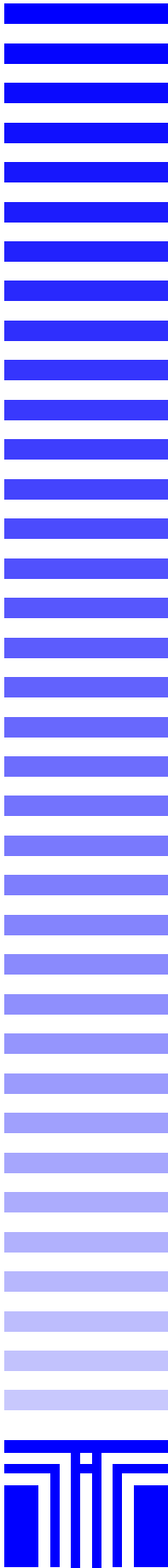


**THE EMOTIONAL INTELLIGENCE
ATTRIBUTE INDEX™**

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

John Doe
Supervisor
ABC Corporation
7-18-2003

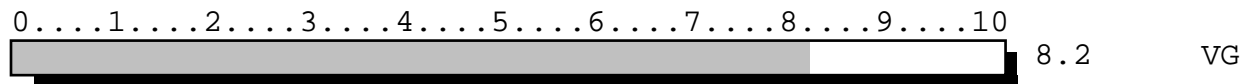


THE EMOTIONAL INTELLIGENCE ATTRIBUTE INDEX™ SUMMARY

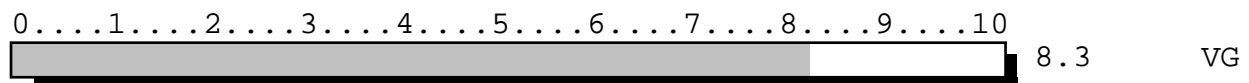
This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

COMPONENT ANALYSIS FOR : John Doe

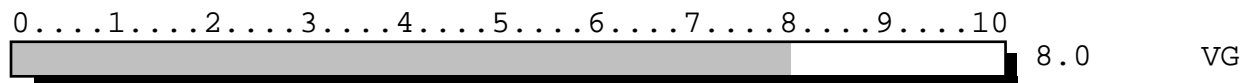
COMMUNICATION SKILLS



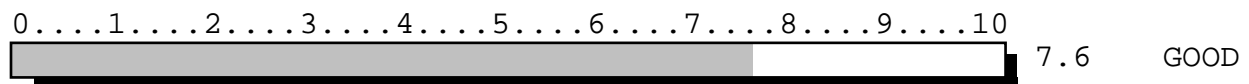
INTERPERSONAL SKILLS



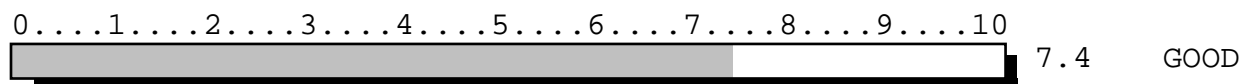
PERSONAL MOTIVATORS



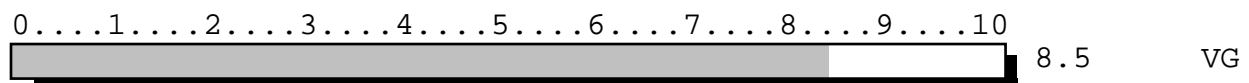
SELF AWARENESS



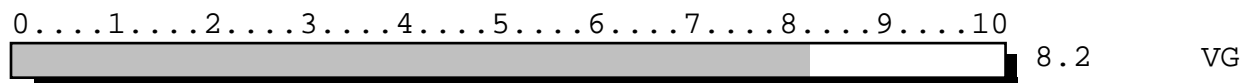
SELF MANAGEMENT



SOCIAL AWARENESS



SOCIAL SKILLS



The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

Rev: 0.94-0.90

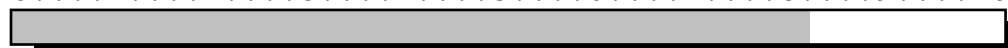
COMMUNICATION SKILLS

Can John communicate with others in an effective, objective way? This measures John's ability to understand those with whom he is communicating so that he may deliver his intended message in the most effective way.

COMPONENT ANALYSIS FOR : John Doe

EVALUATING WHAT IS SAID: How open is John toward other people and how willing is he to hear what others are saying, rather than what he thinks they should say or they are going to say?

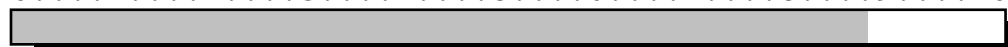
0 1 2 3 4 5 6 7 8 9 10



8.2 VG

FREEDOM FROM PREJUDICES: How well can John readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.8 VG

HANDLING REJECTION: How well does John tend to avoid taking rejection or criticism in an overly personal manner? Does he tend to value himself based too much on his external accomplishments, rather than based on his internal self-belief?

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

SENSE OF TIMING: How good is John at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?

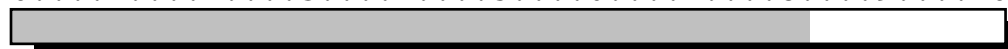
0 1 2 3 4 5 6 7 8 9 10



8.2 VG

UNDERSTANDING ATTITUDE: How good is John at reading between the lines or understanding the body language, reticence, stress and emotions of others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

INTERPERSONAL SKILLS

How well does John get along with others? This category measures John's ability to work closely and cooperate with others to achieve a common goal.

COMPONENT ANALYSIS FOR : John Doe

ATTITUDE TOWARD OTHERS: To what extent does John tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

FREEDOM FROM PREJUDICES: How well can John readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.8 VG

REALISTIC EXPECTATIONS: How proficient is John at setting appropriate expectations for others based on a solid understanding of their abilities? How clearly does he assess their true abilities?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

SURRENDERING CONTROL: How comfortable is John with surrendering control of a given situation or its outcome to another person or a group of people, or does he feel a strong need to retain control himself?

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

PERSONAL MOTIVATORS

What is John motivated by? This category takes a look at six potential sources of motivation for John, and the potential each category has to drive him to action.

COMPONENT ANALYSIS FOR : John Doe

MATERIAL POSSESSIONS: How motivated is John by a need to possess financial or material riches?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

PERSONAL RELATIONSHIPS: How motivated is John by a desire to create close personal relationships with others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

PERSONAL IMPROVEMENT: How motivated is John by a drive to make himself better?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

SENSE OF BELONGING: How motivated is John by feeling a sense of belonging to a social group?

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

SENSE OF MISSION: How motivated is John by a sense of giving himself to a higher cause or mission?

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

STATUS AND RECOGNITION: How motivated is John by social status or prestige?

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

SELF AWARENESS

How well does John understand himself? This category examines how much he values himself and how strongly his internal resources influence her actions.

COMPONENT ANALYSIS FOR : John Doe

SELF ASSESSMENT: How proficient and practiced is John at taking his ability to evaluate the skills and techniques of others and turning it inward to evaluate himself in a similar fashion?

0 1 2 3 4 5 6 7 8 9 10



7.1 GOOD

SELF CONFIDENCE: To what degree does John tend to develop and maintain an inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



8.1 VG

SELF DIRECTION: How clearly does John see the path he must take to achieve his goals?

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

SELF ESTEEM: How does John value his own self worth?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

SELF MANAGEMENT

Does John manage himself with the same vigor and focus he does others? This category measures John's tendency and ability to take a close look at himself, his own wants, abilities and needs and act as his own manager.

COMPONENT ANALYSIS FOR : John Doe

HANDLING STRESS: What is John's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with his ability to perform up to his potential.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.4 GOOD

PERSONAL ACCOUNTABILITY: How likely is John to be responsible for the consequences of his own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.2 GOOD

REALISTIC PERSONAL GOAL SETTING: How proficient is John at setting goals for himself that can realistically be achieved given his abilities, the resources available to him and the timeframe within which he has to work?

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



8.0 VG

SELF ASSESSMENT: How proficient and practiced is John at taking his ability to evaluate the skills and techniques of others and turning it inward to evaluate himself in a similar fashion?

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.1 GOOD

SELF CONFIDENCE: To what degree does John tend to develop and maintain an inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed?

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



8.1 VG

INTERNAL SELF CONTROL: What is John's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to John's external actions when stressed, this capacity is an assessment of his ability to remain calm inside.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.4 FAIR

SELF MANAGEMENT

COMPONENT ANALYSIS FOR : John Doe

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does John feel the need to be consistent and true to himself in his actions? Can he rule his own conduct and remain true to his ideals?

0 1 2 3 4 5 6 7 8 9 10



7.9

VG

SOCIAL AWARENESS

How empathetic is John to a large group or team in general? This category measures John's understanding of an external group's thoughts, feelings, opinions and desires, and his ability to tie his own personal success to that of the group's.

COMPONENT ANALYSIS FOR : John Doe

ATTITUDE TOWARD OTHERS: To what extent does John tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.3

VG

EMPATHETIC OUTLOOK: What is John's present capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.3

VG

FREEDOM FROM PREJUDICES: How well can John readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.8

VG

REALISTIC EXPECTATIONS: How proficient is John at setting appropriate expectations for others based on a solid understanding of their abilities? How clearly does he assess their true abilities?

0 1 2 3 4 5 6 7 8 9 10



8.3

VG

UNDERSTANDING MOTIVATIONAL NEEDS: How well does John understand the needs and desires of others, and how well does he use this knowledge to motivate them to succeed?

0 1 2 3 4 5 6 7 8 9 10



8.8

VG

SOCIAL SKILLS

How well does John use his Social Awareness to accomplish things through others? This category examines how well John can use his awareness of others and apply it toward achieving results.

COMPONENT ANALYSIS FOR : John Doe

EMOTIONAL CONTROL: To what extent does John tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will he usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.8 VG

DEVELOPING OTHERS: How developed is John's ability to understand the needs, interests, strengths and weaknesses of others, and can he then effectively use this information for the purpose of developing others?

0 1 2 3 4 5 6 7 8 9 10



8.8 VG

GAINING COMMITMENT: How proficient is John at developing and invoking a self-motivating attitude in his employees or co-workers in the pursuit of their goals?

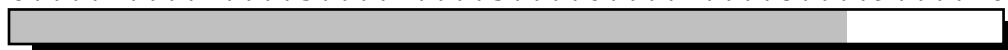
0 1 2 3 4 5 6 7 8 9 10



8.1 VG

CORRECTING OTHERS: How well does John confront controversial or difficult issues in an objective manner? Can he have non-emotional discussions about disciplinary matters?

0 1 2 3 4 5 6 7 8 9 10



8.7 VG

LEADING OTHERS: The ability to organize and to motivate people into getting things accomplished is key to leadership. How capable is John at doing this in a way that makes everyone feel a sense of order and direction?

0 1 2 3 4 5 6 7 8 9 10



8.0 VG

SURRENDERING CONTROL: How comfortable is John with surrendering control of a given situation or its outcome to another person or a group of people, or does he feel a strong need to retain control himself?

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

SOCIAL SKILLS

COMPONENT ANALYSIS FOR : John Doe

RELATING TO OTHERS: How well does John gain personal insight into others, and how effectively does he coordinate that information and knowledge of others into productive interactions?

0 1 2 3 4 5 6 7 8 9 10



8.3

VG

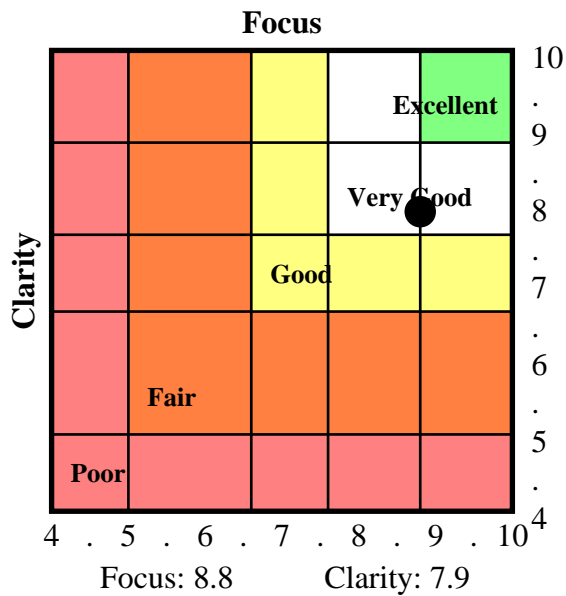
CLARITY AND FOCUS

For consulting and coaching

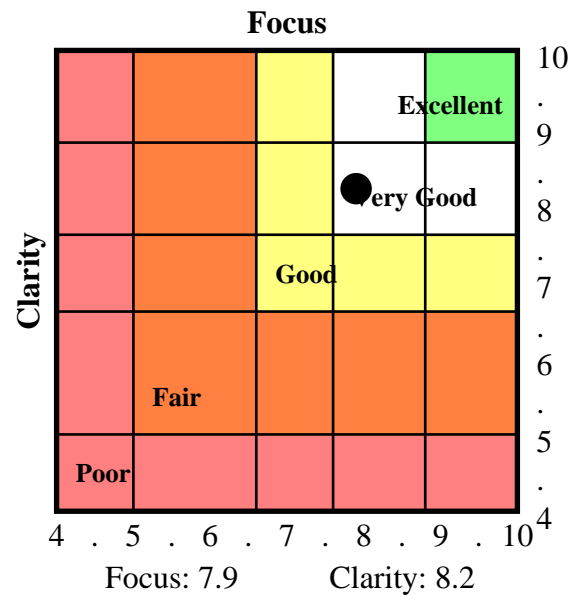
*CLARITY: The degree to which one can discern patterns, order and relationships related to specific dimensions.
 FOCUS: The degree to which one maintains targeted attention toward a specific factor or set of factors.*

John Doe

INTERNAL



EXTERNAL



EMOTIONAL INTELLIGENCE-DIMENSIONAL BALANCE

For consulting and coaching

EXTERNAL FACTORS (Part 1)

*** Intrinsic Dimension**

Empathetic Outlook 8.3

How do you value others?

Attitude Toward Others
Personal Relationships
Understanding Attitude
Relating To Others
Correcting Others

*** Extrinsic Dimension**

Practical Thinking 7.6

How practically do you see the world?

Status And Recognition

*** Systemic Dimension**

Systems Judgment 8.6

How do you value systems and order?

Sense Of Belonging

INTERNAL FACTORS (Part 2)

*** Intrinsic Dimension**

Self Esteem 7.4

How do you value yourself?

Self Improvement
Handling Stress
Emotional Control

*** Extrinsic Dimension**

Role Awareness 8.3

How do you value what you do?

Material Possessions

*** Systemic Dimension**

Self Direction 7.9

What guides or drives your actions?

Sense Of Mission

POSITIONAL SELF-ANALYSIS SHEET

Based on what you learned from Step 1, choose the 5 most highly scored capacities from your Attribute Index which you feel play a significant role in your daily activities, and write the name and score below under “Maximizers”. Repeat this process with the 5 most poorly scored capacities and record them under “Minimizers” below.

Next, to the right of each list under “Real-World Impact”, give as many real-world examples as you can of how these Maximizers benefit your endeavors. Repeat this process for the Minimizers you’ve listed as well.

Example:

Title (Sales Representative)

Maximizers:

Handling Rejection (9.6) Very Good

Real-World Impact:

Because I don't take rejection as a personal affront to my self esteem I am able to keep going in the face of lots of adversity.

Maximizers:

Real-World Impact:

Minimizers:

Real-World Impact:

CORE ATTRIBUTE LIST

For consulting and coaching

- Following Directions (10.0)
- Problem And Situation Analysis (9.6)
- Seeing Potential Problems (9.2)
- Problem Solving (8.9)
- Theoretical Problem Solving (8.8)
- Freedom From Prejudices (8.8)
- Developing Others (8.8)
- Realistic Goal Setting For Others (8.8)
- Understanding Prospect's Motivations (8.8)
see Understanding Motivational Needs
- Understanding Motivational Needs (8.8)
- Integrative Ability (8.8)
- Correcting Others (8.7)
- Conceptual Thinking (8.6)
- Results Orientation (8.6)
- Respect For Policies (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Balanced Decision Making (8.4)
- Attitude Toward Others (8.3)
- Realistic Expectations (8.3)
- Evaluating Others (8.3)
- Project Scheduling (8.3)
- Human Awareness (8.3)
- Relating To Others (8.3)
- Sensitivity To Others (8.3)
- Understanding Attitude (8.3)
- People Reading (8.3) *see Understanding Attitude*
- Empathetic Outlook (8.3)
- Monitoring Others (8.3)
- Personal Relationships (8.3)
- Material Possessions (8.3)
- Attitude Toward Honesty (8.3)
- Role Awareness (8.3)
- Proactive Thinking (8.2)
- Using Common Sense (8.2)
- Evaluating What Is Said (8.2)
- Accurate Listening (8.2) *see Evaluating What Is Said*
- Sense Of Timing (8.2)
- Attention To Detail (8.1)
- Personal Commitment (8.1)
- Commitment To The Job (8.1) *see Personal Commitment*
- Self Confidence (8.1)
- Quality Orientation (8.1)
- Gaining Commitment (8.1)
- Meeting Standards (8.1)
- Consistency And Reliability (8.0)
- Realistic Personal Goal Setting (8.0)
- Leading Others (8.0)
- Long Range Planning (8.0)
- Job Ethic (8.0)
- Persuading Others (8.0)
- Persistence (8.0)
- Intuitive Decision Making (7.9)
- Project And Goal Focus (7.9)
- Goal Directedness (7.9) *see Project And Goal Focus*
- Surrendering Control (7.9)
- Personal Drive (7.9)
- Self Discipline And Sense Of Duty (7.9)
- Conveying Role Value (7.9)
- Role Confidence (7.9)
- Initiative (7.9)
- Self Direction (7.9)
- Sense Of Mission (7.9)
- Enjoyment Of The Job (7.9)
- Self Starting Ability (7.9)
- Creativity (7.9)
- Emotional Control (7.8)
- Accountability For Others (7.7)
- Problem Management (7.7)
- Concrete Organization (7.6)
- Handling Rejection (7.6)
- Respect For Property (7.6)
- Status And Recognition (7.6)
- Practical Thinking (7.6)
- Handling Stress (7.4)
- Self Esteem (7.4)
- Self Improvement (7.4)
- Self Management (7.4)
- Personal Accountability (7.2)
- Taking Responsibility (7.2) *see Personal Accountability*
- Self Assessment (7.1)
- Internal Self Control (6.4)