

# EISA 360

EMOTIONAL INTELLIGENCE  
skills assessment

[ Prepared for Lisa Rike | April 30, 2010 ]



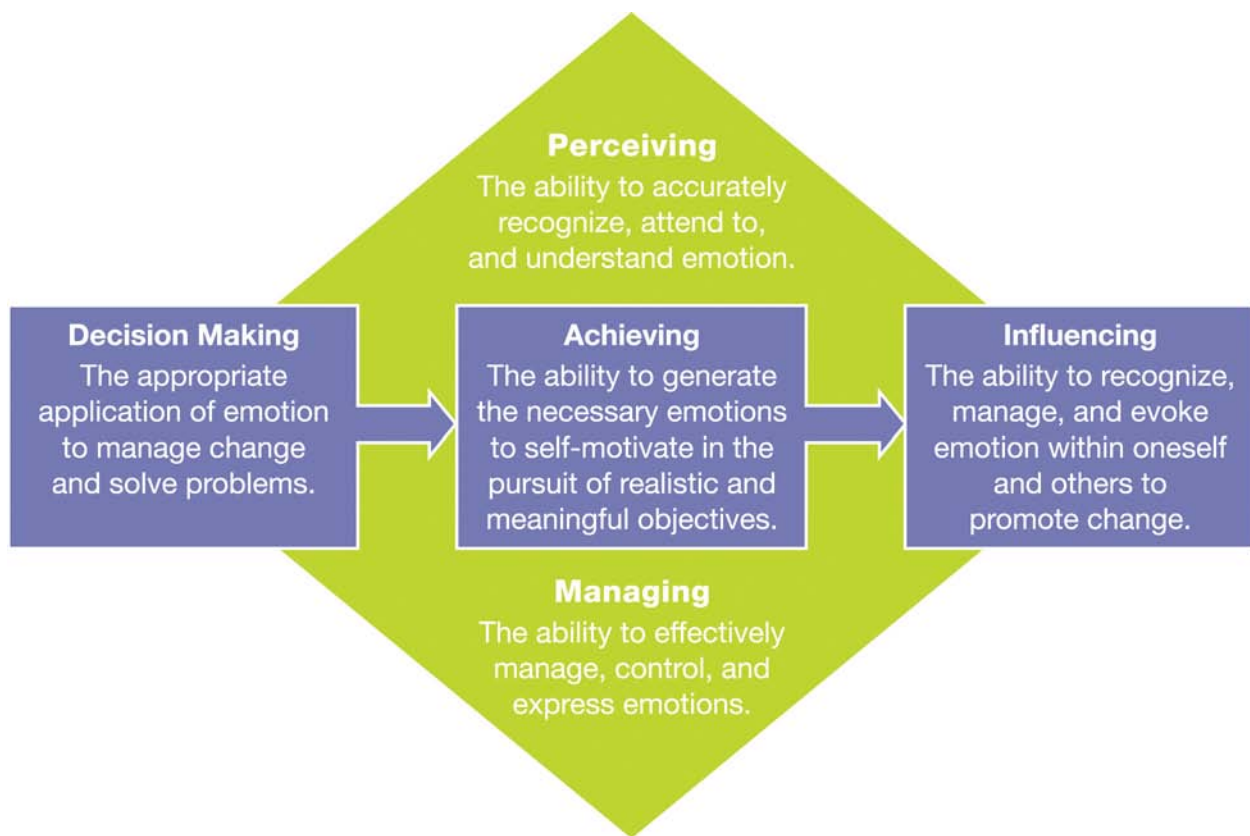
The first step in maximizing your emotional and social intelligence

# EISA 360

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Welcome to the *Emotional Intelligence Skills Assessment (EISA)*. The EISA is designed to provide you with feedback on your perceived frequency of emotionally and socially intelligent behavior, as well as to help you better understand how these skills impact the quality of your personal and professional performance. This report highlights your emotional and social skills across five dimensions or factors, shown in the model below.



## THE EISA ADVANTAGE

Emotional and social functioning plays a key role in your professional success. Each of the five dimensions of the EISA can be developed in order to maximize your performance. Although the EISA is a brief instrument, it represents a valid and reliable tool that quantitatively determines emotional skills that are likely to be relied on during periods of heightened stress and identifies those areas with the greatest opportunity for improvement.

## USING THE EISA: 360

The EISA: 360 is a multi-rater measure of emotional intelligence (EI). The EISA: 360 prompts raters to provide valuable information about your level of emotional and social functioning within the assessment context. This summary report combines your EISA Self report results with those of the designated EISA: 360 raters, creating a complete "360-degree" overview of emotional and social functioning. This report presents your EISA: 360 scores for five different factors: Perceiving, Managing, Decision Making, Achieving, and Influencing.

This feedback report should reflect the unique relationship between your self-reported EISA scores and your raters' assessments. If consensus is high between you and your raters, identification of personal strengths and development areas should be fairly straightforward based on the general profile. When there is low consensus between you and your raters, notable score discrepancies might emerge. These differences might occur for a variety of reasons. Possible explanations could include the fact that certain raters are less familiar with your skill level and have not had adequate opportunity to observe the necessary range of EI behaviors. An alternate explanation might be, however, that you interact differently with different groups. Proper interpretation of conflicting results requires careful investigation into factors that might have contributed to the observed disparities. An informed understanding of the underlying reasons for observed differences will greatly assist in placing this feedback into proper context.

The EISA report was designed to provide you with insight into your current level of emotional and social functioning in professional situations. When reading through your report, various emotions may surface. Please remember, the EISA: 360 report is only one piece of information and is best used in conjunction with other sources of relevant information. This may include, but is not limited to, additional 360-degree assessments, objective behavioral ratings, and performance ratings. The process of growth begins with awareness, followed by determining what course of action is necessary to evoke long-lasting change. The EISA: 360 report is one instrumental component for initiating this change.

## ABOUT THE SCORING

The scores used in this report are *standard* scores. A standard score takes your raw score (which is simply the sum of your responses) and adjusts it onto a standardized scale to give you more information about what your score actually means and allows you to compare your scores between factors.

Let's look at an example of why standard scores are necessary. Let's say you received a raw score of 2.4 on Managing and a raw score of 3.1 on Achieving. Which factor do you use most frequently? Would you say Achieving? What if we then told you that the average score for Managing is a 2.1 and the average score for Achieving is 4.0? Now you can see that your Managing score is above average and your Achieving score is actually below average.

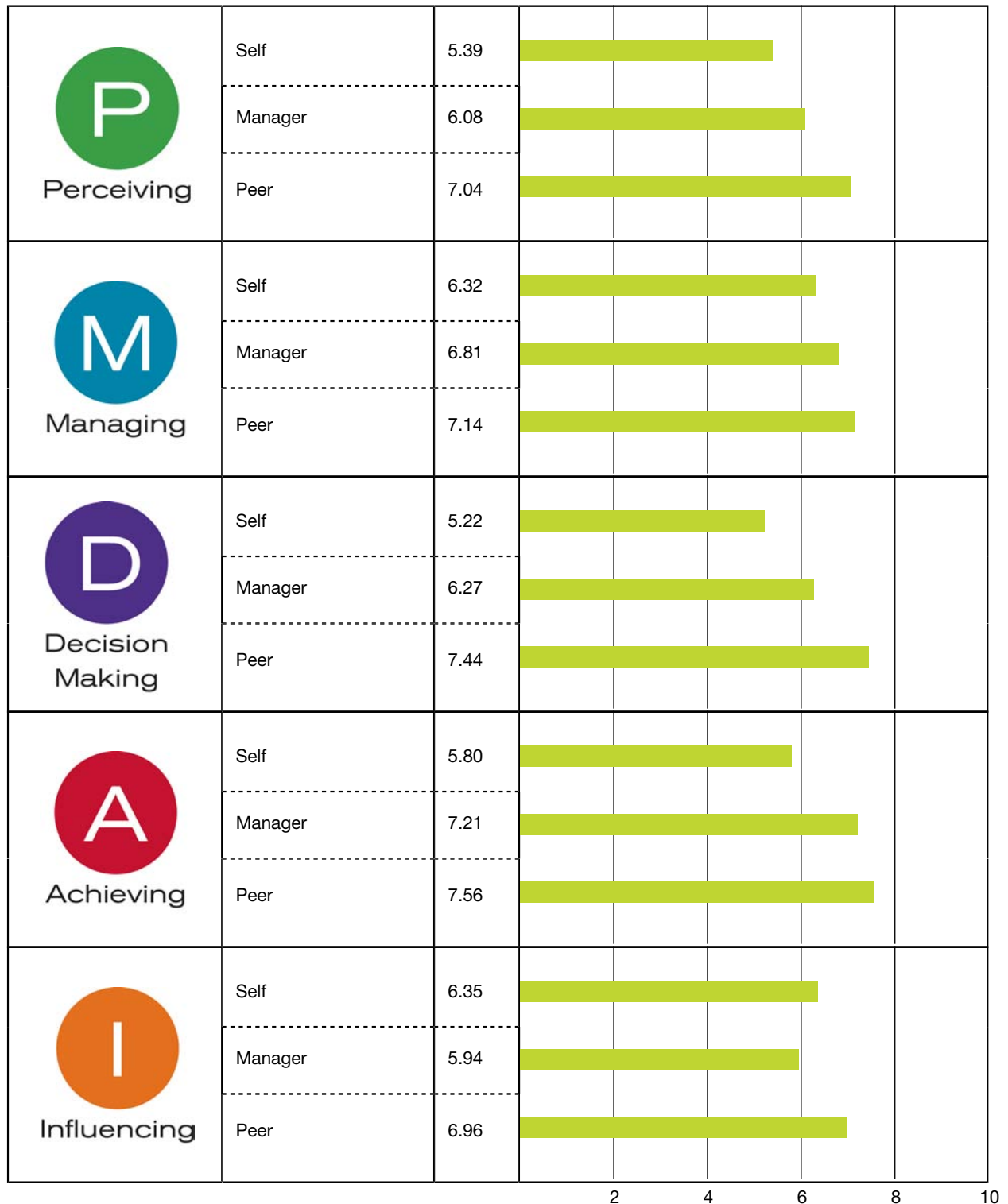
Standard scores eliminate this confusion. Standard scores incorporate the average and the spread of the data around the average (called the standard deviation) into their calculation, resulting in a more informative score. Standard scores for EISA will always:

- range between 1-10
- have an average of 5
- have a standard deviation of 1

This means you automatically know if your score is above or below average (i.e., above or below 5) and how far away it is from the average (i.e., how many standard deviations of 1 is your score away from 5).

## YOUR EISA: 360 RESULTS SUMMARY

The following graph shows your score and the score for each of your observer groups for each of the five EISA factors.



## AREAS OF GREATEST CONSISTENCY AND GREATEST OPPORTUNITY

This page lists the five items on which your and your observers' scores are closest together (areas of greatest consistency) and the five items on which your and your observers' scores are farthest apart (areas of greatest opportunity). Duplicate gaps may result in there being more than five items in a list. This information can be used as the basis of a discussion or reflection about similarities and differences in how you perceive yourself relative to how your observers perceive you.

Areas of Greatest Consistency		Factor	Self	Observer	Gap
4.	It's hard for me to smile.	Influencing	1.00	1.00	.00
12.	In the past few years I've accomplished little.	Achieving	1.00	1.00	.00
20.	I am assertive.	Influencing	4.00	4.00	.00
35.	I've got a bad temper.	Managing	1.00	1.00	.00
37.	I tend to explode with anger easily.	Managing	1.00	1.00	.00

Areas of Greatest Opportunity		Factor	Self	Observer	Gap
9.	I often feel anxious when working toward a meaningful goal.	Achieving	4.00	1.67	2.33
13.	I am easily distracted by things going on around me.	Achieving	4.00	1.67	2.33
3.	I am attuned to other people's reactions to me.	Perceiving	3.00	5.00	2.00
22.	I am good at perceiving the emotions of others.	Perceiving	3.00	5.00	2.00
14.	When trying to solve a problem, I look at each possibility and then decide on the best way.	Decision Making	3.00	4.67	1.67
16.	When facing a problem, the first thing I do is stop and think.	Decision Making	3.00	4.67	1.67
34.	I'm good at understanding the way other people feel.	Perceiving	3.00	4.67	1.67
43.	I misperceive other people's emotions.	Perceiving	3.00	1.33	1.67
46.	I can control the outward expression of my emotions.	Managing	3.00	4.67	1.67
49.	I'm impulsive.	Achieving	3.00	1.33	1.67

## INDIVIDUAL FACTOR RESULTS

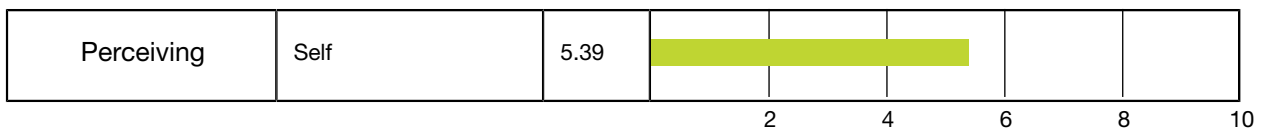
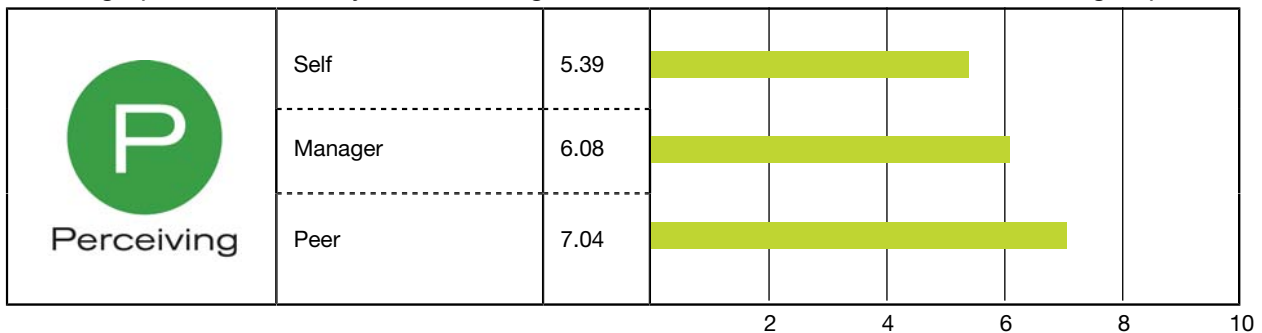
The following section provides a detailed account of your EISA results relative to your respective raters for each of the five factors: Perceiving, Managing, Decision Making, Achieving, and Influencing. This section provides valuable information regarding the implications of the EISA results from a multi-rater perspective.

## PERCEIVING

“ The ability to accurately recognize, attend to, and understand emotion. ”

### SCORES

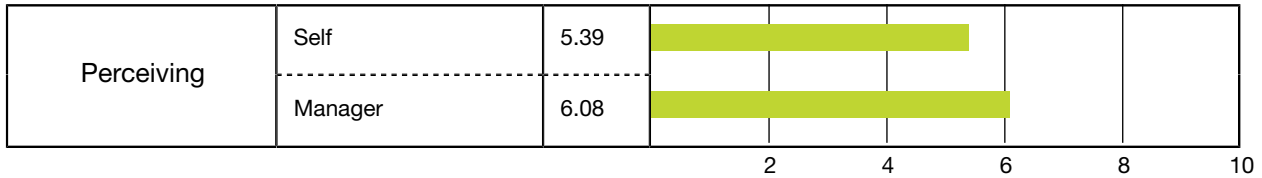
The graph below shows your Perceiving self-score and the score for each observer group.



### Self

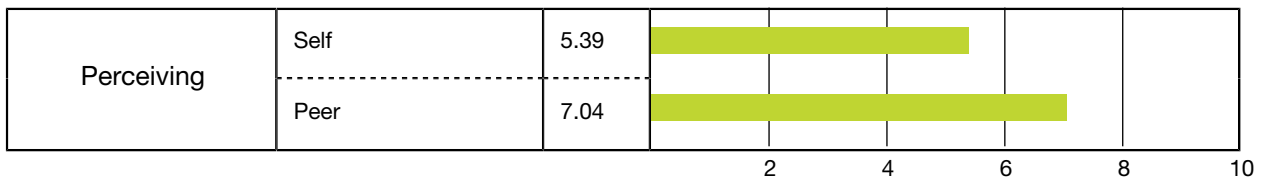
Perceiving emotions is the ability to be aware of, understand, and pay attention to emotions. Emotions contain valuable information about other people, our relationships, and our surroundings. The ability to perceive emotions begins with an awareness of emotional signals, accurately identifying the meaning of those signals, and then applying your emotional understanding to a given situation. The better someone is at reading and understanding emotions, the more appropriately that person will be able to respond.

Your score suggests that you are good at gauging your own emotions and the emotions of others. You generally understand what emotions mean and are able to differentiate between them (e.g., discriminating between fear and anger). However, it's possible that you may miss more subtle cues at certain times or in certain individuals, and there may be certain emotions that make you uncomfortable.



## Manager

Your manager can offer a valuable perspective on how well you perceive emotions, as he or she has formal accountability for both your technical and interpersonal performance. Given this relationship, you can gain critical insight into your leadership skills based on how your manager perceives your ability to understand the environment around you. Your EISA: 360 results indicate that your manager rated you similarly to how you rated yourself. Your manager may have scored you a bit higher or lower; however, this difference is not significant and shows little discrepancy between you and your manager.



## Peers

Peers, on the other hand, can offer more of an "outsider" perspective since they do not have any direct accountability for you or your work. They may, however, work with you in cross-functional groups and can observe your performance first hand. The Peer group can observe your ability to perceive emotions in one-to-one communications, as well as in group encounters (e.g., cross-functional teams). Your EISA: 360 results indicate that the Peer group rated you significantly higher than you rated yourself.

## RESULT IMPLICATIONS FOR PERCEIVING

### Manager

You and your manager scored this factor similarly and perceive that you regularly use this skill, which is a good sign. You and your manager see you as effectively perceiving emotional signals and being in tune with your environment. In order to achieve a higher level of emotions perception, it would be helpful to identify both the times when you perceive the emotions of others effectively and the times when you are inaccurate.

### Peers

In their observations of you, your Peer group is more inclined to rate you higher in the Perceiving scale than you rated yourself. Members of the Peer group have noticed your use of this skill in various situations, which is essential in gaining credibility and trust with this group. When your peers view you as effectively understanding emotions and the differences between them, they are also more inclined to perceive you as an adept leader.

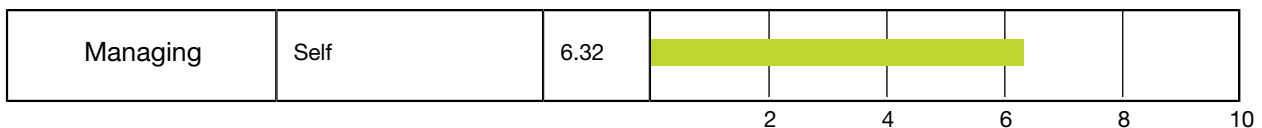
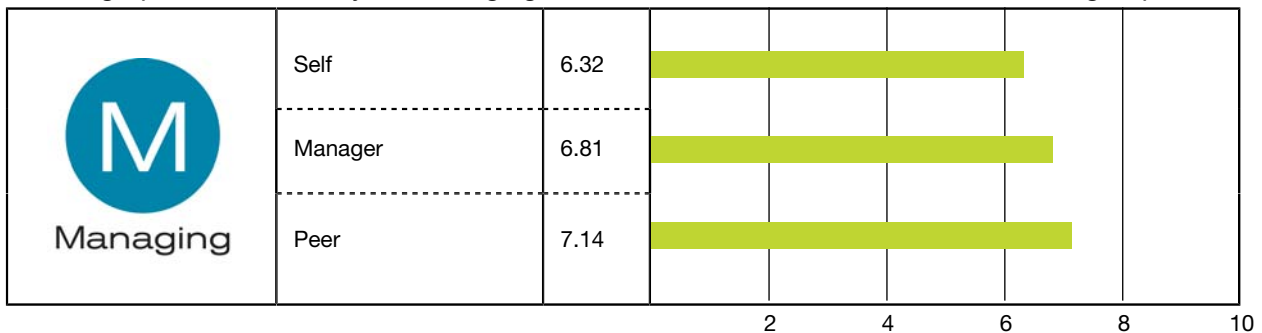
The underestimation in score may suggest that you may at times be overly critical of your performance or are unsure of your skill in this area. Learning to understand and apply emotional signals more frequently can open up an untapped reservoir that can improve your leadership effectiveness (e.g., running group meetings or understanding when a group needs to be motivated or brought to a more neutral emotional mindset).

## MANAGING

“ The ability to effectively manage, control, and appropriately express emotions. ”

### SCORES

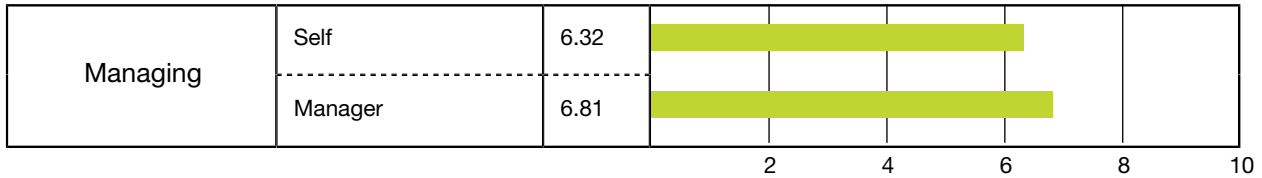
The graph below shows your Managing self-score and the score for each observer group.



### Self

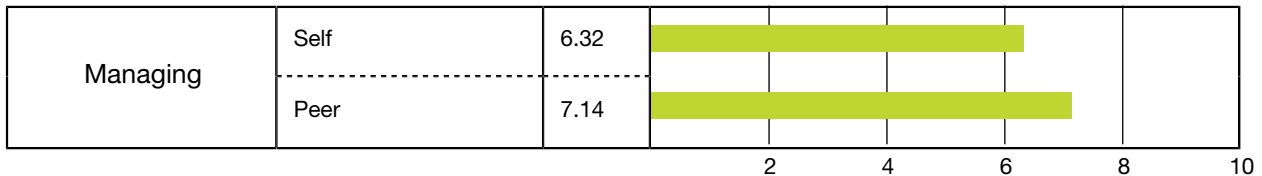
The ability to effectively manage, control, and express emotions is perhaps the most important factor of emotional intelligence. That is, emotions are influential in directing our attention, our thoughts and feelings, and the decisions we make and the actions we take. However, we are not merely products of our emotions, but rather it is our appraisal/interpretation of our emotions that impacts the level/intensity of the emotion both experienced and expressed.

Your score indicates that you are highly proficient at managing, controlling, and expressing emotions in a constructive and socially acceptable manner. This ability has a direct impact on the development and quality of your interpersonal relationships, personal stress, health, decision-making, and professional success. For example, individuals that recognize when they feel frustrated, sad, irritable, or elated, and perceive how these feelings alter their behavior, are often viewed as empathic, composed, and approachable, which can lead to greater personal and professional opportunities.



## Manager

Many expectations are placed on individuals in the workplace, with one of the most important being the ability to manage emotions. Your manager will be able to give you some constructive feedback in this area because he or she is able to observe your management of emotions in interactions with others (peers, direct reports, customers/clients), as well as in planning, decision making, and task execution. Your EISA: 360 results indicate that your manager rated you similarly to how you rated yourself. Your manager may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of your manager are relatively aligned.



## Peers

Your Peer group represents a valuable source of information, given that they operate with a similar level of authority and can provide another perspective on how well you manage your emotions. Your Peer group is essential when forming working alliances and partnerships (for example, cross-functional teams) and when trying to implement changes that will improve the organization as a whole. An inability to manage your emotions may limit opportunities for collaboration with this group. Your EISA: 360 results indicate that your Peer group rated you similarly to how you rated yourself. This group may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of this rater group are relatively aligned.

## RESULT IMPLICATIONS FOR MANAGING

### Manager

You and your manager scored this factor similarly and perceive that you regularly use your Managing emotions skill, a good sign. In order to achieve a higher level of emotional management, it would be helpful to talk with your manager in order to find out where and when you are able to manage your emotions effectively and times when you are not.

### Peers

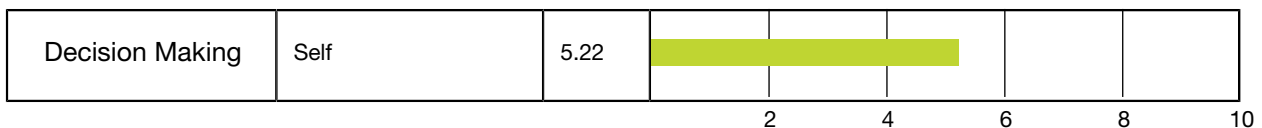
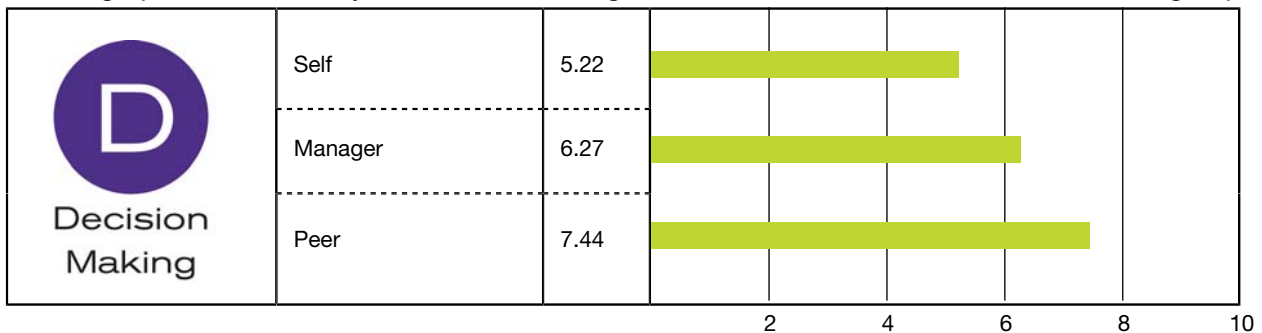
You and your Peer group scored this factor similarly and perceive that you regularly use your Managing skills, a good sign. You and this group both recognize a good ability in managing emotions in a constructive and socially acceptable manner. In order to achieve a higher level of emotional management, it would be helpful to talk with members of this group in order to find out where and when you are able to manage your emotions effectively and times when you are not.

## DECISION MAKING

“ The application of emotion to manage change and solve problems. ”

### SCORES

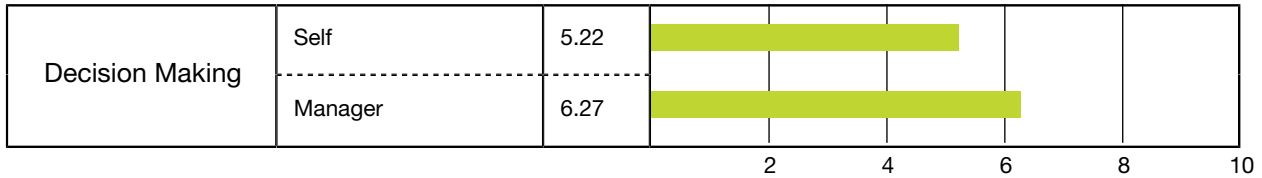
The graph below shows your Decision Making self-score and the score for each observer group.



### Self

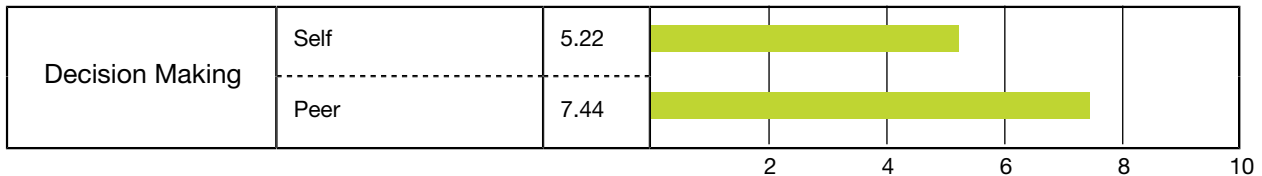
The process of decision making requires the attention to and processing of relevant environmental, interpersonal, and intrapersonal cues. However, an individual's emotional state can directly influence what information he or she attends to. As a result, the emotionally intelligent individual knows which emotions will help with a task or situation and will in turn be able to generate the emotion that will provide the best chance of achieving a successful outcome. For example, positive and negative emotions (happy versus sad) directly influence both our cognitive and physical resources available for decision making, impacting both decision speed and accuracy. As a result, an astute awareness of the "problem" must be paired with an appropriate emotional state. Therefore, the ability to manage change and solve problems is a reflection of one's ability to match emotions with the demands of the situation.

Your score indicates an effective decision-making ability, suggesting that although you are adept at recognizing the importance of different emotions for effective decision-making, you are susceptible to adopting ineffective strategies when presented with emotionally evocative content. For example, you are likely susceptible to impulsive decisions when elated or delayed and drawn-out decisions when subdued.



## Manager

In today's fast-paced environment, an individual's ability to respond effectively to oncoming challenges and opportunities while deciding on the proper course of action is a critical determinant of one's success (or failure). Although your manager does not observe your decision-making skills in all areas of your work, he or she does know what decisions are made at an organizational level. Your EISA: 360 results indicate that your manager rated you similar to how you rated yourself. Your manager may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of your manager are relatively aligned.



## Peers

Your Peer group's perspective offers some additional insight into how you operate with respect to your decision-making skills. Because the Peer group members are considered of equal rank within the organization, they can offer interesting input about how you emotionally respond to challenges that affect the organization cross-functionally. Your EISA: 360 results indicate that your Peer group rated you significantly higher than you rated yourself on this scale.

## RESULT IMPLICATIONS FOR DECISION MAKING

### Manager

You and your manager scored this factor similarly and perceive that you display this skill more often than not, a good sign. You and your manager believe that you are a relatively capable decision-maker. In order to achieve a higher level of decision-making skill, it would be helpful to find out where and when you can use your emotions more effectively.

### Peers

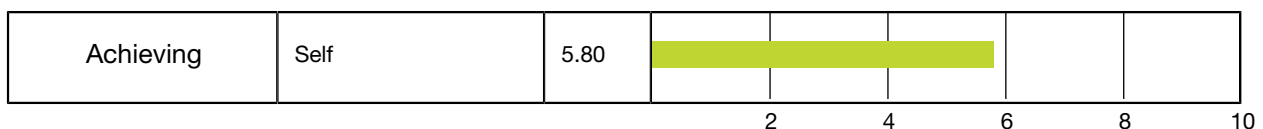
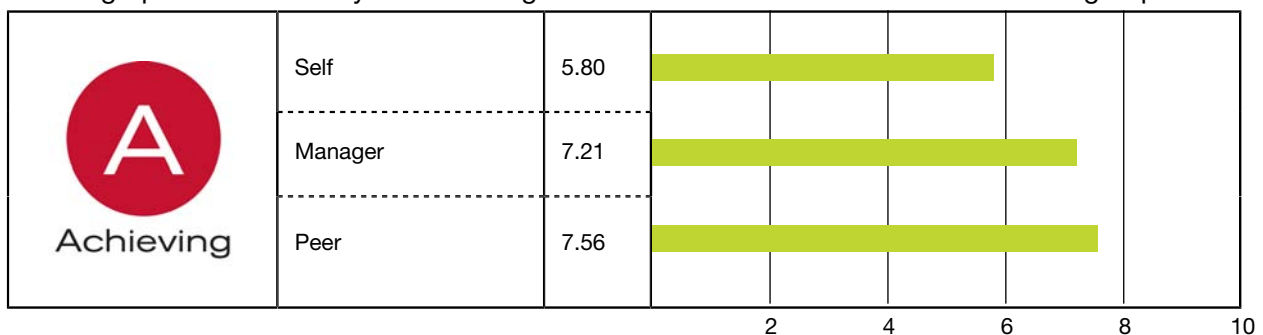
You are probably more adept than you think in the area of decision making based on the perceptions given by members of your Peer group. In their observations of your performance, you have demonstrated flexibility, openness to change, and an ability to generate a variety of different solutions to problems. As a result, you have been able to effectively pair your emotions to the decision-making context. In order to enhance your ability in this area in the future, it is recommended that you follow up with members of this group to find out when and where you made very good decisions and recognize certain emotions that were used.

## ACHIEVING

“ The ability to generate the necessary emotions to self-motivate in the pursuit of realistic and meaningful objectives. ”

### SCORES

The graph below shows your Achieving self-score and the score for each observer group.

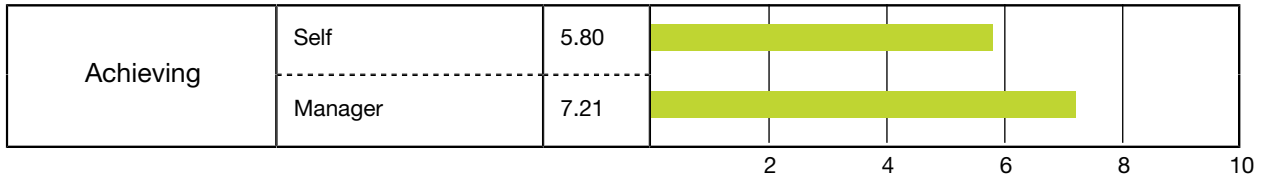


### Self

Achieving requires the ability to self-motivate and to evoke the emotions necessary to pursue realistic and meaningful goals. Although success is often subjectively defined, our physiological reaction (that is, heart rate, blood pressure, breathing rate, etc.) and emotional experiences are based on the interpretation of the effectiveness of our efforts toward goal attainment.

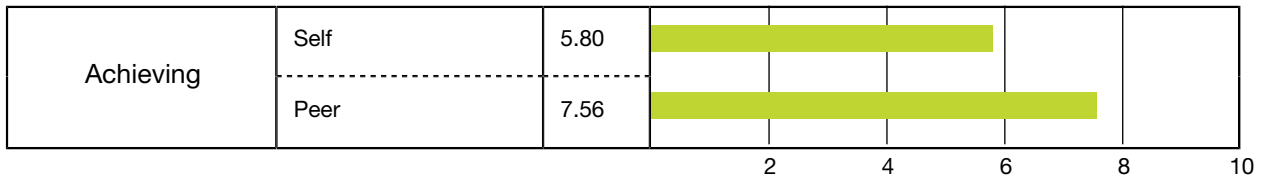
Your score indicates that you are goal-directed but with a tendency to focus on the end result. Although you experience pleasure in success, you are likely motivated to avoid failure. You tend to take responsibility for the outcomes of your actions, enjoy activities with some risk, and welcome feedback. From a psychological perspective, your achievement disposition can result in the experience of positive emotions; however, this may take considerable effort. Intrinsic motivation has been linked with satisfaction, enjoyment, and interest, and it has a negative relationship with maladjustment and burnout, but given that you have a tendency to focus on outcomes while avoiding failure, your outcome orientation can lead to more negative moods and less effective social and emotional adjustment in high-stress situations.

# EISA 360



## Manager

Given that your manager is accountable for rating your output, how your manager rates you on the Achieving scale is important information to consider when assessing your performance. Managers often expect their employees to use their emotions effectively in order to meet or exceed job demands and make the most out of difficult situations. Managers prefer to see that difficult scenarios are viewed as challenges rather than threats. Your EISA: 360 results indicate that your manager rated you similarly to how you rated yourself. Your manager may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of your manager are relatively aligned.



## Peers

Even though the Peer group may not be directly responsible for your performance, this group is instrumental in helping you in the acquisition, development, and successful implementation of organizational resources. If this group does not feel confident in your ability to meet group, team, and individual objectives, members may be less likely to work collaboratively with you or assist you in times of need, both of which are crucial to leadership success. Your EISA: 360 results indicate that the Peer group rated you significantly higher than you rated yourself on this scale.

## RESULT IMPLICATIONS FOR ACHIEVING

### Manager

You and your manager scored this factor similarly and perceive that you use this skill regularly, a good sign. In order to function at a higher level in this area, it would be helpful to find out from your manager the necessary emotions that should be used in certain situations to be more effective in obtaining your goals.

### Peers

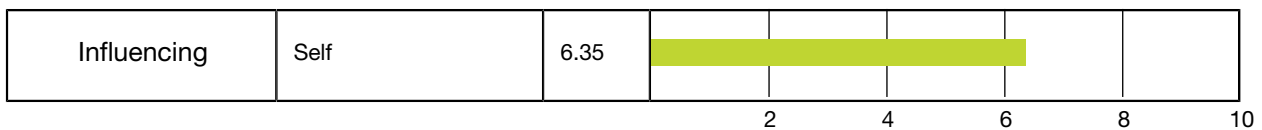
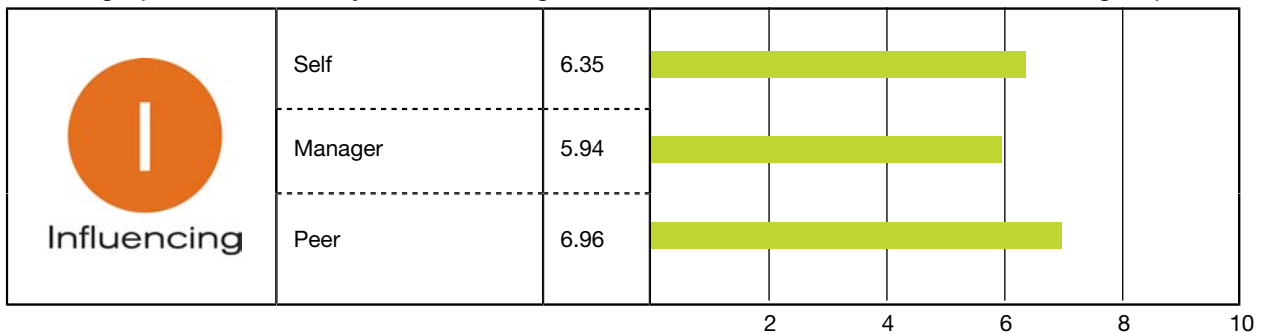
Your Peer group believes that you effectively use your emotional intelligence skills more often than you give yourself credit for. Your ability to apply your emotional knowledge directly impacts your ability to attain your goals. This higher level of emotional and social functioning will enable you to thrive in competitive, challenging, and fast-paced environments. However, if there is a great discrepancy between you and your Peer group, you are encouraged to follow up with your raters, in order to find out where and when you have performed this skill at an optimal level.

## INFLUENCING

“ The ability to recognize, manage, and evoke emotion within oneself and others to promote change. ”

### SCORES

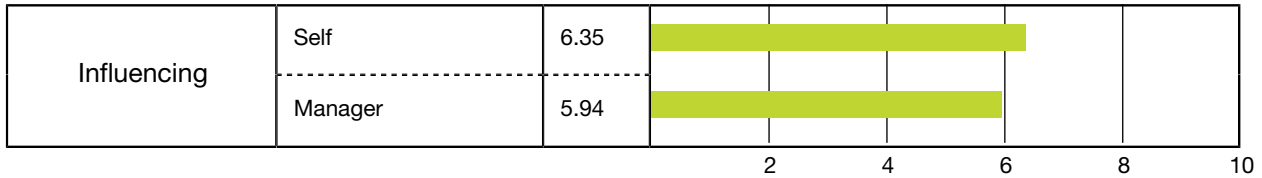
The graph below shows your Influencing self-score and the score for each observer group.



### Self

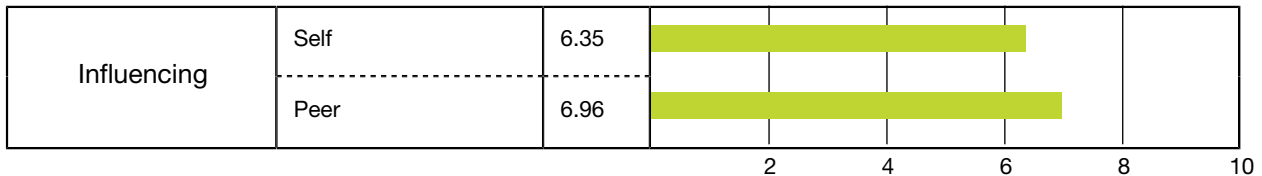
Emotions play an enormous role in the creation, maintenance, and progression of social relationships. Your feelings often shape the behaviors and thoughts of others because others perceive these emotions as social signals, which often provoke some form of action. The use of particular emotions and the regulation of those emotions influence the quality and intensity of interpersonal relationships. The way people read your emotional and social cues can have an effect on the amount of power, competence, and credibility that you have. Being confident and authentic in your interactions with people is also essential in becoming more influential in the various roles that you play. Being able to express yourself clearly and confidently often motivates others to achieve higher levels of performance.

Your score indicates a high level on the Influencing subscale, which suggests that you are often using your emotions and the emotions of others to your benefit. This skill may manifest itself when inspiring others to obtain greater goals, influencing others' creativity, improving collaboration, or bringing about change.



## Manager

Your manager's perception of your ability to effect change, lead, and/or influence the behaviors of others is important information to consider when assessing your personal performance. Even though your manager may not have as many opportunities to observe you in your everyday work activities (for example, interactions with direct reports and peers, instructing and delegating tasks), your manager does understand how much influence you have and as a result knows what work is completed, how it is completed, and by whom. Your EISA: 360 results indicate that your manager rated you significantly lower than you rated yourself on this scale.



## Peers

The Peer group's perception of your Influencing behavior helps to aid leadership performance, as members of this group work with you in a variety of situations. They often observe your self-confidence, how you act, your use of emotions, and your ability to assert yourself without being overbearing. Your EISA: 360 results indicate that your peers rated you similarly to how you rated yourself. This group may have scored you a bit higher or lower; however, this difference is not significant and the results reflect that your ratings and those of this group are relatively aligned.

## RESULT IMPLICATIONS FOR INFLUENCING

### Manager

You are possibly not as influential as you perceive yourself to be and you may need a little help managing up. Your manager's lower score indicates that at times you may not be demonstrating the required amount of confidence, assertiveness, and interpersonal skills needed to be influential. Your manager may not have as many opportunities to observe you in your everyday activities (i.e., instructing and delegating tasks, sharing your vision, creating a group environment for creativity and sharing) to know how influential you really are. However, perception often is reality. It is extremely important that you are able to show your manager that you can influence the various groups and individuals with whom you work.

### Peers

You and your Peer group scored this factor similarly and perceive that you display this skill more often than not, a good sign. You and your peers both perceive a relatively capable level of influence that is augmented by your use of emotions. In order to perform at an even higher level, arrange for follow-up meetings with peers who you believe will give you accurate, detailed information. This will help you in understanding where and when you can use your emotions more effectively to be more influential.