







EMOTIONAL INTELLIGENCE

EQ

THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.

Introduction

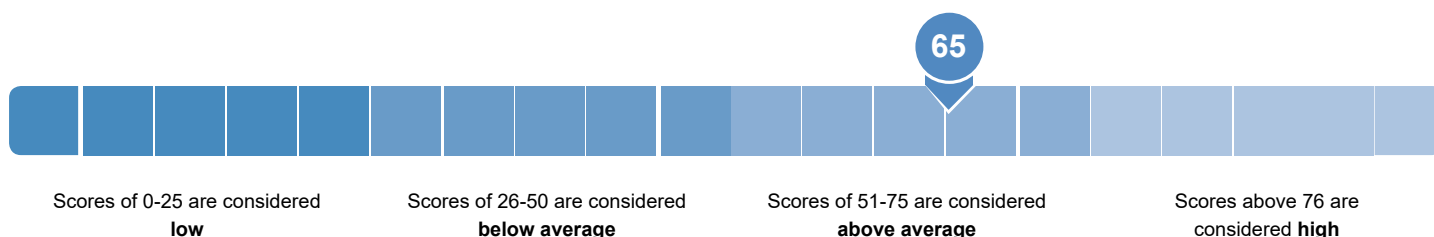
The Hogan EQ assessment evaluates emotional intelligence, or the ability to perceive, control, and share one's own and others' emotions. Persons with high scores seem calm, quiet, poised, and optimistic; persons with low scores seem intense, passionate, bold, and talkative. This report provides scores and feedback for the following six EQ scales:

 Awareness The degree to which people seem in touch with their emotions	 Detection The degree to which people seem aware of others' emotions
 Regulation The degree to which people seem to maintain positive emotional states	 Influence The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors
 Expression The degree to which people seem to communicate desired emotional states to others	 Empathy The degree to which people seem to feel what others are feeling

EQ and the workplace	Using this report
<p>People with higher EQ scores have four advantages at work:</p> <ol style="list-style-type: none"> 1 They quickly understand what others feel and why they behave in certain ways. 2 They are rewarding to deal with and hard to provoke. 3 They remain calm in stressful situations and handle pressure well. 4 They are enthusiastic and optimistic about work. 	<p>This report provides a total EQ score, which reflects respondents' overall emotional intelligence. The higher the score, the higher a person's EQ.</p> <p>The report also provides feedback on a scale-by-scale basis, including discussion points, interpretive information, summaries of likely behaviors, and the pros-and-cons of scores as they concern leadership, teamwork, and employability.*</p> <p>EQ impacts career success in jobs that require social interaction. Many low EQ people are successful, but they would be even more so if they attended to the issues identified in this report. This is especially true for people who aspire to (or are already in) leadership positions. It is also worth remembering that factors such as ambition, expertise, and creativity contribute substantially to career success and are largely independent of EQ.</p> <p><small>*Employability refers to how your EQ scores predict the way in which others are likely to view you as a fellow organizational citizen.</small></p>

Total EQ score

Mr. Candidate's total EQ score of 65 indicates **above average** emotional intelligence.



The total EQ score is the average of the six EQ scale scores summarized below. The scores indicate the proportion of the population who score at or below Mr. Candidate. For example, a score of 75 on a given scale indicates that Mr. Candidate's score is higher than approximately 75% of the population.

Scale	Score	Rating
Awareness	96	High
Detection	13	Low
Regulation	79	High
Influence	47	Below average
Expression	63	Above average
Empathy	94	High



Awareness

The degree to which people seem in touch with their emotions



Low scorers tend to be:

Uninterested in self-analysis
Indifferent to own emotions
Unreflective



High scorers tend to be:

Self-aware
In touch with their own emotions
Introspective



Mr. Candidate's score on the Awareness scale is **high**. He should seem:

- Conscious of sometimes being in a bad mood and careful to control it
- Quiet and reluctant to challenge others
- Interested in and receptive to feedback on own performance
- Unusually calm, relaxed, and unhurried
- Capable of unbiased self-evaluations, even when they are negative

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:


	Leadership	Teamwork	Employability
Pros	Careful to control disruptive emotions at work	Willing to accept feedback and criticism from team members	Good fit with high-pressure jobs
Cons	Reluctant to be assertive	Quiet, passive, and obliging	May seem to lack a sense of urgency

Things to discuss with Mr. Candidate:


- How often do you evaluate your own moods, thoughts, and behaviors?
- How important is it for you to know what others think of you?
- Do you adjust your behaviors to conform to others' expectations of you?
- In what ways could you improve your understanding of how others see you?

Detection

The degree to which people seem aware of others' emotions



Low scorers tend to be:
Unperceptive
Unobservant
Overly logical



High scorers tend to be:
Perceptive
Socially insightful
Intuitive



Mr. Candidate's score on the Detection scale is **low**. He should seem:

- More interested in understanding ideas than people
- Good at finding faults in others
- Unafraid to speak his mind on important issues
- Unafraid to confront poor performance
- Socially uninhibited and independent

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Not afraid to confront poor performance	Able to remain focused on tasks and not waste time on team politics	Able to stay on task, remain focused, and ignore office politics
Cons	Unconcerned about subordinates' problems	Likely not to appreciate the needs, skills, and limitations of team members	May have difficulty understanding what bosses want, even if they state it clearly

Things to discuss with Mr. Candidate:

- How do you attempt to better understand others' emotions or behaviors?
- How much time do you spend trying to evaluate others' thoughts or emotions?
- Can you think of a work situation in which you benefited from accurately interpreting colleagues' or bosses' behaviors?
- What are the most challenging aspects of trying to understand what other people think or feel?



Regulation

The degree to which people seem to maintain positive emotional states



Low scorers tend to be:

Pessimistic
Defensive
Temperamental



High scorers tend to be:

Optimistic
Cool-headed
Even-tempered

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Mr. Candidate's score on the Regulation scale is **high**. He should seem:

- To be hard to provoke
- Cool-headed and calm, even under stress
- To go out of his way to avoid conflict
- Patient with others, even when they make mistakes or behave badly
- Likely to sit back and think before he acts

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Remains calm during stressful times	Others will rely on his steadiness under pressure	Rewarding to deal with and easy to manage
Cons	May seem overly concerned with avoiding conflict	Will rarely be a source of team motivation	Others may wonder about his constant efforts to please people

Things to discuss with Mr. Candidate:

- How often do you make emotional decisions?
- Do work colleagues and bosses find you unpredictable?
- In what ways could you improve your emotional response to others?
- Do you adjust your behavior or emotions around others?



Influence

The degree to which people seem intentionally to affect others' moods, thoughts, and behaviors



Low scorers tend to be:

Non-charismatic
Unable to influence
Reserved



High scorers tend to be:

Charming
Persuasive
Enthusiastic networkers

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Mr. Candidate's score on the Influence scale is **below average**. He should seem:

- Relatively unconcerned about positively impressing others
- To enjoy working only with certain teams
- To be passionate about what he does
- Not easily influenced
- Uninterested in leading others

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:


	Leadership	Teamwork	Employability
Pros	Others will understand that he is passionate about work	Does his job with little involvement in team politics	He prefers to show value through his work ethic rather than self-promotion
Cons	Uninterested in controlling others	Not a strong team player	His lack of interest in self-promotion may be a problem

Things to discuss with Mr. Candidate:


- How easy is it for you to convince others of your ideas and opinions?
- Do you often dominate group discussions when you are in a team setting?
- How important is it for you to alter others' behaviors or opinions?
- In what ways can you improve your ability to influence others?

Expression

The degree to which people seem to communicate desired emotional states to others



Low scorers tend to be:
Emotionally volatile
Indifferent communicators
Emotionally restrained



High scorers tend to be:
Able to appropriately display emotions
Engaged communicators
Emotionally expressive



Mr. Candidate's score on the Expression scale is **above average**. He should seem:

- To be an effective communicator
- To be frank, open, and transparent
- To keep his imagination under control
- To be a careful and efficient worker
- Charming and diplomatic

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:


	Leadership	Teamwork	Employability
Pros	Can effectively use emotional appeals to make his point	Typically seems charming and diplomatic	Should be a good fit with work in sales
Cons	May sometimes share more than others need to hear	May overshare personal feelings with other team members	May not fit with jobs that require rapid adjustment to changing demands

Things to discuss with Mr. Candidate:


- How easy is it for others to understand what you feel?
- How often do you allow your emotions to be visible to others?
- Do you adjust your emotions depending on whom you are with?
- In what ways could you better convey your emotions to others?

Empathy

The degree to which people seem to feel what others are feeling



Low scorers tend to be:
 Unconcerned with others' feelings
 Blunt and direct
 Indifferent to others' moods



High scorers tend to be:
 Attuned to others' feelings
 Tactful
 Responsive to others' moods



Mr. Candidate's score on the Empathy scale is **high**. He should seem:

- Mature, diplomatic, and respectful of others' feelings
- To be an active and attentive listener
- Caring, kind, altruistic, and supportive
- Calm, relaxed, and unflappable
- Tolerant, non-judgmental, and accepting of others' idiosyncrasies

Potential pros and cons of Mr. Candidate's score as it relates to leadership, teamwork, and employability:

	Leadership	Teamwork	Employability
Pros	Should excel in building relationships and teams	Seems to be caring, unselfish, and a good team player	Should be an excellent organizational citizen
Cons	Because he is such a nice person, some people may take advantage	May struggle to make independent decisions	Because he is so accommodating, he may seem overly political

Things to discuss with Mr. Candidate:

- When were you last deeply affected by someone else's sadness?
- How often do the feelings or moods of others influence you?
- How important is it for you to put yourself in other people's shoes?
- Do others see you as caring and altruistic?