

EQ In Action Profile

SAMPLE COMPREHENSIVE

Executive Team Report

August 17, 2004

Provided by

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Introduction

Over the past months, twenty-two Lutheran Home Society senior executives took the EQ In Action Profile and had individual consultations regarding their results. This report is a composite of the individual profiles in the executive team. The team is then compared to the total population of individuals who have taken this tool to date. The graphs in this report provide a group profile on each dimension of the *EQ In Action Profile*.

Purpose - Intention of this Report:

The intention of this report is to provide the valuable data to the team for:

- Individual participants to understand and accept responsibility for their own profile data and the tendencies that they bring to the team when they are feeling under pressure.
- Identifying patterns that get acted out within the group when the team is experiencing conflict or stress.
- Team members to identify how his/her patterns impact others and contribute to the overall functioning of the group.
- Identifying group "practices" and commitments to one another to strengthen positive interactions and diminish negative patterns when working together.

Report Contents:

This executive team report includes summary interpretive comments, group profile graphs and a discussion about the potential implications for this executive team. When the stakes feel high for individuals, the team, and/or the entire organization, and priorities and opinions are in conflict, the patterns shown in the group data will most likely be lived out in the group. Individuals bring their own tendencies that they rely upon in challenging relationships, and some predictable group patterns can emerge. This report gives a snapshot of the "internal reality of individual members in stressful relationships". The report also makes up a composite picture of the internal reality of the group and therefore, the tendencies of the group when stressed.

The report presents the data. What really counts is what the individuals and the team decide to do with the data. The goal of the report is to heighten awareness and to assist individuals and the team in making informed, conscious choices.

The following pages provide an Executive Summary with 1) a discussion of the data and how to read the graphs, 2) an overview of the CEO's profile with implications for the team, and 3) summary hunches about this team based upon the group patterns. The remainder of the report is made up of twenty executive team graphs with data highlights and implications for the team on each dimension.

20 Graphic Reports

○ **Feeling Ranking**

- A1: Feeling Distribution Group Profile -- with and without the CEO
- A2: Anger Percentile Ranking of Individuals
- A3: Anxiety Percentile Ranking of Individuals
- A4: Fear Percentile Ranking of Individuals
- A5: Joy & Love Percentile Ranking of Individuals
- A6: Sadness Percentile Ranking of Individuals
- A7: Shame Percentile Ranking of Individuals

○ **Positive-Negative Orientation**

- B1: Positive Orientation of the Group -- with and without the CEO
- B2: Percentile Ranking of Individual Participants

○ **Self -Other Orientation**

- C1: Self-Other Percentile Ranking of the Group
- C2: Self-Other Individual Percentile Ranking

○ **Balanced Reliance on Thoughts, Wants, Feelings**

- D1: Group Distribution compared to total population distribution

○ **Empathy Percentile Rankings**

- E1: Empathy Accuracy & Empathy Compassion of the group
- E2: Empathy Accuracy Individual Percentile Ranking
- E3: Empathy Compassion Individual Percentile Ranking:

○ **Relationship Strategies**

- F1: Relationship Strategies of the Group -- with and without the CEO
- F2: HSO Relationship Strategy (*High Trust of Self and Other*) Individual Percentile Rankings
- F3: HSLO Relationship Strategy (*High Trust of Self - Low Trust of Other*) Individual Percentile Rankings
- F4: LSHO Relationship Strategy (*Low Trust of Self - High Trust of Other*) Individual Percentile Rankings
- F5: LSLO Relationship Strategy (*Low Trust of Self & Other*) Individual Percentile Rankings

Executive Summary

I. Interpreting the data

All graphs use individual and group percentile ranking that are compared against the entire population. Therefore, the 50th percentile on the left hand or Y-axis is always the **average of the entire population** that has taken this tool to date. The Fitness Level of individual and group profiles is based on the following percentile ranking:

Percentile Rank	Degree of EQ Fitness
< 20th percentile.....	Needs Workout Level
20th - 40th percentile.....	Somewhat Fit Level
40-60th percentile.....	Fit Level
60-80th percentile.....	Very Fit Level
> 80th percentile.....	Optimally Fit Level

An extensive series of high-level statistical analysis have been completed over the past two years. The comments below are developed using "construct correlations" and "ANOVA", an inferential statistical technique that measures the relationship sensitivity between the concepts measured in this tool. This allows us to identify how each construct varies as one construct moves from extremely high to extremely low. The data has been validated in hundreds of individual interviews. Internal and test-retest reliability tests exceed the standard accepted level of .70.

II. The CEO's Profile With Implications For The Team

The CEO is the 22nd member of this group on all "Individual Percentile Ranking" graphs. Key ratings or tendencies of the CEO that have implications for this group are outlined below. *(This summary is included at the request of the CEO.)*

Key profile data:

- Extremely high joy and love ratings with extremely low anger, fear, and anxiety
- Extremely high positive orientation
- Quite self oriented
- Stronger reliance on wants than feelings
- Very high empathy accuracy and compassion
- Very high reliance on HSO or high trust self and other relationship strategy

Hunches about the CEO and implications for the team

Most likely the CEO is a very positive person who enjoys working with people and is very confident and action oriented. He is likely sensitive and compassionate to others and self-responsible, demanding excellent performance from himself and willing to go the extra mile to make it right for others.

Key CEO tendencies that may have both a positive and negative impact on the group include:

- His higher self-orientation, blended with a very positive orientation and high sensitivity to others, most likely contributes to taking immense responsibility for himself and the group and a tendency to over promise and "over function". He may have a tendency to stretch and go the extra mile, make exceptions for others, and take on other's responsibilities at times, which might include not holding them accountable. Under pressure, he may have a tendency to cross boundaries and get involved in other's work in ways that may feel like he does not trust them and/or that he is micro-managing, when his intention is to do and be his best and help others be their best.
- His feeling distribution shows that he literally does not go to anger, fear, and anxiety at times of stress. He strongly relies on high joy, which is a strong vitality, energy, and confidence in himself and others and high love, which is positive feelings for others. While this seems positive, the negative consequences can be that others may experience him as "being unreal". For those members who have high anger, anxiety, and fear this "unreal attitude" may generate more fear in them, as they "wait for the other shoe to fall". Of course, this is a hunch made from the data; however, it is a common type of pattern created in groups.

All feelings are valuable and provide us with valuable data for making wise decisions. Practicing awareness of all feelings, and allowing them with honor, serves as a barometer that says notice. Being aware of feelings and expressing them are two different experiences. Noticing feelings allows us the conscious choice in expression.

III. Summary Of The Team's Patterns, With Implications For Relationships and Team Performance

In reviewing the group profile on each construct and the patterns or relationships between the different measures, my hunch about this executive group is that individuals bring a high commitment to their work and to the organization with compassion for others. At the same time there is more anxiety, fear, anger, and shame than the average group. Most likely this contributes to a degree of cautiousness and being careful with one another in the team. Trust can be easily lost, and it is likely that several individuals in the group withdraw internally at times of stress and watch and wait to see what happens next. Most likely a minority of individuals will predictably be outspoken when the anxiety or intensity of the situation gets high enough.

When all is going well, my hunch is this group enjoys one another at a more superficial level, but I'm also guessing everyone is quite guarded and is careful about sharing what is real for them. The implications are that the group may quickly change from seemingly being relaxed to becoming quite tense, with the majority shutting down and protecting themselves. At those times, the group does not feel like a safe and open place to be. In fact, the overall tone of the group may feel like it is a risky place, believing there may be negative, unknown consequences.

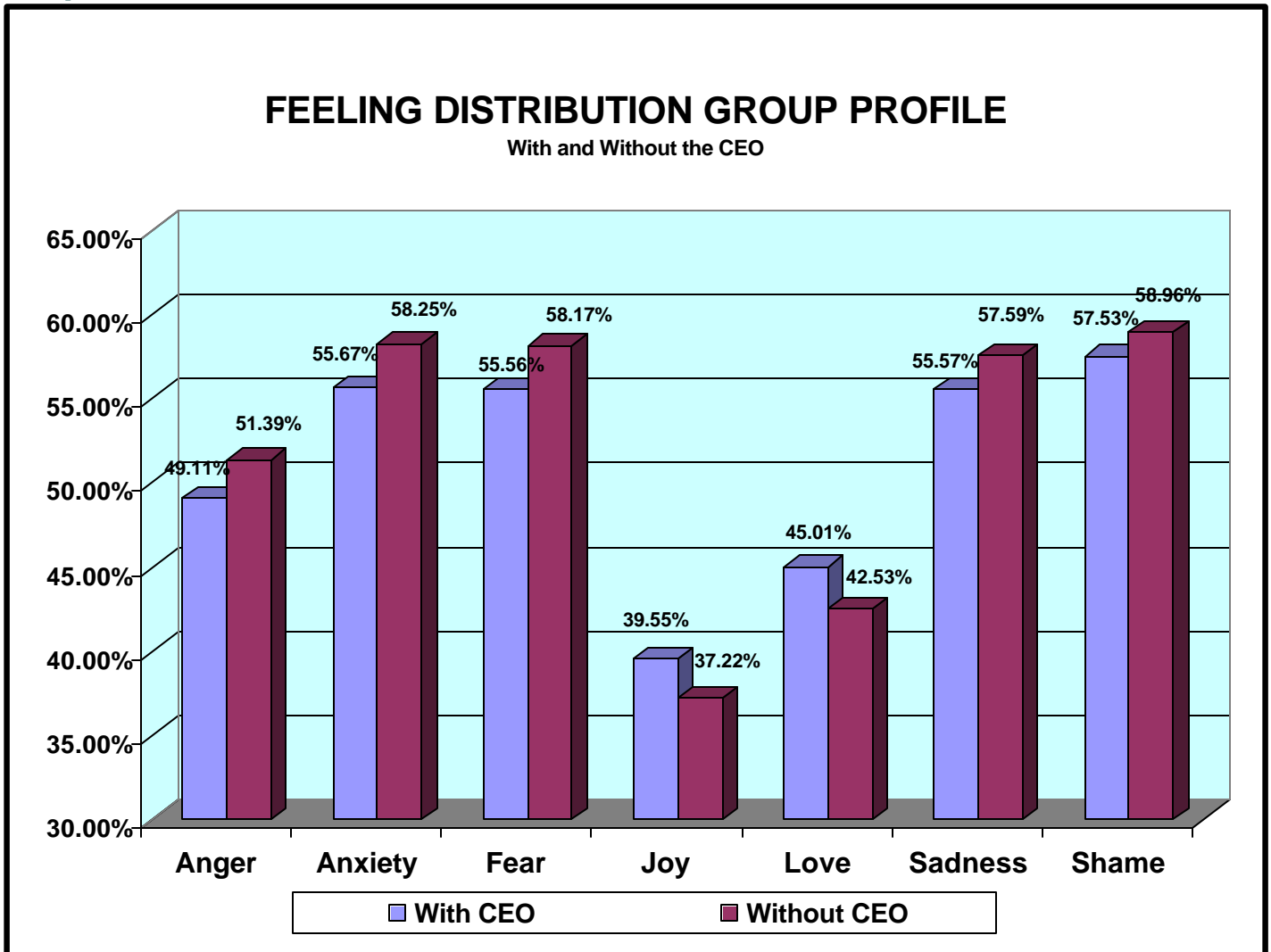
Gifts of the group include its empathy compassion and a relatively balanced reliance on thoughts, wants, and feelings. This supports the group's stability and predictability. Most likely, compassion is highly valued in the organization for one another and for the clients the organization serves each day.

Key competencies for the team to develop are trust, honoring oneself and others, and being real and direct with one another. In return, these competencies will bring added life, vitality, creativity, positive collaboration, and fun to individuals and the entire organization. Each of these competencies will also support improved overall performance by using the intelligence of the whole.

Team Data Graphs For Each Dimension

With Highlights & Team Implications

Graph A1:



About one hundred feeling words are included in this instrument. Each word wraps into one of the seven categories above. The above graph compares the percentile ranking of this executive group with the entire population that has taken this tool to date. (See Appendix A for the feeling word list.)

o Data highlights:

Significant data includes the higher level of anxiety, fear, sadness and shame with the significantly lower level of love (positive relational feelings) and joy that is slightly below the average. This pattern is exacerbated when the CEO's data is removed. Anger, anxiety, fear, sadness and shame all increase, while joy and love decline.

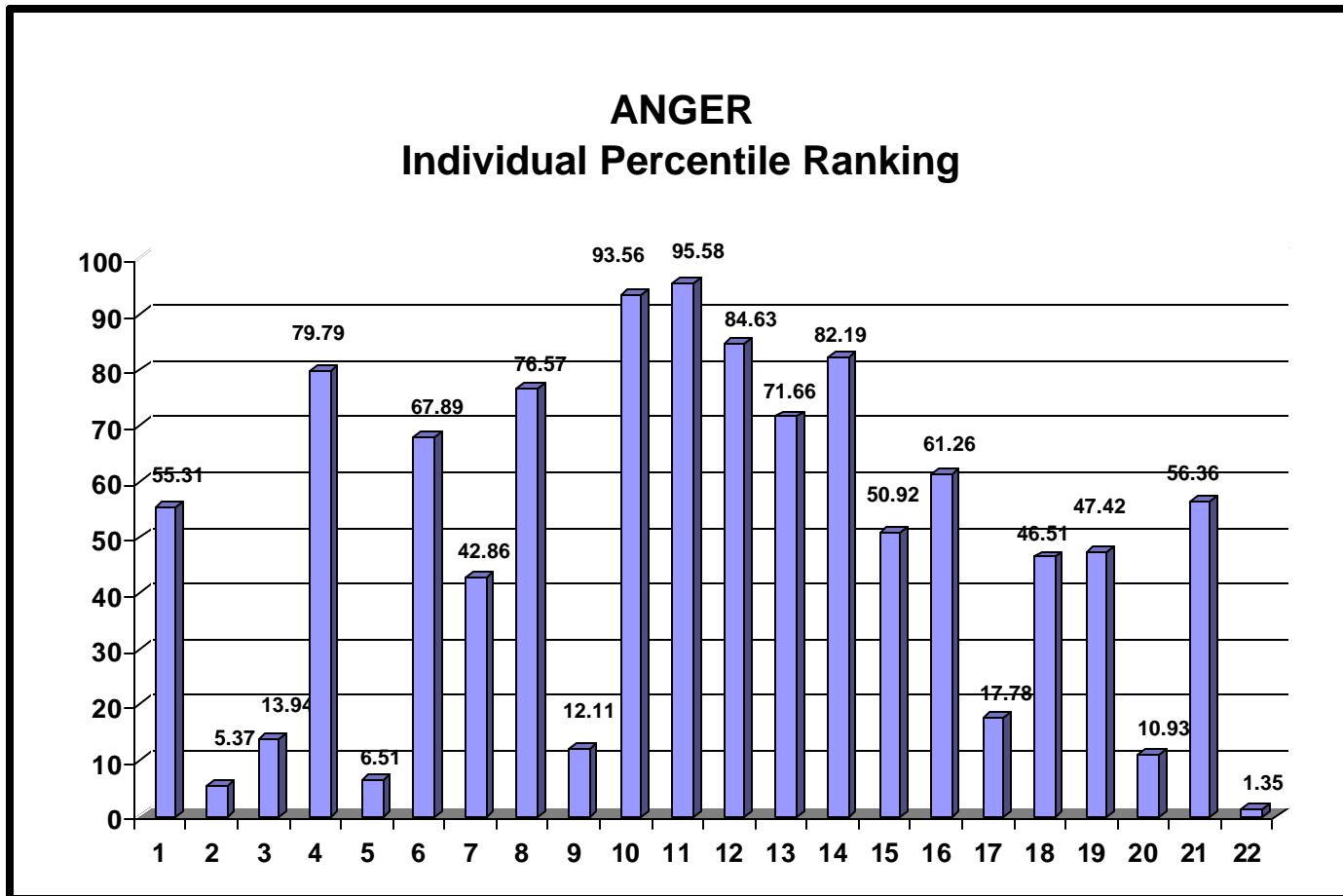
o **Implications for the Team:**

- o The low level of joy (39.55% - 37.22% without the CEO) and love (37.22% percentile without the CEO) suggests that this team has a tendency to become guarded and to withdraw from one another during times of stress. The group may lose a sense of its own energy and commitment and lose hope and confidence as individuals and in the ability of the overall group.

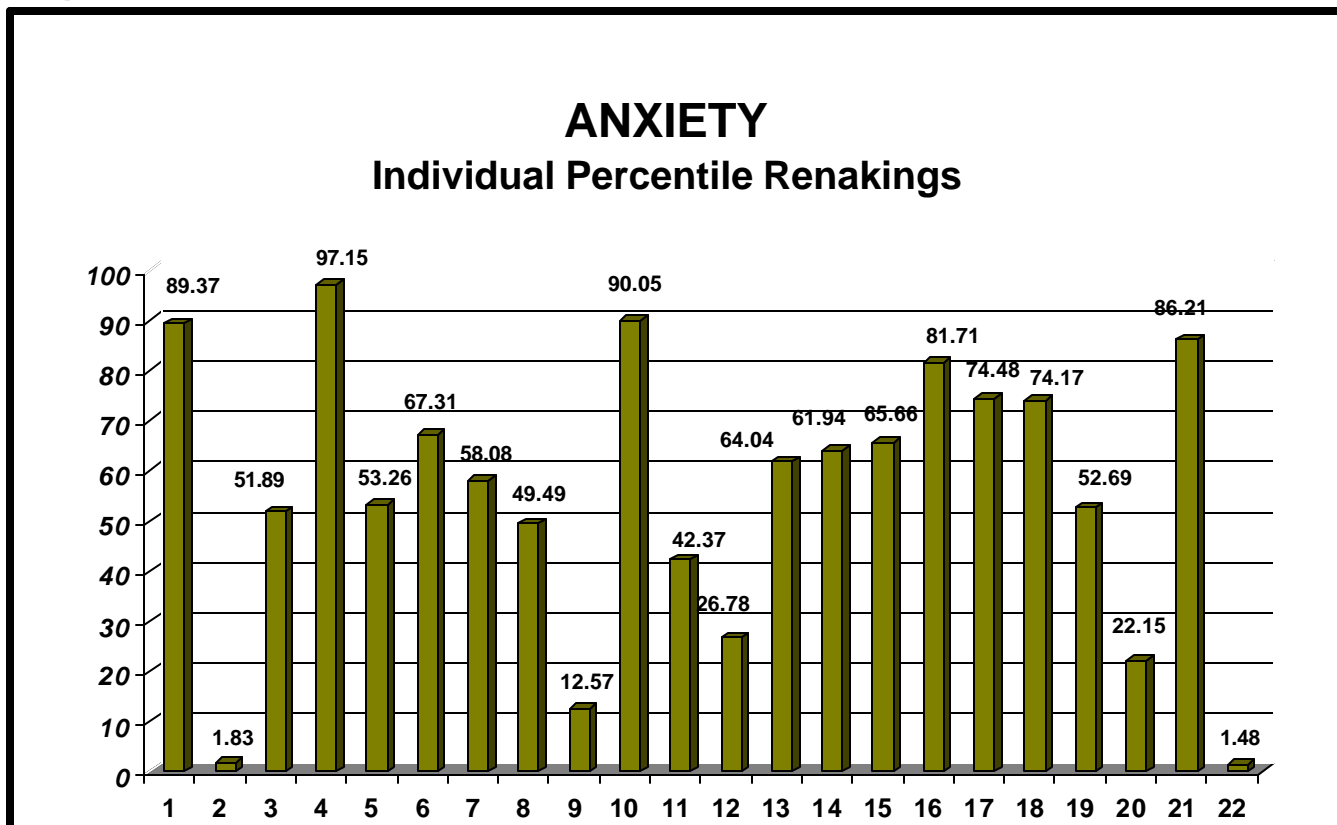
These low levels also suggest that many individuals lose trust in one another at times of stress. Most likely "difficult conversations" are held between individuals that trust one another and are not broached in the larger group.

- o The somewhat elevated shame may reflect a high level of integrity and a commitment to get it right by individuals and by the group as a whole. The group may also tend to cautiousness to reduce risk when under pressure. This can contribute to reduced vitality. At times of stress, the group may lose confidence and energy in and for the group.
- o Without the CEO, the group's fear, anxiety, sadness, and shame profiles are at the 58th percentile or higher. This correlates with reduced vitality and diminished trust.

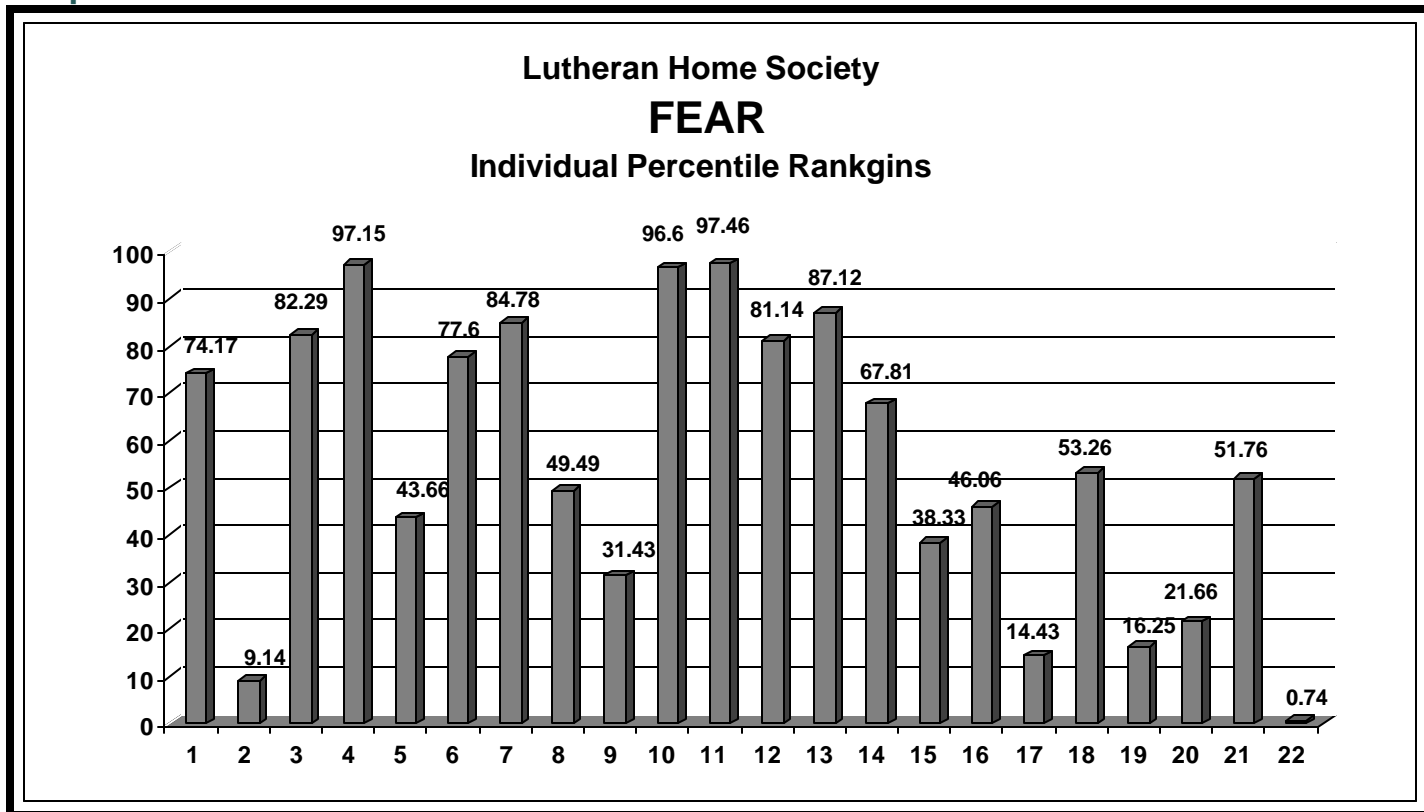
Graph A2:



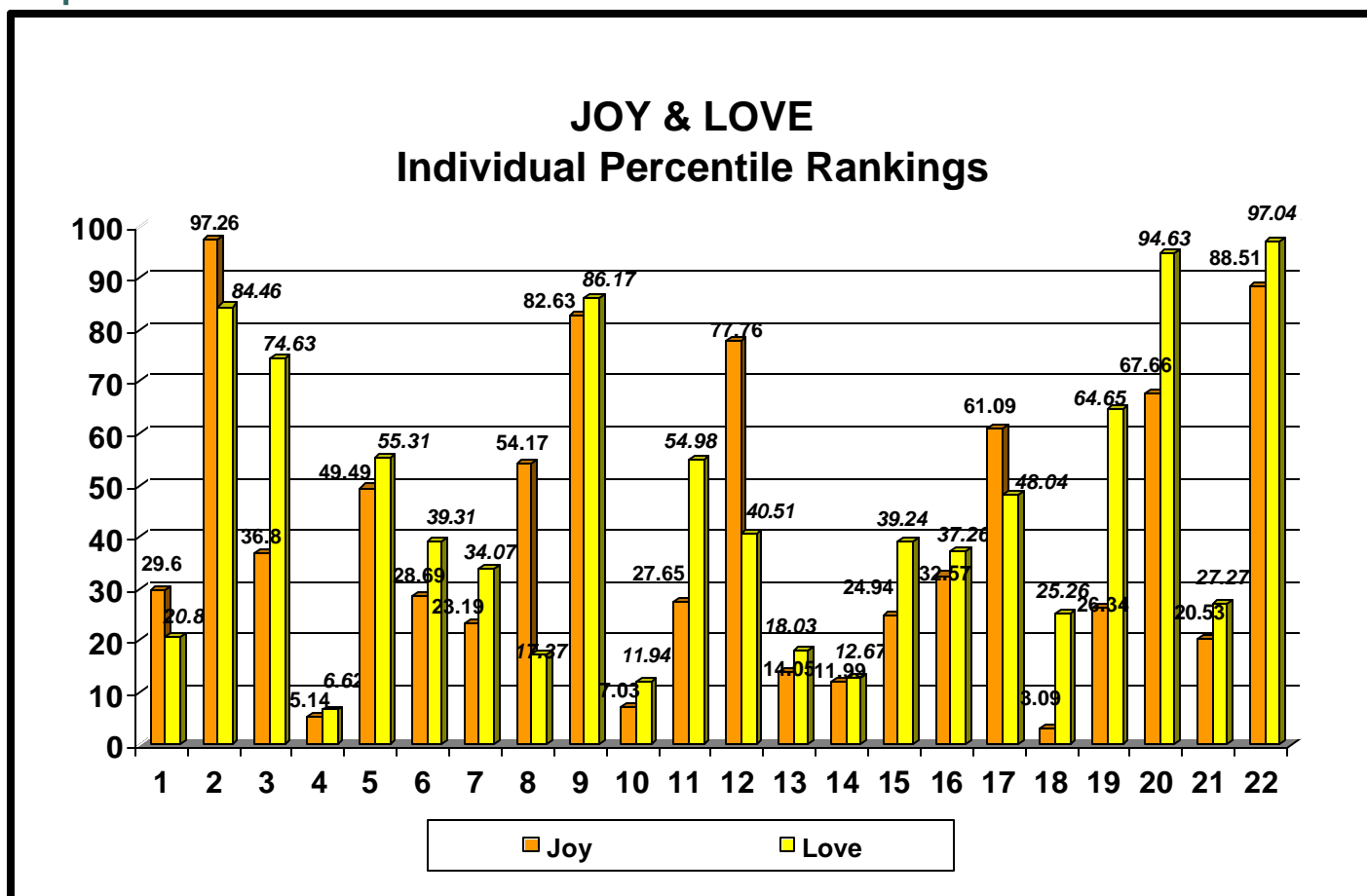
Graph A3:



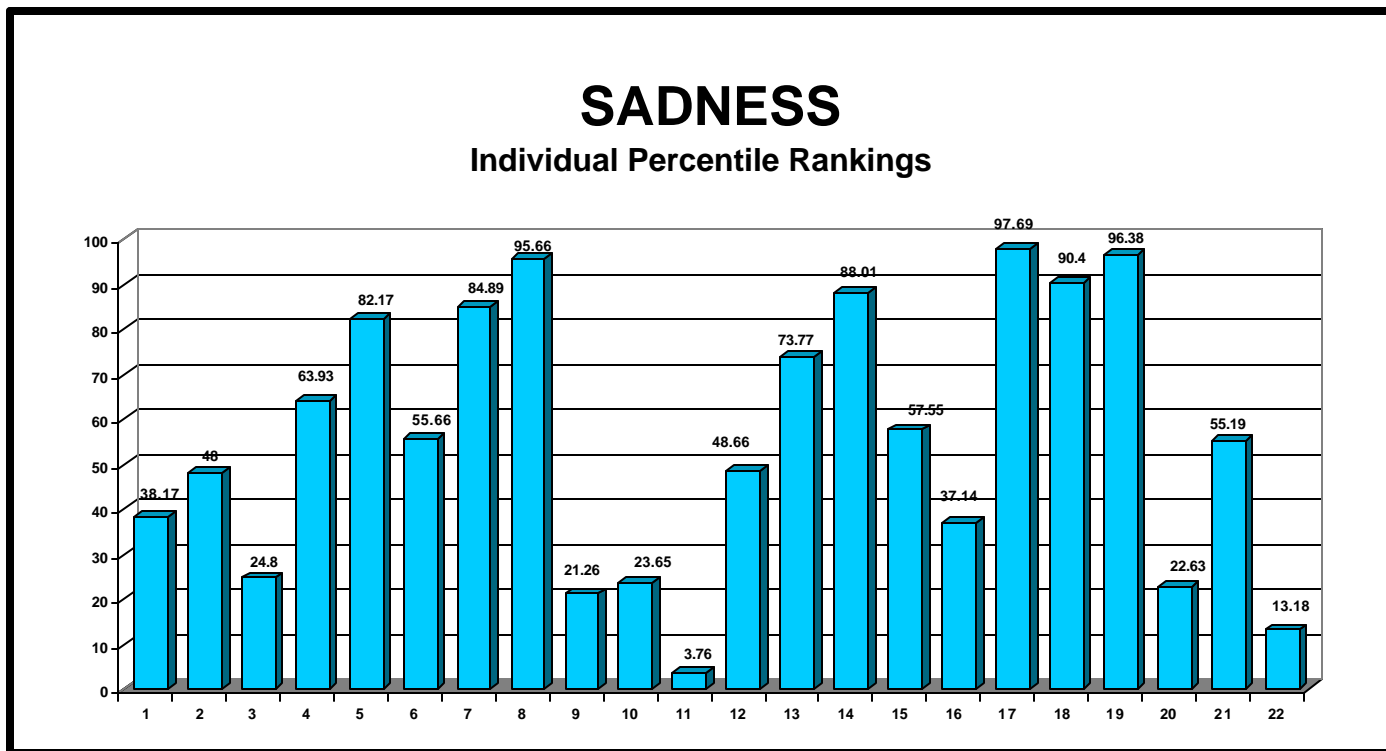
Graph A4:



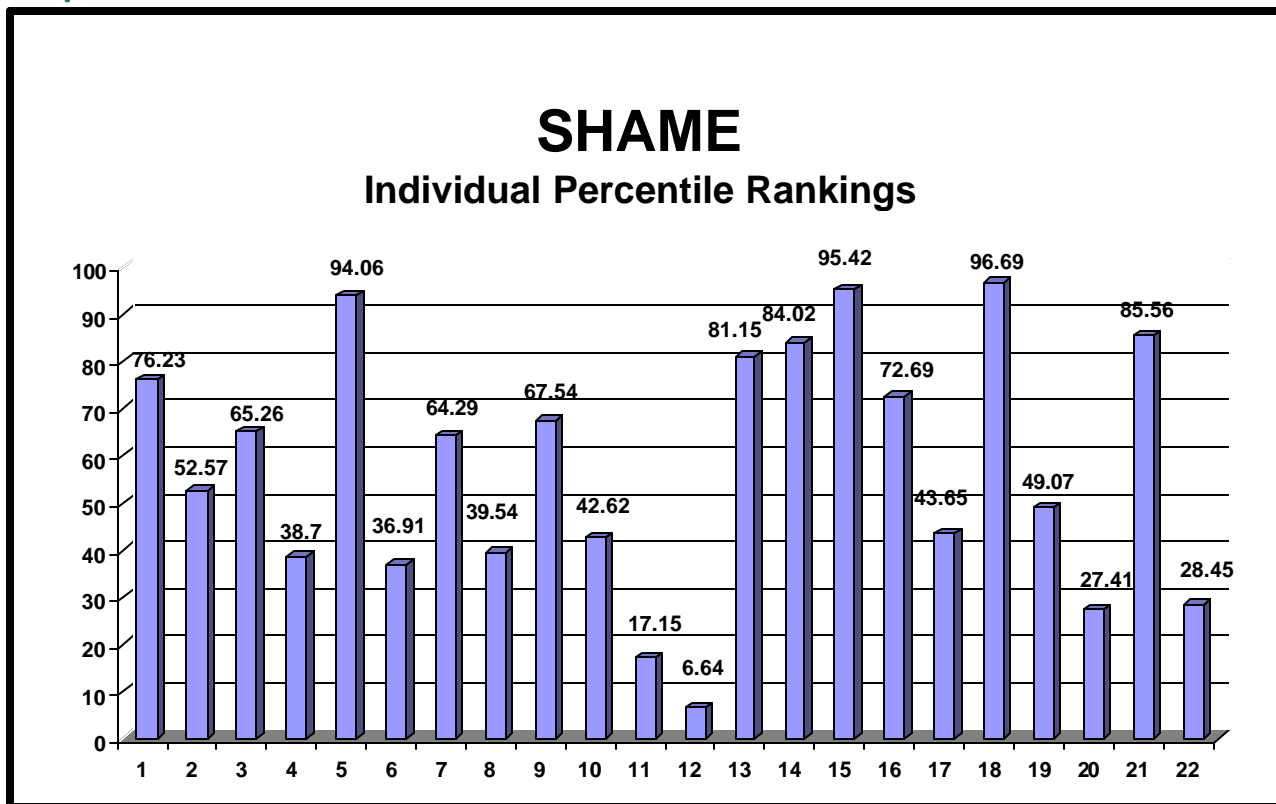
GraphA5:



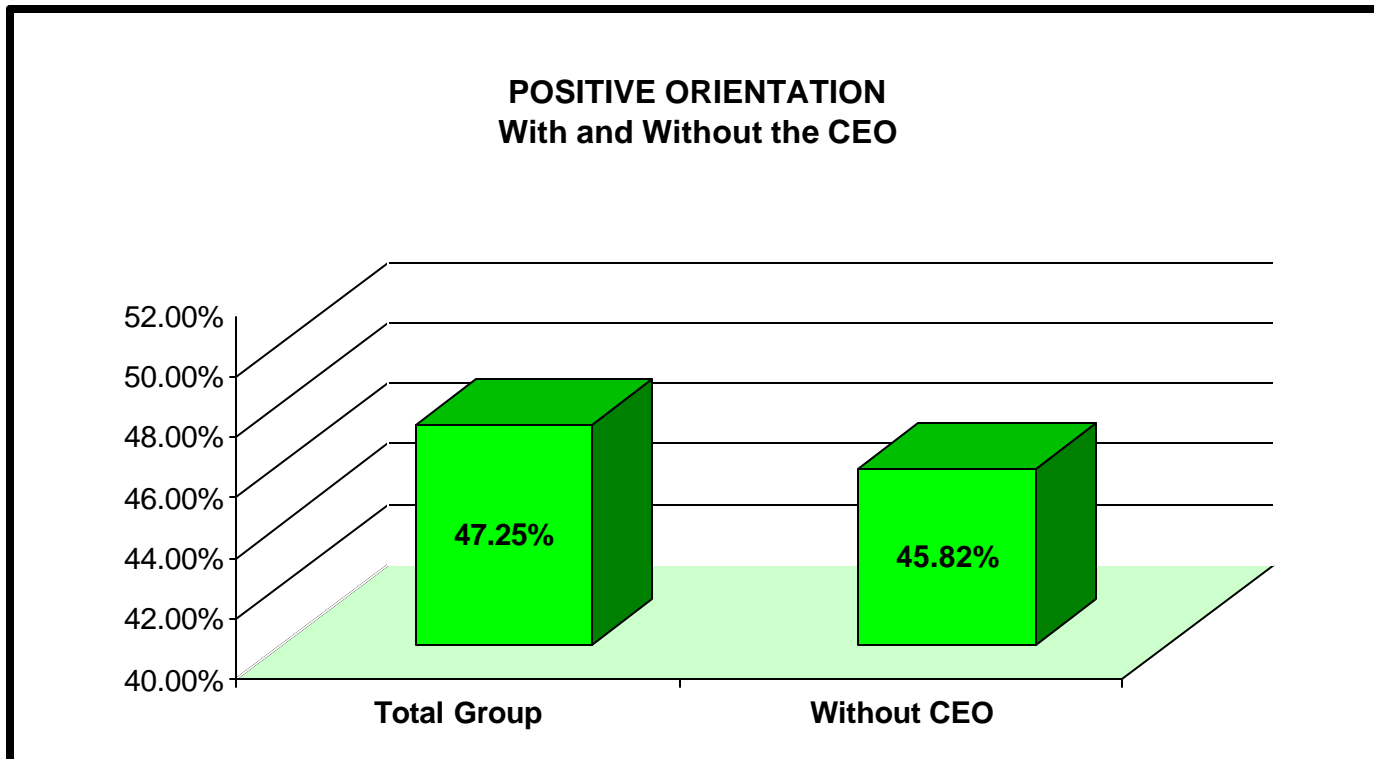
Graph A6:



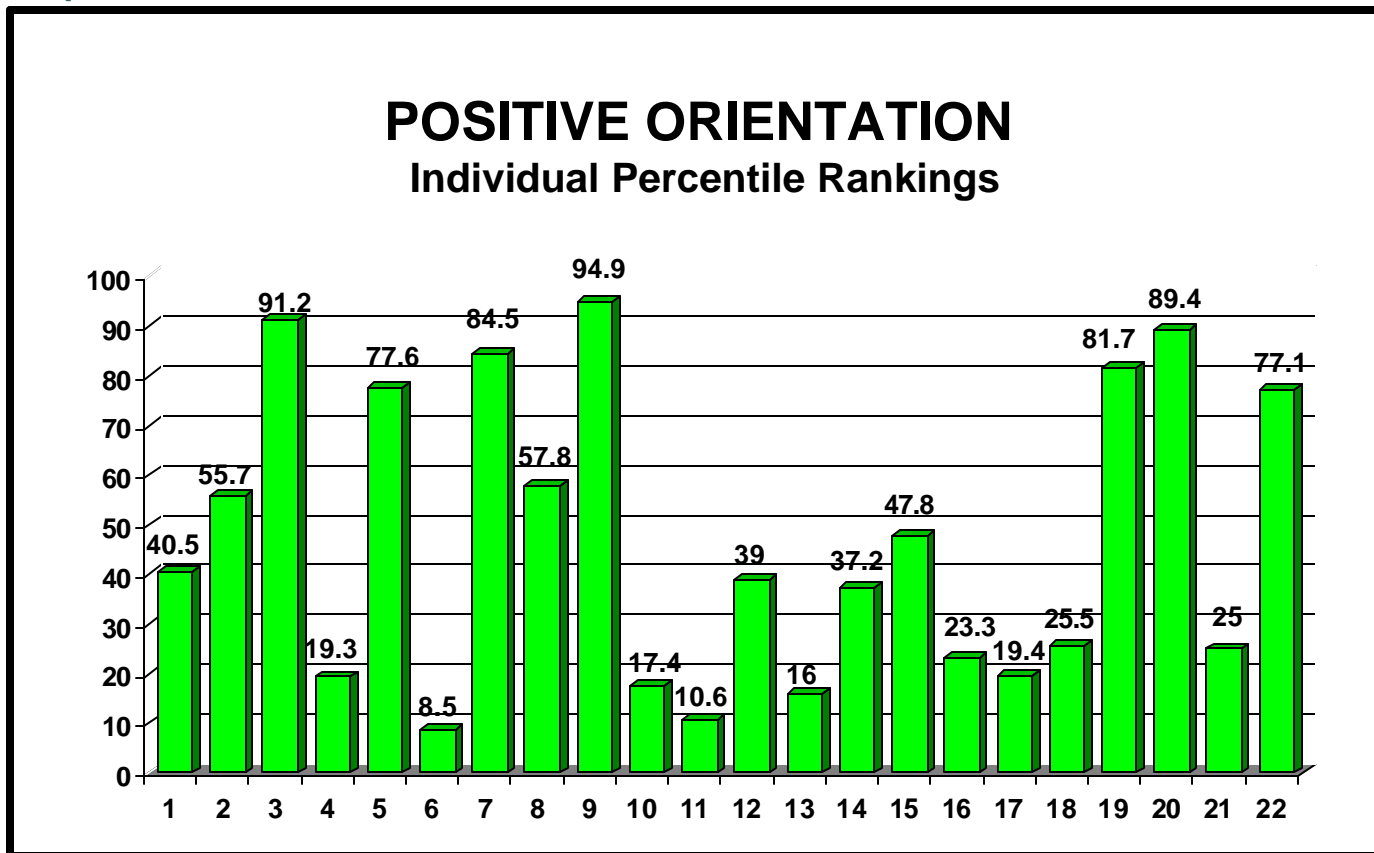
Graph A7:



Graph B1:



Graph B2:



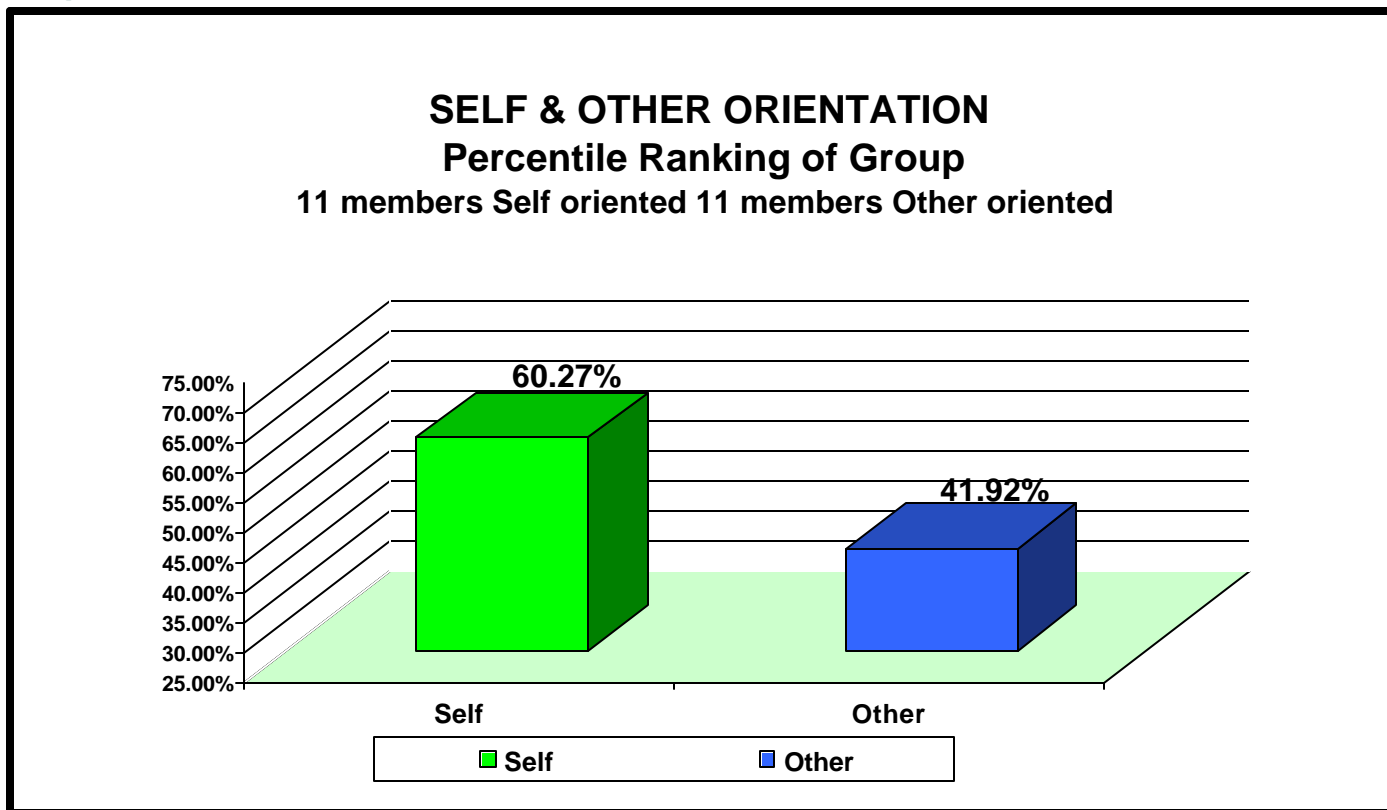
- **Positive Orientation Data Highlights:**

- The group profile is slightly below the 50th percentile or the average of the total population. This declines to the 45.82 percentile without the CEO
- 13 of the twenty-two participants are below the 50th percentile, with 6 individuals in the "Need Workout Fitness Level".
- There is quite an extreme difference in several individuals rating above the 75th percentile, while 13 members rate below the 50th percentile and 6 individuals rate in the "Need Workout Fitness Level".

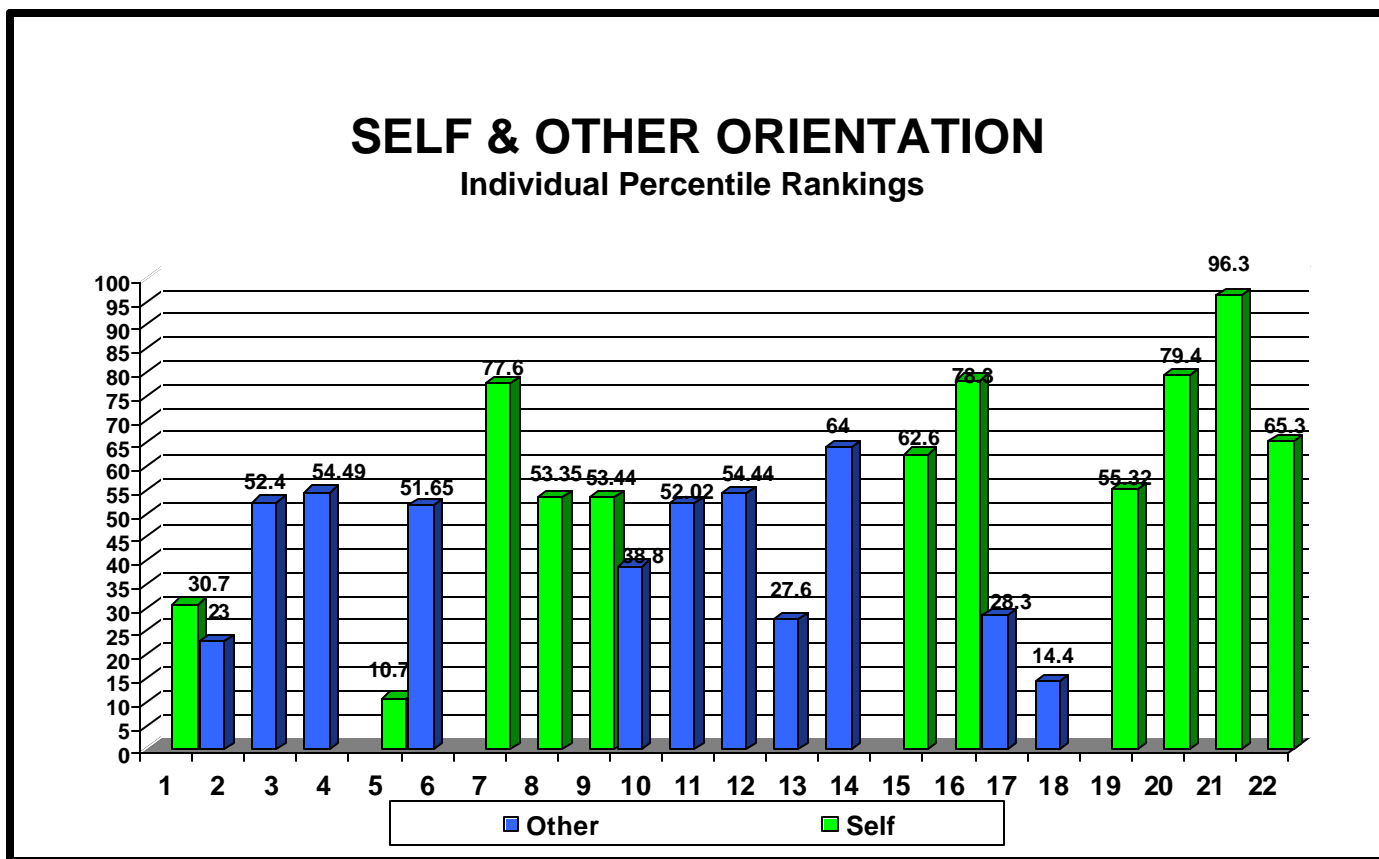
- **Implications for the Team:**

- This is consistent with the feeling distribution of the group. The implication is that most likely the group, as a whole, easily goes to negative thinking at times of stress about the situation, each other and the group as a whole.
- Given the tendencies towards either the high end or low end, the group may divide into the optimists and the stronger pessimists. Without clear and open dialogue and an appreciation for each other's perspective, this could lead to an entrenched split in the overall group, with the pessimists talking to one another outside the group and the optimists getting fatigued or worn down.

Graph C 1:



Graph C2:



Self-Other Orientation (Graphs C1 C2)

o Data highlights:

The ideal here is an equal balance between self and other or a 50/50 ratio. A strong balance allows individuals the ability to easily go inside and identify, respect, and take responsibility for their own experience. And at the same time, to easily and quickly focus on understanding and accepting other's experience, while remaining clear that others are responsible for their own experience.

- o Eleven of the team members tend towards a Self-Orientation and eleven tend towards an Other-Orientation. The further one moves away from a 50/50 balance the lower the fitness ranking becomes.
- o The Self-Oriented group rated at the 60th percentile, while the Other-Oriented group rated at the 42nd percentile

o Implications for the team:

- o All organizations and teams are made up of individuals who tend to be more "Self" or "Other" oriented. The key is in understanding how this can contribute to a particular "dance", pattern of interactions, or way of working together that can compromise the overall quality of work and decision-making.

Self-oriented individuals tend to easily take self-responsibility and may take excessive responsibility even when it is not theirs to take. This can result in working harder to make it right for the group, and in some cases, taking on other's work or responsibility for them. This may mean making allowances for the other rather than holding them accountable. Self-oriented individuals tend to struggle with maintaining good boundaries. Some ways that this shows up in a team is that these individuals tend to "over function", meaning that they tend to take on more work to compensate for others and to "make it right", (which can result in fatigue and resentment over time). They also have a tendency to get involved in other's work in inappropriate ways so that others may experience them as micromanaging or not trusting them. As a whole, self-oriented individuals tend to be more positive, optimistic, and believe they can achieve their goals.

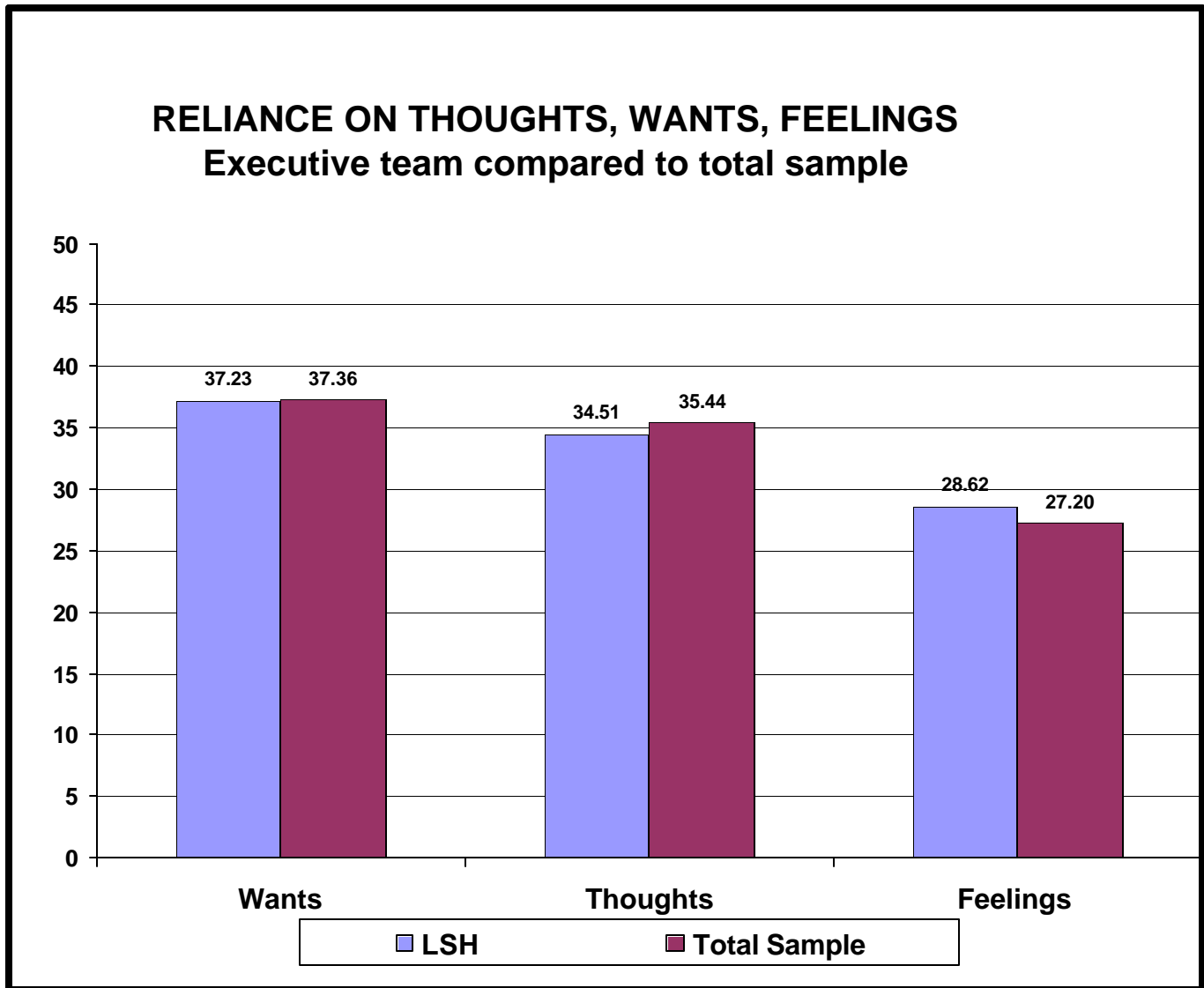
In contrast **Other-oriented individuals** tend to look outside of themselves at times of stress and have more difficulty seeing how they contributed to the situation. They tend to see the problem as the situation or the other person and have more difficulty seeing how they contributed to the problem. Thus they expect the other person or persons to make it right.

A simplistic illustration of the dance goes like this. Under stress, the Other-group tends to say some version of "It's your fault, fix it". And the Self-group says "You're right, I must have done something wrong. I will make it right." When the truth is everyone is co-creating the reality.

When this dance becomes an entrenched style, it can deplete the vitality of the group and compromise performance. Individuals or subgroups tend to find ways to avoid working together, and the "Other-group" will tend to take a resistant, blaming stance, although this may not be overt.

The solution lies in each person understanding his/her own tendency when challenged and under stress and then makes choices, in the moment that acknowledged the Self and Other.

Graph D1:



- **Data highlights -- Balanced Reliance on Thoughts, Wants, & Feelings:**

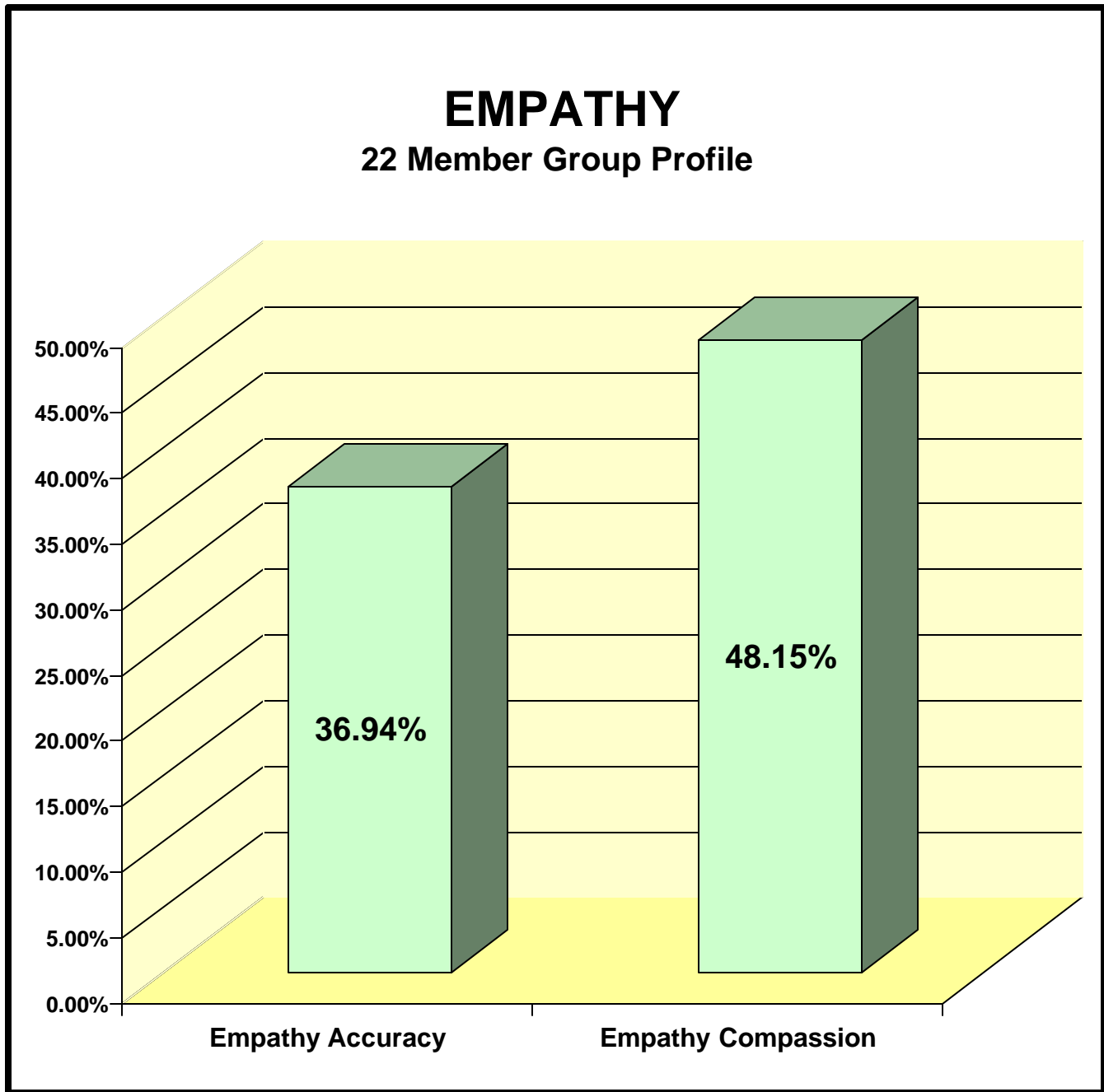
The ideal here is an evenly balanced reliance on each dimension of experience meaning 33.3% balance on each. The 1200 plus individuals who have taken this tool to date rely dominantly on wants (action orientation), then thoughts (analytical) and then feelings.

This group has a slightly better balance than the total population because of greater reliance on feelings.

- **Implications for the team:**

This is strength for this team and contributes to the stability of the whole stability. As the team builds trust and openness with one another this strength can support ease in communication.

Graph E1:



o **Data Highlights for Empathy Accuracy & Empathy Compassion:**

The group ranks below the 50th percentile on both Empathy Accuracy and Empathy Compassion. The significant ranking is in Empathy Accuracy that ranks at 36.94th percentile.

- o Accuracy: 15 of the 22-team members ranked below the 50th percentile, with 6 members ranking in the "Need Workout" level.
- o Compassion: 11 ranked below the 50th percentile and 5 ranked in the "Need Workout level", while 4 ranked at the "Optimal Fitness" level.

○ Implications for the team:

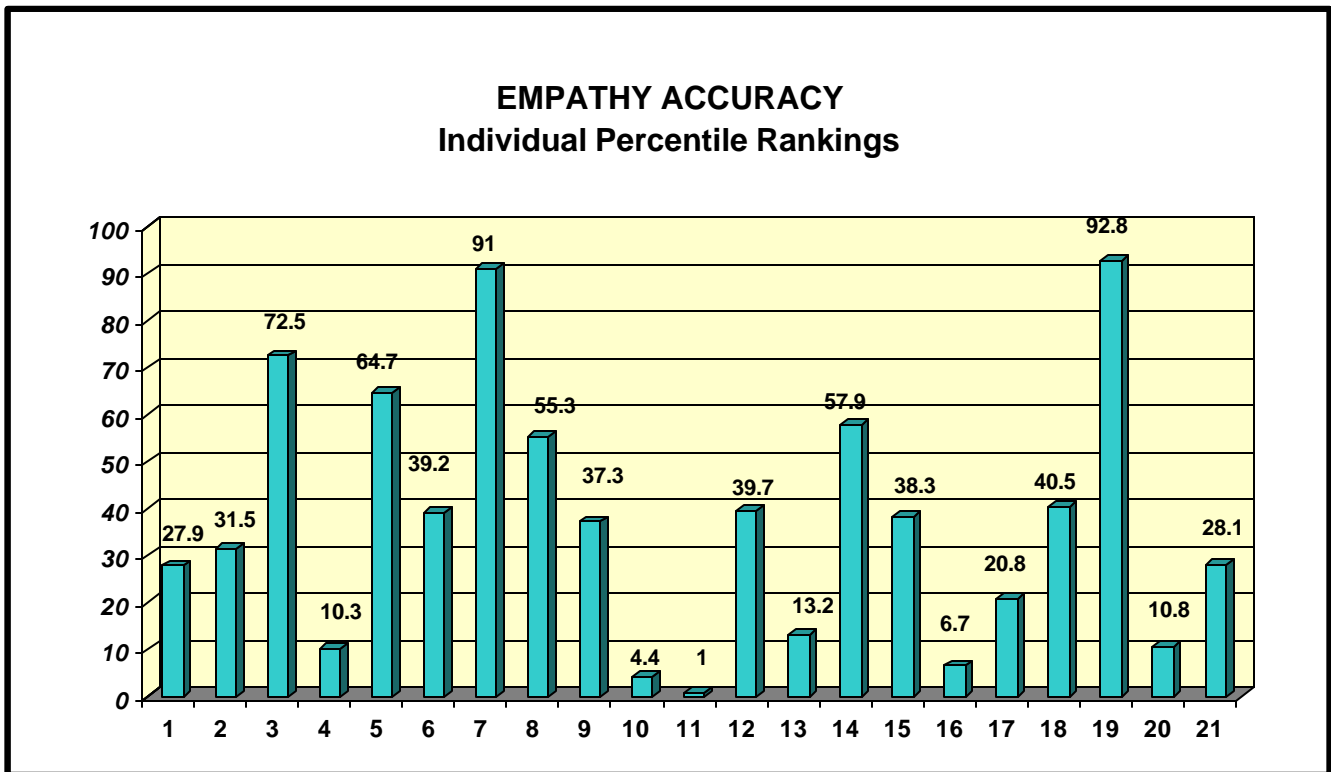
- The primary implication of lower Accuracy is the tendency to misinterpret other's experience, particularly misinterpreting their intentions. This is of particular relevance to this team, given the high level of anger, anxiety, and fear, which correlate with negative thinking. So under pressure, a predominant focus for this team may be to misinterpret others with negative judgments, which can easily result in decreased trust.

A tendency towards low Empathy Accuracy can be easily corrected by a commitment to actively inquire about the other's experience and their intentions, and then to listen with an openness to hear the other. Several models of inquiry and dialogue can be very effective in developing this competency.

- Several members of this team rated much higher in their Empathy Compassion than in their Accuracy. So individuals may misinterpret one another, but when they bring sensitivity and compassion to the relationship, it is a major benefit. I would guess overall the group has a strong capacity for compassion that is not being lived out now.

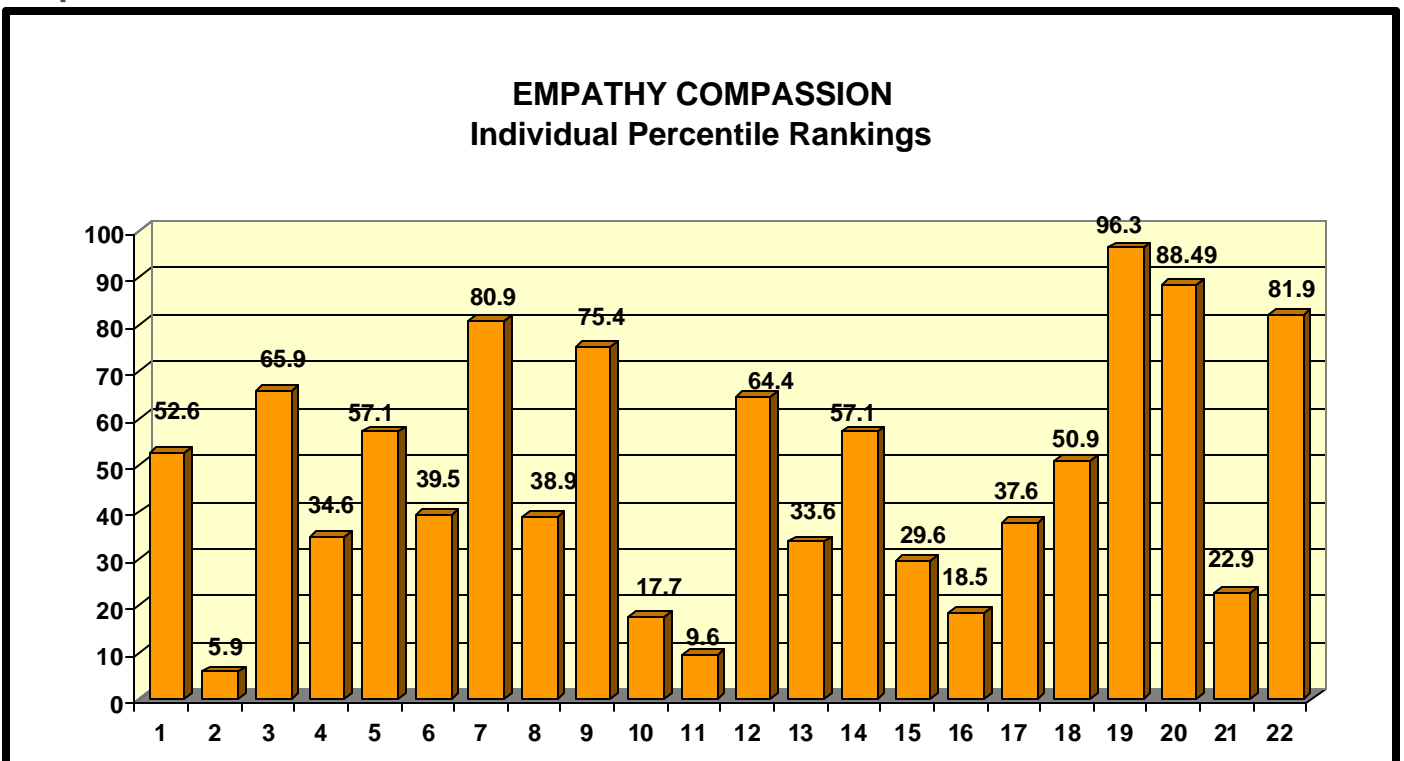
Anger, anxiety, and fear correlate with decreased compassion, which of course is no surprise. When individuals can be more open about their experience, both the good and the bad, and have others truly listen with respect, most likely the overall compassion will rise dramatically.

Graph E2:



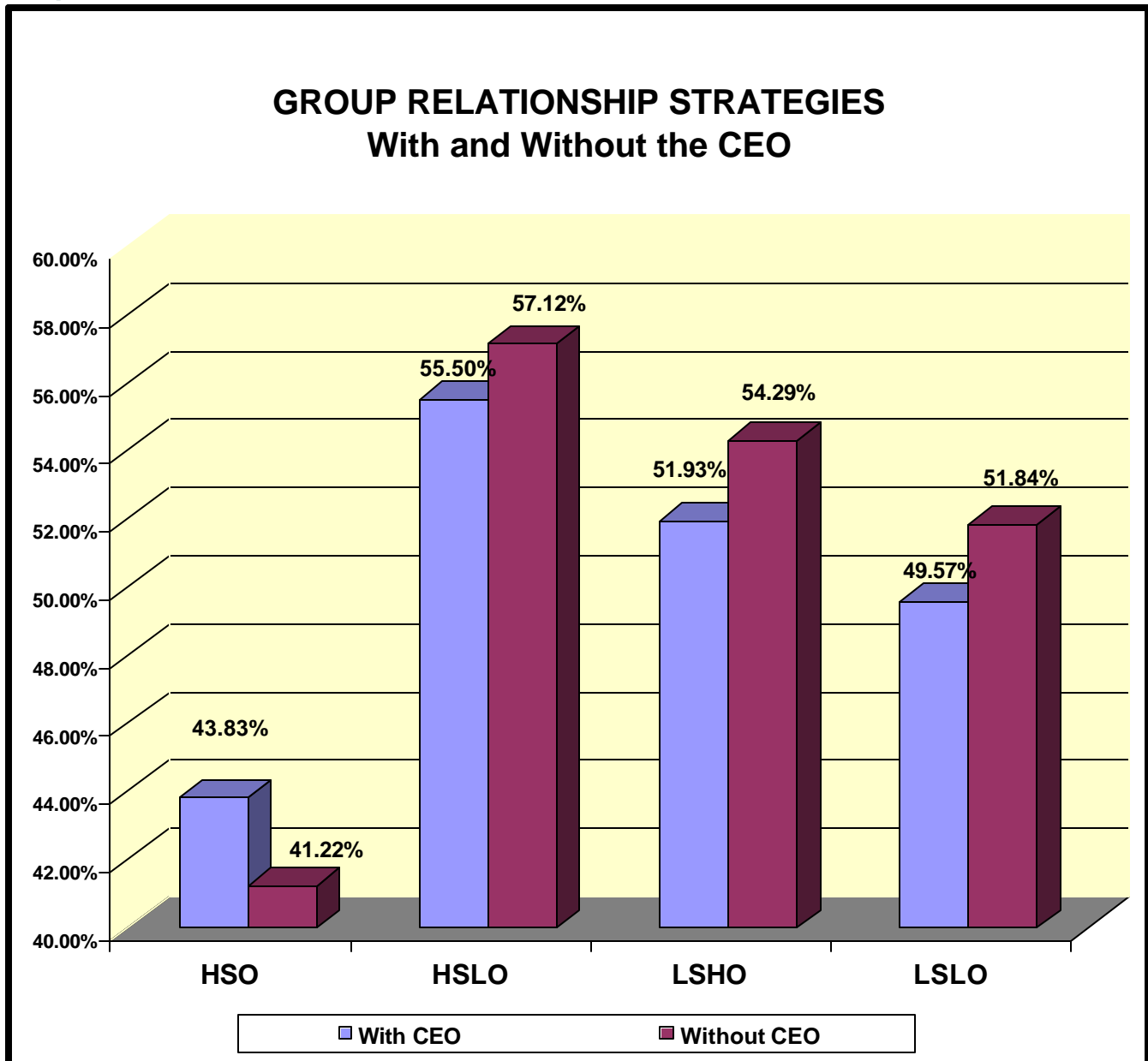
- 15 Members ranked below the 50th percentile, and 7 above the 50th percentile.
- 7 ranked in the below the 25th percentile, and 2 above the 75th percentile.

Graph E3:



- 5 members ranked below the 20th percentile, and 4 ranked above the 80th percentile.

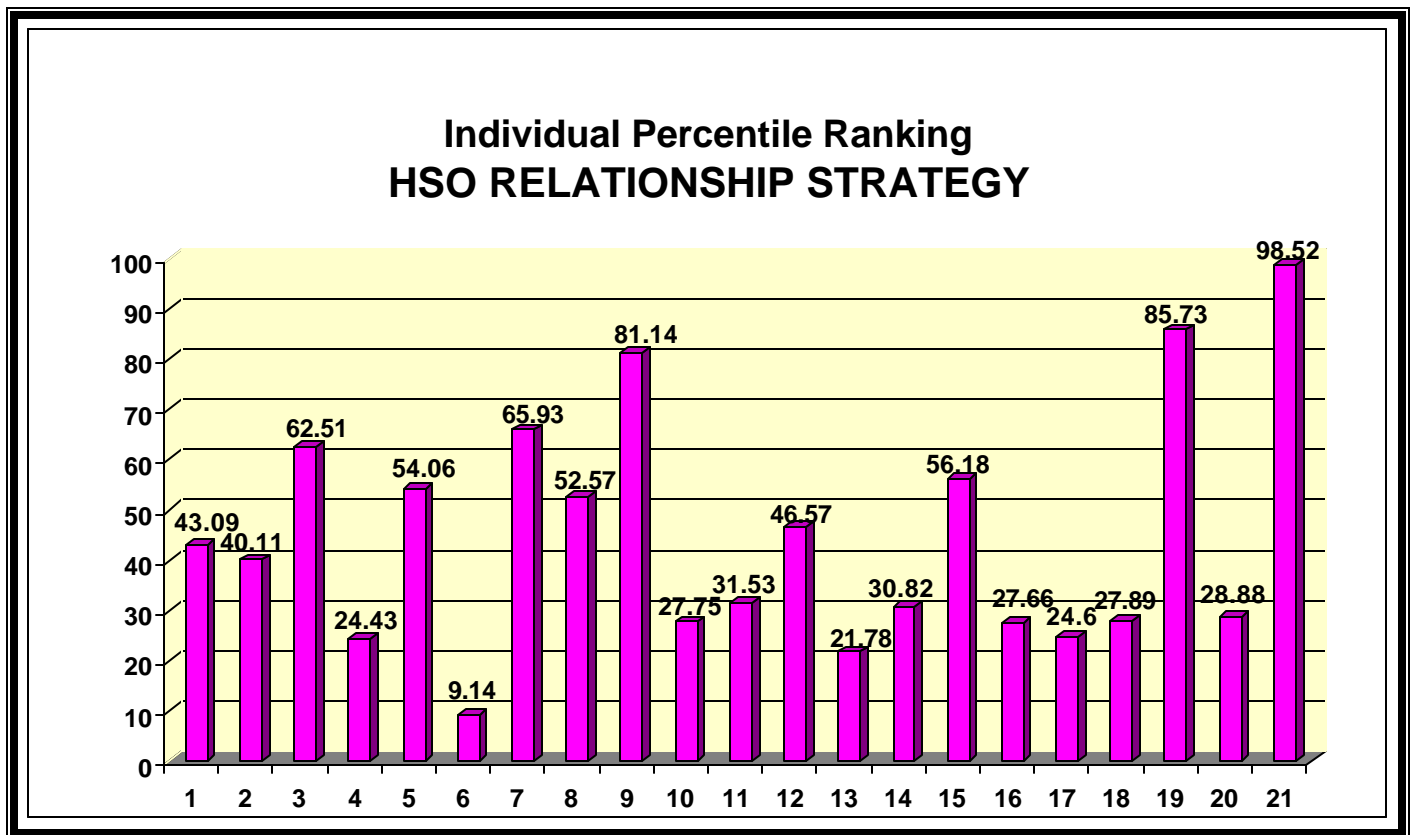
Graph F1:



GEND

- HSD** = High Trust of Self and Other
- HSLO** = High Trust of Self - Low Trust of Other
- LSHO** = Low Trust of Self - High Trust of Other
- LSLO** = Low Trust of Self and Other

Graph F2: High Trust of Self and Other



Data Highlights with a description of this strategy:

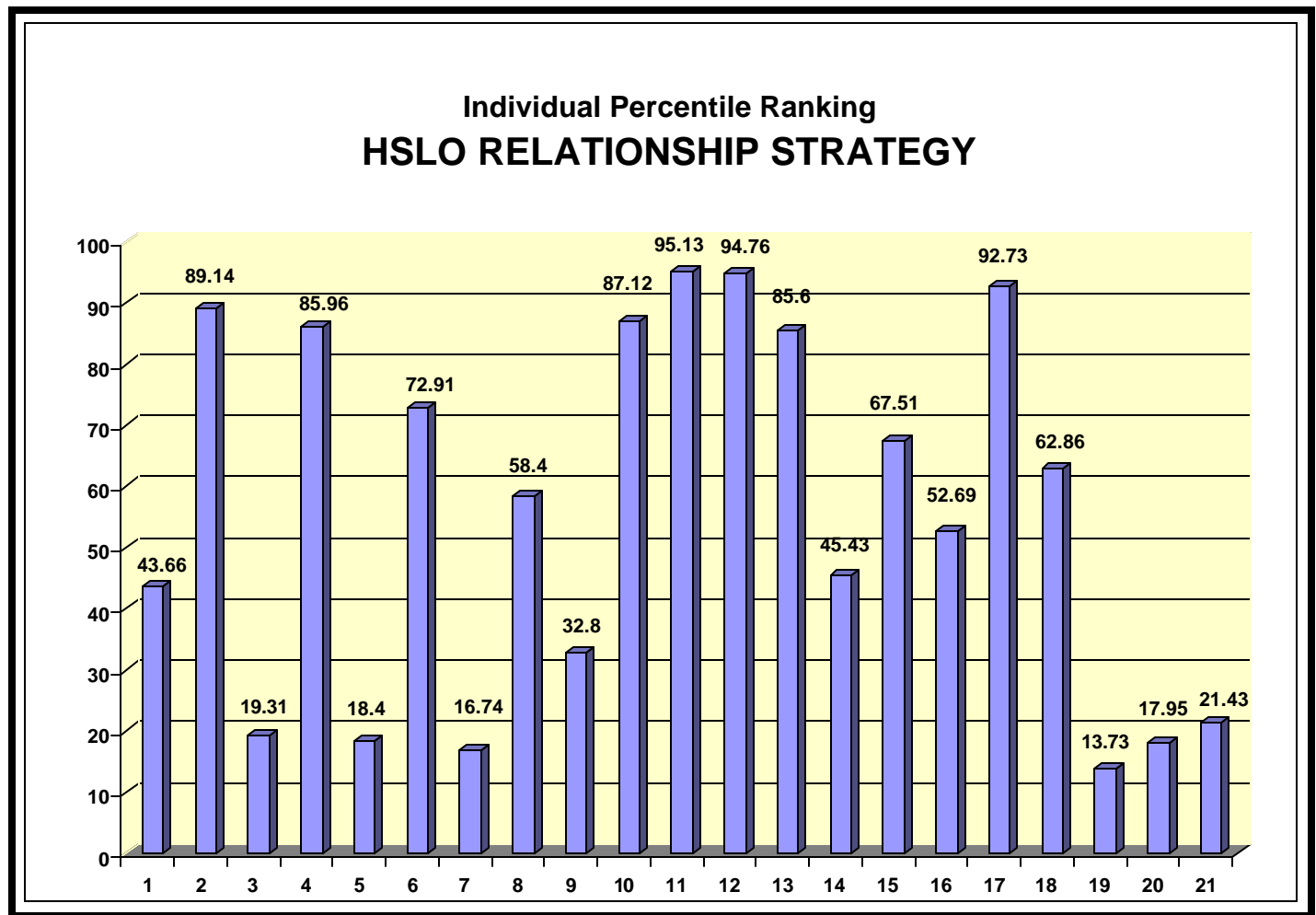
- High HSO strongly correlates with a positive orientation, love, and joy. It also correlates with a balanced Self-Other orientation and a balanced reliance on thoughts, wants, and feelings.
- In contrast a very low HSO strongly correlates with anger, anxiety, fear, an other orientation, a negative orientation, low empathy compassion, and a stronger reliance on thoughts
- 13 members out of 22 ranked below the 50th percentile with 8 ranking below the 30th percentile or close to the "Need Work" level.
- 3 members ranked in the "Optimally fit" level.

Implications for the Team:

This is a strategy of positive working relationships with strong teamwork and high collaboration. It is a strategy of coming together to problem-solve and work together to find the best solution rather than working alone. This data suggest the team has difficulty working in a collaborative manner and easily loses trust in one another and the team as a whole.

A few individuals take the lead in trying to work in a collaborative way and most likely maintain this expectation most of the time. At the same time, the largest percentage of the group has a tendency to go to mistrust which may be experienced in multiple ways ranging from withdrawing and becoming silent, passive aggressive behavior of resistance, or active negative resistance.

Graph F 3: High Trust of Self - Low Trust of Other:



Data Highlights with a description of this strategy:

- 12 of the 22 members ranked above the 50th percentile with 8 in the top quartile.
- 7 members ranked in the lowest quartile
- The minority ranked in the middle giving this a bi-polar focus for the group

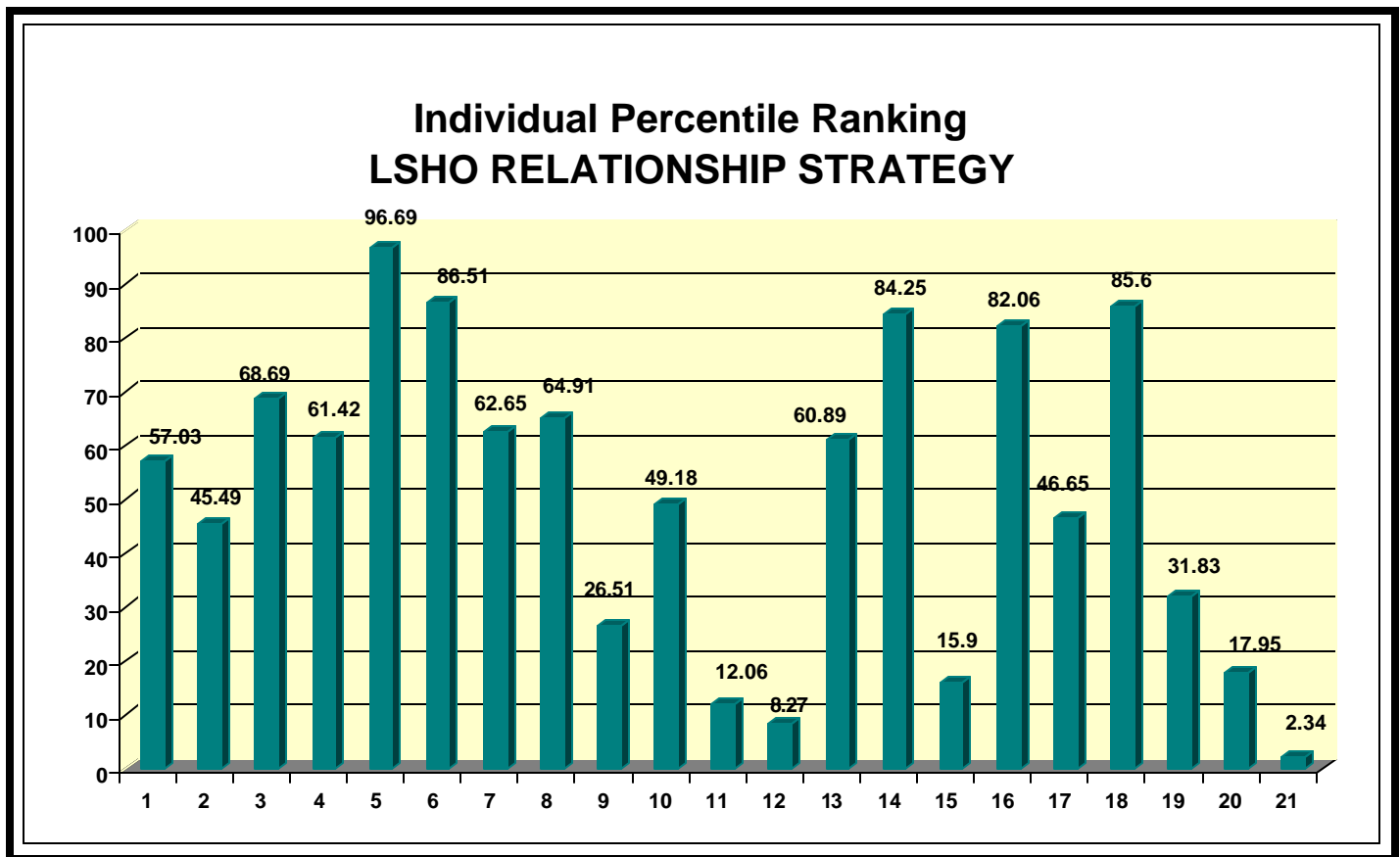
Implications for the Team:

For those who rely on this strategy quickly when under stress, the positive implications are the ability to think and act alone without consulting others and handle substantial resistance to an idea or a task. Someone strong in this strategy can be a good "champion" of something because he/she can handle resistance and go it alone when needed. The negative side of this strategy is it is easy to stop listening to others, stop inquiring or caring what others think. It is more of an "I don't need you "or "I can do this myself" strategy. This is an independent or a more autocratic strategy. It strongly correlates with anger, fear, anxiety, and a more negative orientation. It is not collaborative.

In contrast, those who rank very low on this strategy, most likely, have more difficulty handling strong resistance, dealing with conflict, and have difficulty making difficult decisions that are strongly opposed. That can have its negative consequences when this leads to compromising decisions or changing decisions when resistance gets high enough from someone of high influence.

Given the bi-polar picture of this team, it could contribute to the team getting stuck in quiet resistance to actual passive aggressive behavior, or in two subgroups within the executive team that easily become conflicted around authority and work style.

Graph F 4: Low Trust of Self - High Trust of Other:



Data Highlights with a description of this strategy:

- o 4 members are in the top quadrant and 4 members are in the bottom quadrant, making this a more balanced relationship style in this team.

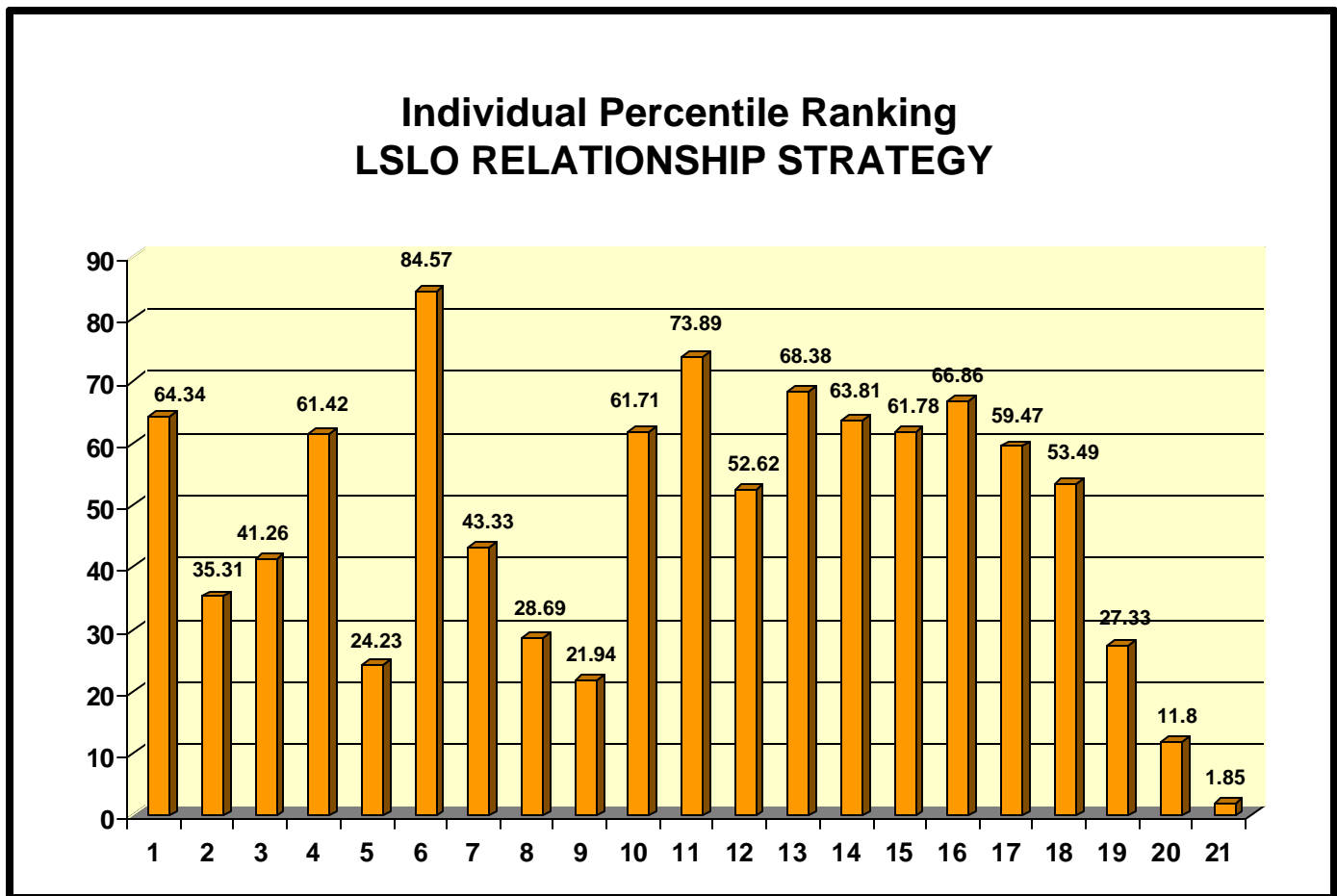
Implications for the Team:

The positive aspects of this strategy is it is a place where individuals can more easily give others authority and can be in a follower or supportive role. When relying on this strategy individuals are typically loyal, supportive, and good listeners. Unlike HSLO, this is a strategy where relationships are highly valued and an individual would have a tendency to move towards relationships to work together. The negative aspect individuals lose trust in themselves and as a leader may capitulate or give into others at times that it does not serve them or others well. When this strategy is a more dominant strategy for someone, he/she may stay in relationships but stay in a way that is more diminished or in a more subservient role.

Most likely those members who are at the highest ranking on this strategy tend to lose trust in themselves when the team is in stress and become quiet or just go along with the group. Those that are very low will have a tendency to stay in a collaborative mode, relying upon HSO, or they will move to an HSLO strategy where they take charge and tend to go it alone. The HSLO strategy can be acted out in a quiet or active way.

This LSHO strategy tends to remain more people oriented and often moves to quieter acceptance of what is happening. They tend to lose trust in their own experience and would not feel comfortable challenging others.

Graph F 5: Low Trust of Self and the Other:



Data Highlights with a description of this strategy:

- This strategy is also more balanced for this team with one person in the top quadrant and 5 members in the bottom quadrant.

Implications for the Team:

This is a relationship strategy where individuals have lost trust in themselves, the other, and the situation. Thus it can be a painful demoralized place to be. The health in this strategy is knowing when a relationship is not working and deciding to leave to move towards health, trust, and vitality. The negative aspect of this strategy is when individuals chose to stay in a relationship (which can be a marriage, a job, a working relationship, etc) primarily because they do not believe they have an option or choice. Rather they feel stuck. When that happens, individuals feel very disempowered and are typically very negative about most everything because they feel defeated. They can stay and have a powerful negative influence on others and overall performance.

For those who rank very low on this strategy, it may mean they have a tendency to stay in relationships longer than is healthy for them. When they rely heavily on an HSO strategy they may continually work in a collaborative mode when clearly others are unable to join them. That can contribute to lengthy decision-making or a vacillation in decision-making processes and outcomes.

The key for this team is for individuals who rank very high or very low in this strategy to examine if, when, and/or how they rely on this strategy within this executive team. How does that translate into behavior and what is the impact on others in the team and the team as a whole.