the inventory suggest that your ability to read what people are thinking, feeling or wanting when they are either challenging you or asking you for something are in the middle range for people who have taken this inventory. You are able to “read” what people are experiencing some of the time but sometimes you are unable to figure out what is going on for the other person. Does this fit for you?

The implication of this skill for you is that you probably need to make sure that you check out your perceptions with the other person when you are in a challenging interchange so that you can find out more accurately what the other person is thinking or feeling or wanting. It is important to learn from your relationships with people, and one aspect of learning is to learn more about the other person as well as yourself. The danger that might trip you up in the work place, either with your colleagues or your direct reports, is that you may carry around your own perceptions and not check them out with others and live with more distortion than is necessary.



EMPATHY COMPASSION

Your empathy understanding ratings are mid-range

Your ratings on the inventory suggest that at times you may have difficulty maintaining the ability to be understanding and compassionate with a person who is threatening or challenging you or who is making demands on you. Empathy is an interesting capacity because it seems to disappear when we are threatened. Your scores would indicate that when you are threatened you may not have much understanding for the other person, but rather find yourself objectifying the other person in some way. Does this fit for you?

Since empathy tends to be more elusive when you are threatened, you may want to buy some time when you get into a threatening interchange in order to calm the waters, maybe withdraw for a while, and have an opportunity to reduce the challenge or the threat. The advantage of reducing the threat is that you will be able to listen to the other person better and have an opportunity to try and understand her or his position. In the heat of the moment, it may be difficult to understand why the other person would be asking for such a thing or challenging you. This is an especially important understanding for leaders because others often make requests and challenges that feel like demands. Typically the people who are challenging something mostly want to be understood.

Your Relationship Strategies Profile

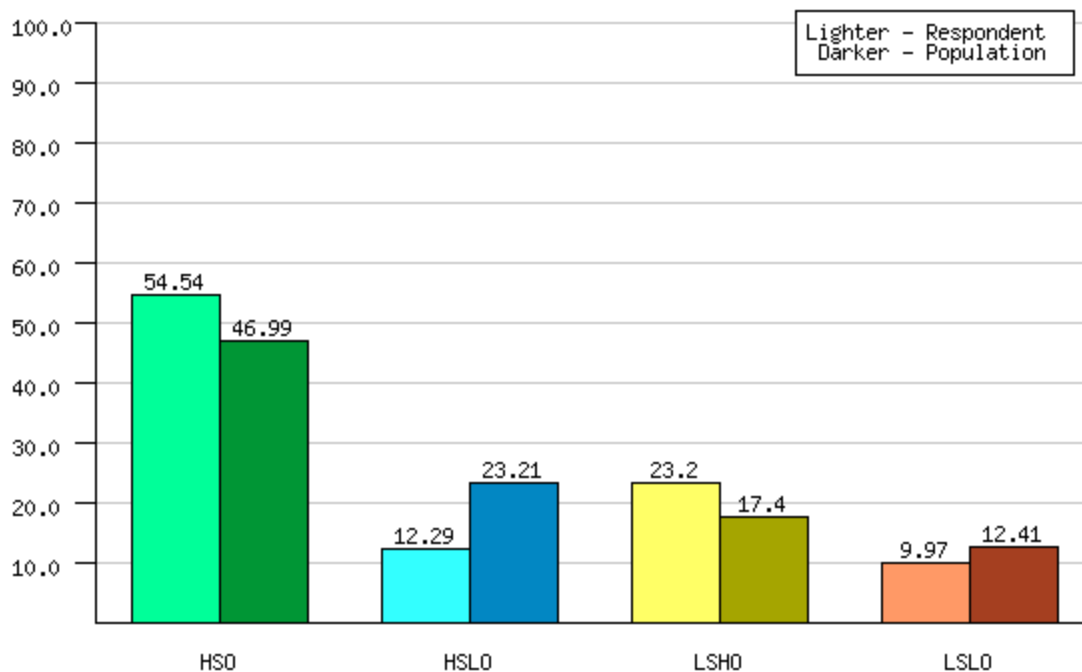
(Your self-soothing relationship map)

This profiles your Relationship Strategies based upon your level of trust in your self and in the other. The matrix below gives your composite ratings (from 8 vignettes) for each of the relationship strategies.

- The distribution of your ratings is listed as a percent score.
- Your relationship strategies are listed as #1, #2, #3, and #4 with #1 being your predominant style.

The degree of difference between your percentage scores is an indicator of the extent you will rely on a strategy. For example if your HSO score is much higher than the others and your LSHO and your HSLO ratings are very close, you can assume you will predominantly use an HSO strategy and when you vary from this you may easily choose either LSHO or HSLO, dependent upon the unique situation and relationship. The following page provides a profile that compares your relationship strategy by individual video segment and the particular issue or theme of that scenario.

Your Relationship Strategies Distribution



Relationship Strategies Definitions		When Chosen	Your Percentile Ranking
HSO	High Trust Self & Other	1st	73.40%
HSLO	High Trust Self - Low Trust Other	3rd	4.93%
LSHO	Low Trust Self - High Trust Other	2nd	84.98%
LSLO	Low Trust Self & Other	4th	38.05%

High Trust of Self & Other (HSO)

General Relationship Behaviors

When individuals are using this relationship strategy they

- Typically move toward relationships with confidence in the value and power of collegiality
- Are able to maintain access to their own experience and a desire to maintain access to the other in the midst of conflict
- Retain a willingness to take responsibility for their own contribution in a conflict (being able to say "I'm sorry")
- Are interested in what the other is experiencing and are eager to respond to the other
- Have a capacity to feel compassion towards the other
- Are open to learning about oneself and the other
- Use a wide range of self-soothing strategies including being able to soothe oneself without using the other or requiring the other to change
- Have the capacity to recognize and welcome different perspectives of the other and the world around them

Implications for Leadership

A leadership style based upon this relationship strategy is characterized by:

- A high degree of confidence in self and others
- An openness to other's ideas and input
- A high level of empathy towards others
- Valuing and enjoying working with others in a collaborative way
- Clear acknowledgement of self and others with positive regard
- Strong mentoring skills
- An ability to retain access to one's own experience in the midst of conflict
- An ability to listen to others and seek out information in conflict
- Promoting an overall positive emotional environment
- An ability to use different decision-making styles with ease

This relationship style affords the greatest access to the self and the other with clarity, thus creating an open environment where the intelligence of the whole is released and intentionally used in a positive manner

High Trust of Self - Low Trust Of Other (HSLO)

General Relationship Behaviors

When individuals are using this relationship strategy they

- Have a greater holding on to "my truth" with less openness to the other's experience
- Tend to dismiss, devalue or blame the other in highly stressful or conflict situations
- Have a higher tendency to withdraw rather than acknowledge or listen to the other
- Have a greater tendency to leave the situation and maintain distance for long periods of time during times of unresolved conflict
- Have a high degree of trust in themselves with permission to try new things and take risks
- Tend to not see the other as a resource or see the relationship as mutually created
- In situations of intense feelings of anger, fear, anxiety and/or sadness there may be a reduced capacity to allow in and accept external information as useful or valuable

Implications for Leadership

Leadership strengths are characterized by:

- A willingness to take risks with new ideas
- An ability to start something new. They make good entrepreneurs
- An ability to go it alone and work in the midst of others' doubt or lack of approval
- An ability to take charge when needed and make difficult and potentially very unpopular decisions
- Ability to stay functional under pressure. These individuals do not become immobilized
- A willingness to strike out on their own when needed or for fun

Leadership weaknesses: These individuals may have difficulty:

- Working with others in a collaborative way
- Building and sustaining trusted, loyal relationships
- Being empathic to others, especially when threatened
- Managing other people or projects that require collaboration
- Empowering others
- Assessing appropriate risks. They may take excessive or not smart risks
- Remaining open to important external information that is essential when they are experiencing high stress

Low Trust of Self - High Trust of Other (LSHO)

General Relationship Behaviors

This relationship strategy is characterized by the following behaviors:

- High value on relationship with others. Individuals move toward relationships with a positive, hopeful orientation
- A tendency to stay in relationship whether positive or negative because they trust the other more than themselves
- Place high value on loyalty and pleasing the other
- A tendency to become preoccupied with the other when they are in a difficult situations
- In conflict, these individuals tend to blame themselves first and are more apt to take responsibility for what went wrong.
- Have lower expectations of equality or fairness in a relationship
- Report feelings of shame, anxiety, sadness and fear. This strategy has the highest degree of shame associated with it
- Individuals may dismiss their own experience, particularly in relationship with another person using an HSLO strategy
- Tend to seek out approval of others
- May see themselves as victims

Leadership Implications

Leadership strengths are characteristics: These individuals...

- Can be excellent as second in command because of their ability and tenacity in supporting the leader. They are loyal and positive
- Are open to others and value others' experience so others feel valued
- Can put themselves on the back burner easily and do not need to compete for attention or visibility
- Provide excellent support of the leader while maintaining relationships with others
- Show sensitivity and appreciation of others and welcome their input

Leadership weakness characteristics: These individuals...

- Are more apt to "lose themselves" and their own rudder in times of stress
- Look to others for approval and direction
- May have more difficulty making hard decisions that have negative impact on others and/or have strong disapproval by others
- May suffer more self-doubt and have greater difficulty relying on their own judgment alone under high stress

Low Trust Of Self & Other (LSLO)

General Relationship Behaviors

Individuals who rely primarily on this relationship strategy have the least satisfying relationships because their predominant relationship experience is negative thoughts, wants, and feelings. And they have a predominant negative interpretation of one's self, the other, and situations.

These individuals...

- Have a tendency to dismiss and blame others and themselves during conflict
- See themselves as victims
- Are experienced as complainers without taking initiative to change the situation
- Have little commitment to relationships or hope for creating something positive or collaborative
- Have difficult with self-soothing strategies in conflict. They can explode or withdraw, using either strategy in what may appear unpredictable
- Make limited movement towards others or in participating in positive problem-solving, co-creating or decision-making
- Are often experienced as loners who do best when not expected to actively participate in relationships, especially relationships that have any demands

Implications for Leadership

Individuals who rely on this strategy to any significant degree will have difficulty managing people due to the low trust of "Self" and "Other", and the negative attitudes and feelings associated with this strategy.

Individuals who rely on this strategy can be excellent productive employees in positions that limit their interactions with others and with consistent, quality management. Ideally these individuals will not be put in leadership or management positions, in intensely interdependent work groups or teams, or in positions of direct customer service or employee services where they experience anger and complaints.

Your Reflections---

Now you have reviewed your profile including the 7 EQ dimensions for Self-Reflection and Empathy and your Relationship Strategy profile. What does it all mean? Does it fit your experience of yourself?

This tool presented several hundred of pieces of information to you, while your life experience has presented millions of pieces of information. We encourage you to be open to explore any insights this may provide you. At the same time, it is your life. You are in charge of determining the degree this fits and how to use the information.

The questions below are intended to guide your reflection. The goal is to affirm and provide a guide for selecting "daily practices" that will build your EQ fitness.

Review your 7 EQ Fitness measures...

What stands out for you?

What is consistent with your experience?

What is your experience right now as you look this over? (Your thoughts, feelings, wants)

What fits with how others experience you? Do you know?

What do you find satisfying and affirming?

What are areas you would like to strengthen?

Review your Relationship Strategy Profile...

What stands out for you?

What is consistent with your experience?

What fits with how others experience you? Do you know?

Can you identify the types of situations where you rely on one strategy or another?

What are the "triggers" that move you from one strategy to another? (i.e. from an HSO strategy to a HSLO or a LSHO strategy?)

Think about situations in your personal and work life that you find most satisfying and affirming. How does that fit with your relationship strategies?

What are areas you would like to strengthen?

How this Profile was developed for ...

Definitions of the measures

Dimension	Definition of Measure	How Calculated	Measure	Lowest Rating	Total Group Mean Rating	Highest Rating	Your Rating
<p>0</p> <p>Immediate access to your thoughts, feelings, & wants</p> <p>Degree of involvement</p>	<p>This is a measure of your ability to be fully present in a difficult situation and to track and name your own experience in the moment.</p> <p>While this tool is measuring the above, it may also reflect the degree you were fully present and put yourself into the situations as if they were real NOW. If you chose to take more of an "observer position" and did not fully engage, your ratings will be lower.</p>	You rated more than 400 words & statements on 1-5 scale. The higher your rating, the greater your immediacy.	Mean of all statements	1.30	2.67	3.90	2.82
<p>1</p> <p>Access to a broad range of feelings</p>	<p>This measures your access to a broad range of feelings in 7 categories--anger, anxiety, fear, joy, love, sadness, & shame.</p> <p>Having high access to love & joy plus access to the other range of feelings and accepting responsibility for your feelings is an essential measure of EQ.</p>	<p>This measure is based upon your "feeling distribution graph" which gives a percentage distribution of your total by feeling category.</p> <p>The ideal is strongest access to love and joy with access to all feelings. This graph excludes love & joy, then subtracts the lowest feeling % from the highest. The lower the difference between your highest and lowest rated category, the higher your fitness rating</p>		-46.57	-8.74	0.00	-4.13
<p>2</p> <p>Positive-Negative Orientation</p>	This measures your overall orientation and the degree you interpret your immediate experience through a positive, neutral, or negative lens.	More than three hundred positive, neutral, or negative statements made up this tool. Calculating the % of positive or negative generated your profile.	<p>Positive</p> <p>Negative</p>	<p>31.89</p> <p>1.69</p>	<p>68.80</p> <p>31.20</p>	<p>98.31</p> <p>68.11</p>	<p>76.64</p> <p>23.36</p>
<p>3</p> <p>Self-Other Orientation</p>	This measures the degree you focused on yourself or on the other. Each of the 300+ statements focused on the self or the other. The ideal is to have a 50-50 balance between self-other focus, reflecting ease in moving from your self to the other and vice versa.	This is calculated by taking your mean ratings for self and other orientated statements and calculating the % you focus on your self versus the other.	<p>Other Focus</p> <p>Self Focus</p>	<p>31.41</p> <p>27.14</p>	<p>50.87</p> <p>49.13</p>	<p>72.86</p> <p>68.59</p>	<p>45.30</p> <p>54.70</p>
<p>4</p> <p>Balanced reliance on thoughts, wants, & feelings</p>	This measures the degree you go to your thoughts, wants, or feelings to interpret your experience. This measures your balanced reliance on all three. Having a balanced reliance on all three provides the greatest amount of information and helps your ability to understand others on these three dimensions.	Each word or statement was a feeling, a want, or a thought. Your average rating for each of these measures was calculated. The % you relied on each was then determined. The more similar your % scores, the higher your fitness level.	<p>Feelings</p> <p>Thoughts</p> <p>Wants</p>	<p>10.94</p> <p>22.30</p> <p>28.97</p>	<p>27.21</p> <p>35.48</p> <p>37.31</p>	<p>41.49</p> <p>47.00</p> <p>46.01</p>	<p>29.93</p> <p>33.77</p> <p>36.30</p>

Dimension	Definition of Measure	How Calculated	Measure	Lowest Rating	Total Group Mean Rating	Highest Rating	Your Rating
5 Empathy Accuracy	This measures your ability to accurately identify the other person's experience, what he or she thought, felt, wanted, and their motivations.	This is calculated by taking your mean score of the entire tool, then that mean from your empathy accuracy rating. The higher your accuracy mean is compared to your other mean scores, the higher your fitness level.	Mean Rating	-0.19	0.95	2.13	0.90
6 Empathy Compassion	This measures the degree you identified and expressed an understanding and compassion for what the other person must be experiencing	This calculation is done using the same method as described above for empathy accuracy	Mean Rating	-0.71	0.87	2.14	0.77
7 Relationship Strategies	This measures your relationship strategies based upon high or low trust of self and high or low trust of others. HSLO= High trust of self & other, HSLO-High trust of self & low trust of other, LSHO=Low trust of self and high trust of other, & LSLO -Low trust of self & other	This calculation takes your total ratings for every strategy and calculates the percentage for each one. Your report identifies your degree of reliance on each strategy. It numbers them with #1 being your primary strategy. It also gives your percentage for each strategy.	HSO HSLO LSHO LSLO	13.99 3.90 0.00 0.00	47.00 23.21 17.38 12.40	86.30 50.25 32.19 30.28	54.54 12.29 23.20 9.97