

Building Emotional Intelligence
and Leadership Success

Emotional Capital Report

ECR360

Multi-Rater Report

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Report prepared for: **Jack Jones**
Raters: Manager(1)
Direct Report(3)
Peer(3)
Other(0)
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Inspired Emotional Intelligence

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Introduction

Emotional Capital Report 360

This report is designed to provide you with the results of the Emotional Capital Report 360™ that you recently completed. The report includes information about how you see your performance in relation to the competencies identified, and compares this with how others see your performance on these competencies. The aim of the report is to provide an objective perspective on your performance that may assist you to gain potentially new and valuable insights and achieve your professional development objectives.

What is a 'Competency'?

A competency is a measurable characteristic that is related to an effective performance in a specific job role. Inventories like this one are always approximations and estimates, not precise indicators. Because of the margin of uncertainty, you should use your own judgement as you review your results. The aim of the report is to assist you in gaining a better understanding of leadership effectiveness and the impact of your behavior on others.

The report is divided into the following sections:

- ECR 360™ Competency Scales
- Total Emotional Capital Score
- Profile Summary Graph - Provides an overview of your strengths and development areas across all competencies and compares how you rated yourself in comparison to the combined scores from all your raters
- Competency Analysis - Provides definitions, levels and scores by rater group for each competency in the survey
- ECR 360™ Profile Summary - Provides a summary comparison chart of all your scores on each competency across rater groups
- Analysis of Rater Responses - Provides a summary of how people have rated you by item for each competency
- Verbatim Comments - Written comments about your behavior and performance from those who provided you with feedback
- Coaching Section - This section highlights any significant differences that may have occurred between your self-appraisal on individual scales, and how others as a combined group (All Raters) may have scored you. It then provides you with suggested coaching strategies for improving performance

How Do I Get the Most Out of My Report?

First, review your Total Emotional Capital Score and Profile Summary Graph. These scores provide you with information on how various groups have rated you in comparison to your self-rating. Next, review the section on Competency Analysis. This section provides you with a brief definition of each specific competency and a comparison of your scores across rater groups. Focus on your strengths and think about how you can use these to your advantage in your role as a leader. Consider your lower scores as development opportunities and consider ways you may improve your performance in these areas. To obtain additional feedback on your performance, review the Verbatim Comments section. Finally, the Coaching Section highlights the differences that may have occurred when you have scored yourself significantly higher on individual scales compared to how your raters (All Raters) may have scored you. If differences have occurred, this section will provide detailed coaching strategies to assist you to enhance your leadership performance. The report is a development tool designed to provide you with an opportunity to engage in a constructive dialogue between you and a human resource professional.

ECR 360 Competency Scales

Self-Knowing
Self-Confidence
Self-Reliance
Self-Actualization

Straightforwardness
Relationships Skills
Empathy
Self-Control

Adaptability
Optimism

Discretionary Comments

Your scores on these competencies represent your self-reported level of skill in managing these leadership behaviors. The ECR 360™ is designed to act as an interpretive aid and should not be used as the sole basis for placement, intervention, or other kinds of decision making. The report is based on interpretations most common for the scores that are obtained. Unusual interpretations must be explored with other instruments on a case-by-case basis.

The information that is provided in this report should be used as a means of generating hypotheses and as a guide to assessment. Higher scores are associated with greater levels of emotional capital and better performance.

Score Key

| | | |
|-------------------------|-----------|--|
| Development Need | ≤ 80 | Your level of emotional capital in this area is likely to be limiting your effectiveness. Developing your skills here is essential to your success. |
| Development Opportunity | 81 - 90 | Your level of emotional capital is adequate, but there is opportunity for improvement. Capitalize on the opportunity to develop this into a strength |
| Effective Range | 91 - 110 | Your level of emotional capital in this area is typical of the general population and there is room to develop this skill to enhance your leadership. |
| Strength to Build On | 111 - 120 | You have above average emotional capital in this area. Build on this strength by considering additional strategies to create emotional wealth. |
| Signature Strength | ≥ 121 | Your score suggests you have above average emotional capital in this area. Seize every opportunity to lead with this strength to capitalize on your success. |

Score Key : Refer to page 3

Emotional Capital Model

Inner Focus

This cluster of competencies enables you to develop your leadership presence and communicate authentically and openly. The cluster includes:

- Self-Knowing**
- Self-Control**
- Self-Confidence**
- Self-Reliance**

Other Focus

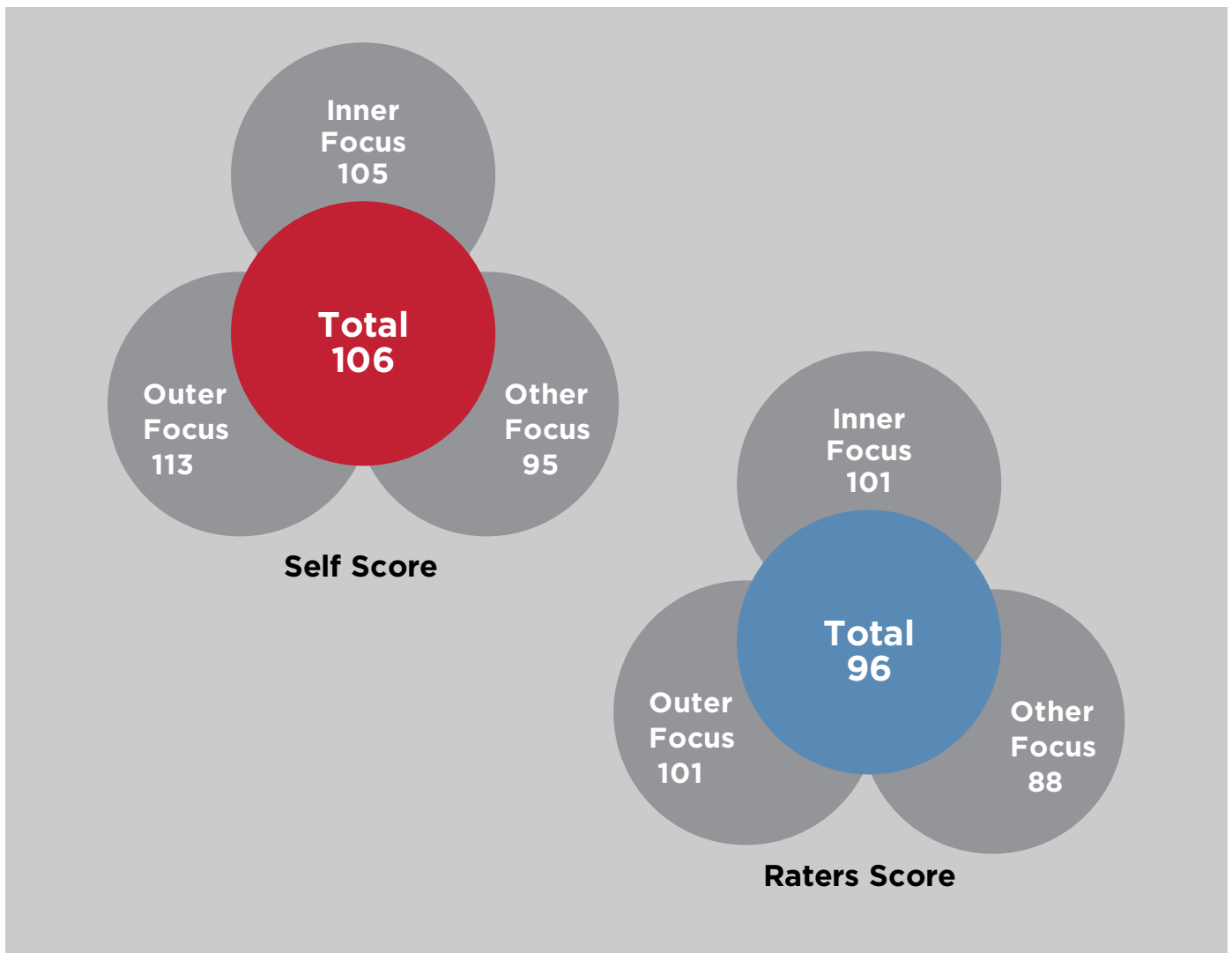
These competencies enable you to grasp the emotional dimensions of a business situation and enhance your capacity to influence others to achieve productive outcomes. The cluster includes:

- Empathy**
- Relationships Skills**
- Straightforwardness**

Outer Focus

These competencies enable you to take on new challenges and respond creatively and effectively to new opportunities. The cluster includes:

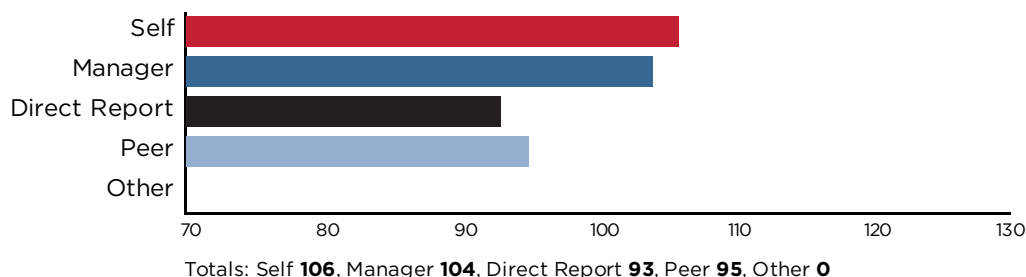
- Adaptability**
- Optimism**
- Self-Actualization**



Score Key : Refer to page 3

Total Emotional Capital Score

The chart below displays your Total Emotional Capital scores by comparing your self-assessed score with the average score for each rater group.



Score Key

- ≤ 80 Development Need
- 81 - 90 Development Opportunity
- 91 - 110 Effective Range
- 111 - 120 Strength to Build On
- ≥ 121 Signature Strength

The Total Emotional Capital Score provides a general indication of how you rate your overall leadership competencies compared to how others see you. Remember, it may be that not all raters have had a chance to observe the full range of your professional functioning, so bear this in mind when interpreting the above results.

Score Key : Refer to page 3

Profile Summary

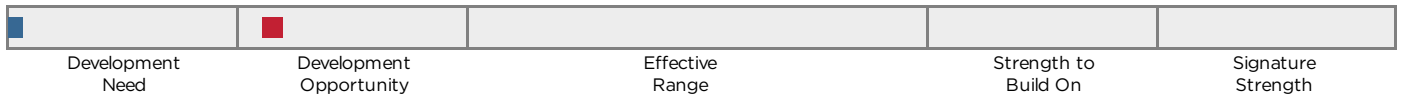
Total EC Score - All Raters

96

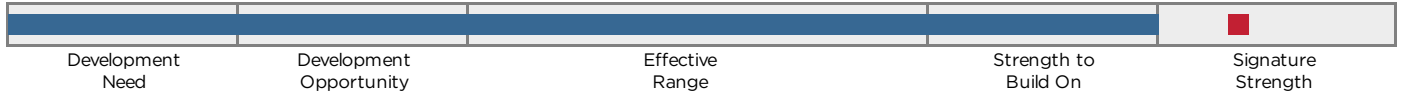
Total EC Score - Self

106

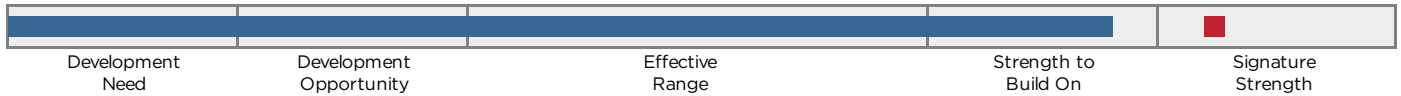
Self-Knowing | 81 | 70



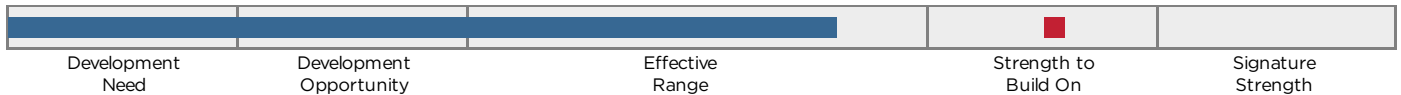
Self-Confidence | 123 | 120



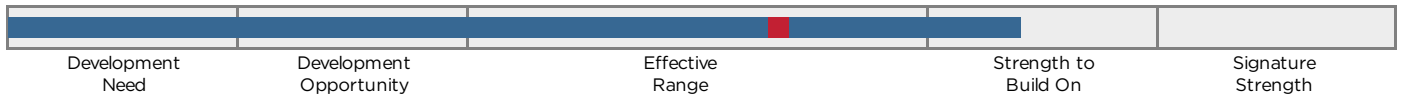
Self-Reliance | 122 | 118



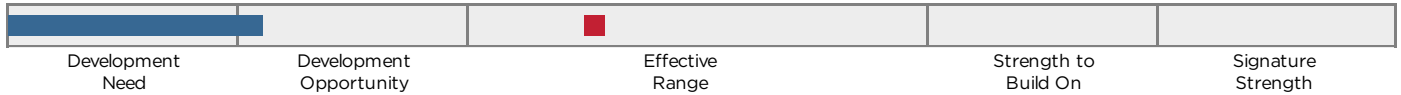
Self-Actualization | 115 | 106



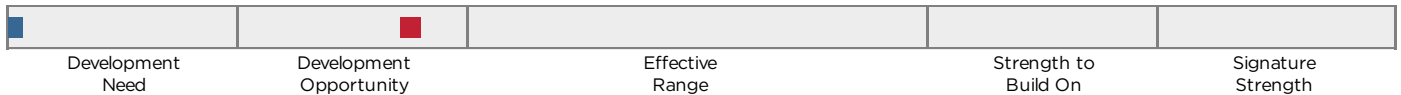
Straightforwardness | 103 | 114



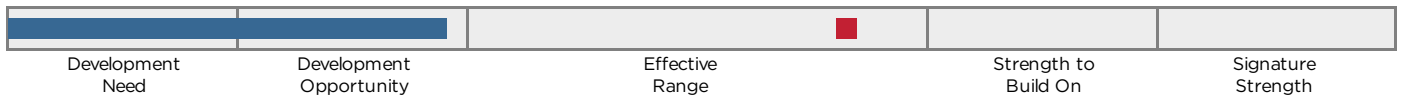
Relationships Skills | 95 | 81



Empathy | 87 | 70



Adaptability | 106 | 89



Self-Control | 93 | 95



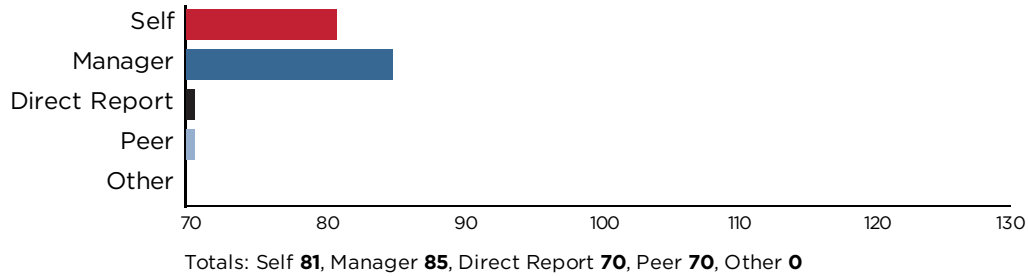
Optimism | 117 | 108



Score Key : Refer to page 3

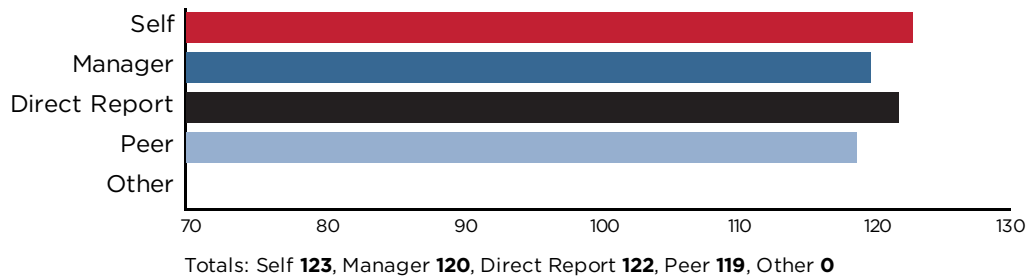
Competency Analysis

Self-Knowing



Emotionally intelligent leaders are aware of their emotional experience and know what they are feeling most of the time. They have the capacity to recognize how their feelings and emotions impact on their personal opinions, attitudes and judgements.

Self-Confidence

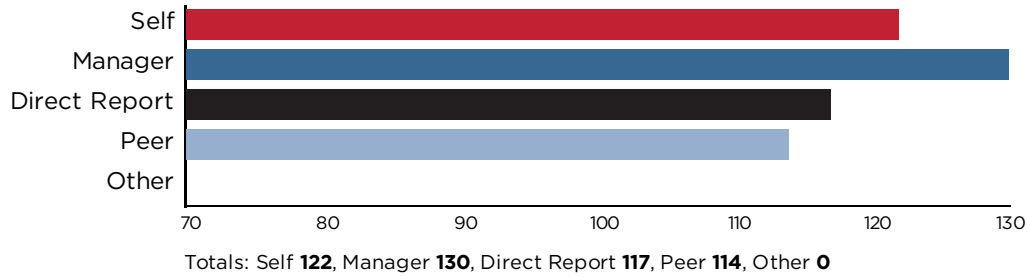


Emotionally intelligent leaders accept and respect themselves and essentially like the people they are. They are confident in their skills, abilities and judgements and possess the emotional resources necessary to maintain motivation and achieve challenging goals.

Score Key : Refer to page 3

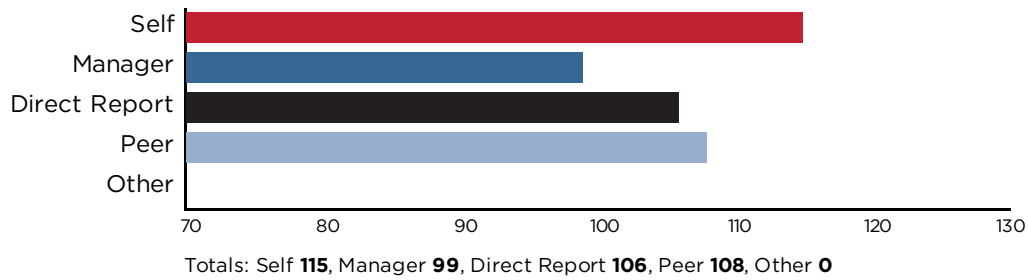
Competency Analysis

Self-Reliance



Emotionally intelligent leaders have the power to be self-reliant in developing ideas and making significant decisions. They recognize that they are a complete and self-directed person and have the power and responsibility to choose between options and make decisions.

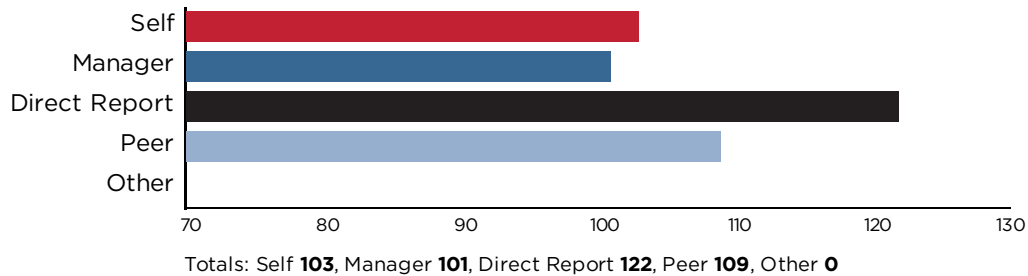
Self-Actualization



Emotionally intelligent leaders maintain an enthusiastic commitment to long-term goals. They have achieved an effective work/life balance and derive satisfaction from their accomplishments. They enjoy setting challenging personal and professional goals.

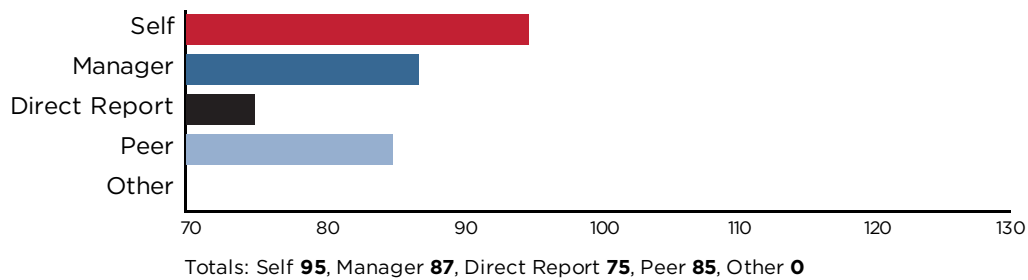
Competency Analysis

Straightforwardness



Emotionally intelligent leaders express their feelings and points of view openly in a straightforward way, while respecting the fact that others may hold a different opinion or expectation. They are comfortable challenging the views of others and give clear messages.

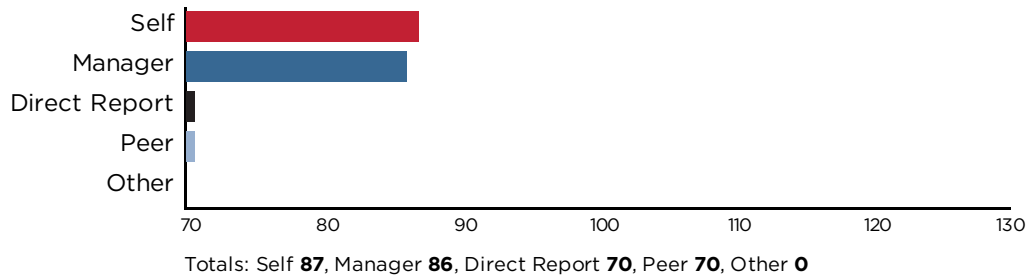
Relationships Skills



Emotionally intelligent leaders have the knack for establishing and maintaining mutually satisfying relationships characterized by positive expectations. They can gain the support and commitment of others and value working with others to achieve their goals

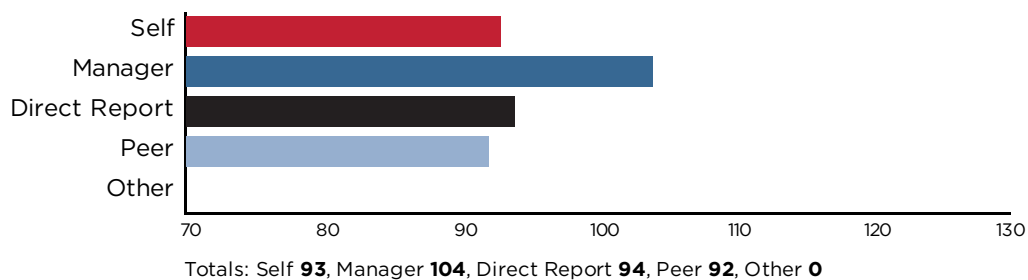
Competency Analysis

Empathy



Emotionally intelligent leaders have the capacity to understand other people’s feelings and thoughts. They listen well and take into account other people’s feelings and circumstances before communicating their message or making a decision.

Self-Control

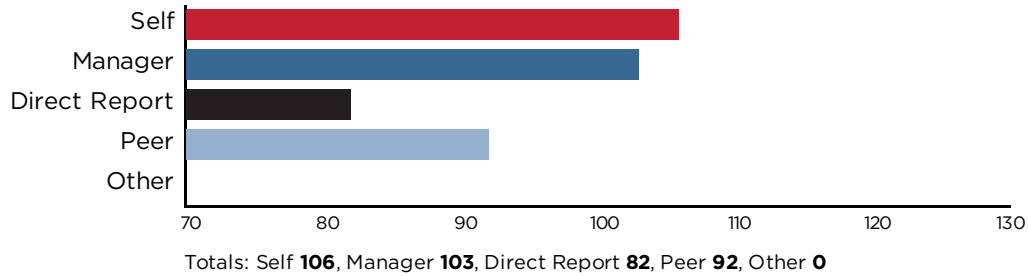


Emotionally intelligent leaders manage their emotions well and restrain their actions until they have time to think rationally. They are able to stay calm in stressful situations and maintain productivity without losing control. They make considered decisions and project a composed, reliable presence.

Score Key : Refer to page 3

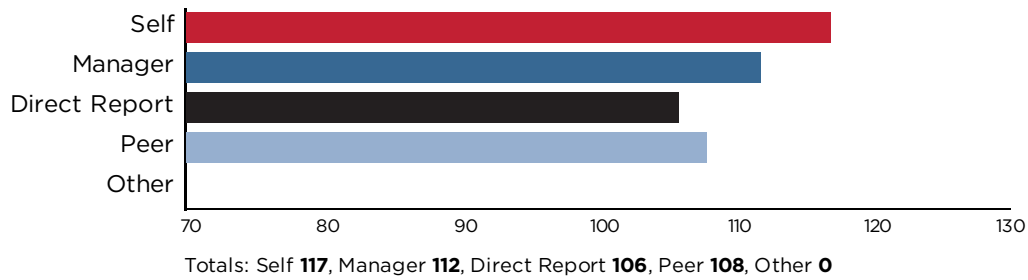
Competency Analysis

Adaptability



Emotionally intelligent leaders are able to adapt their thinking, feelings and actions in response to changing circumstances. Flexible leaders are tolerant of others and receptive to new ideas and consider different points of view. They are champions of change.

Optimism



Emotionally intelligent leaders sense opportunities even in the face of adversity. They are resilient, can see the big picture and where they are going, and are able to focus on the possibilities of what can be achieved.

Score Key : Refer to page 3

ECR 360™ Profile Summary

The table below is a summary of your ECR 360 competency scores.

| | ECR | ECR 360 | | | | |
|----------------------|------------|------------|---------------|-----------|----------|------------|
| | Self | Manager | Direct Report | Peer | Other | All Raters |
| Self-Knowing | 81 | 85 | 70 | 70 | 0 | 70 |
| Self-Confidence | 123 | 120 | 122 | 119 | 0 | 120 |
| Self-Reliance | 122 | 130 | 117 | 114 | 0 | 118 |
| Self-Actualization | 115 | 99 | 106 | 108 | 0 | 106 |
| Straightforwardness | 103 | 101 | 122 | 109 | 0 | 114 |
| Relationships Skills | 95 | 87 | 75 | 85 | 0 | 81 |
| Empathy | 87 | 86 | 70 | 70 | 0 | 70 |
| Adaptability | 106 | 103 | 82 | 92 | 0 | 89 |
| Self-Control | 93 | 104 | 94 | 92 | 0 | 95 |
| Optimism | 117 | 112 | 106 | 108 | 0 | 108 |
| Total | 106 | 104 | 93 | 95 | 0 | 96 |

Score Key

| | |
|-----------|-------------------------|
| ≤ 80 | Development Need |
| 81 - 90 | Development Opportunity |
| 91 - 110 | Effective Range |
| 111 - 120 | Strength to Build On |
| ≥ 121 | Signature Strength |

Score Key : Refer to page 3

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

| Item | Content | Content | | | | | Ave |
|------|---|---------|---|---|---|---|-----|
| | | 1 | 2 | 3 | 4 | 5 | |
| | Self-Knowing | | | | | | |
| 21 | This person understands how their behavior affects others. | 0 | 1 | 6 | 0 | 0 | 2.9 |
| 11 | This person recognises how their emotions affect their behavior. | 1 | 2 | 4 | 0 | 0 | 2.4 |
| 41 | I find it difficult to read this person's thoughts and feelings. | 0 | 1 | 2 | 2 | 2 | 2.3 |
| 1 | This person has good self-awareness. | 1 | 4 | 2 | 0 | 0 | 2.1 |
| 31 | This person rarely communicates personal thoughts and feelings. | 0 | 0 | 2 | 3 | 2 | 2 |
| | Self-Confidence | | | | | | |
| 42 | I would describe this person as self-confident most of the time. | 0 | 0 | 0 | 0 | 7 | 5 |
| 2 | This person has solid self-belief. | 0 | 0 | 0 | 2 | 5 | 4.7 |
| 12 | This person is confident in their skills and abilities. | 0 | 0 | 0 | 2 | 5 | 4.7 |
| 22 | At critical times this person doubts their ability to perform well. | 3 | 4 | 0 | 0 | 0 | 4.4 |
| 32 | This person is envious of other people's achievements. | 1 | 6 | 0 | 0 | 0 | 4.1 |

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Score Key : Refer to page 3

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

| Item | Content | Content | | | | | Ave |
|------|--|---------|---|---|---|---|-----|
| | | 1 | 2 | 3 | 4 | 5 | |
| | Self-Reliance | | | | | | |
| 3 | This person has difficulty making independent decisions. | 5 | 2 | 0 | 0 | 0 | 4.7 |
| 33 | This person prefers to be told what to do. | 4 | 3 | 0 | 0 | 0 | 4.6 |
| 23 | This person is self-directed and persistent in pursuing actions. | 0 | 0 | 0 | 3 | 4 | 4.6 |
| 13 | This person performs best in an environment that allows them to act independently. | 0 | 0 | 1 | 1 | 5 | 4.6 |
| 43 | This person can take control of a situation and direct others when they need it. | 0 | 0 | 2 | 1 | 4 | 4.3 |
| | Self-Actualization | | | | | | |
| 4 | This person is strongly motivated to achieve goals. | 0 | 0 | 0 | 1 | 6 | 4.9 |
| 44 | This person doesn't seem to enjoy their work. | 5 | 2 | 0 | 0 | 0 | 4.7 |
| 34 | This person is passionate about work and life. | 0 | 0 | 0 | 7 | 0 | 4 |
| 14 | This person appears happy with their work/life balance. | 0 | 0 | 4 | 2 | 1 | 3.6 |
| 24 | This person appears to have limited interests. | 0 | 2 | 4 | 1 | 0 | 3.1 |

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

| Item | Content | Content | | | | | Ave |
|------|---|---------|---|---|---|---|-----|
| | | 1 | 2 | 3 | 4 | 5 | |
| | Straightforwardness | | | | | | |
| 35 | This person finds it easy to tell people what they think. | 0 | 0 | 0 | 1 | 6 | 4.9 |
| 15 | This person defers to the views of others rather than stand-up for their own opinion. | 4 | 3 | 0 | 0 | 0 | 4.6 |
| 45 | This person is not easily intimidated. | 0 | 1 | 0 | 1 | 5 | 4.4 |
| 25 | This person is very straightforward. | 0 | 0 | 1 | 3 | 3 | 4.3 |
| 5 | This person has trouble saying 'no' even when necessary. | 1 | 3 | 2 | 0 | 1 | 3.4 |
| | Relationships Skills | | | | | | |
| 16 | This person communicates easily with most people. | 0 | 0 | 3 | 4 | 0 | 3.6 |
| 46 | This person is interested in other people's opinions. | 0 | 0 | 4 | 3 | 0 | 3.4 |
| 36 | This person likes helping people achieve their goals. | 0 | 2 | 3 | 2 | 0 | 3 |
| 6 | This person can work well with a wide variety of people. | 0 | 3 | 1 | 3 | 0 | 3 |
| 26 | This person is a bit aloof. | 0 | 1 | 4 | 2 | 0 | 2.9 |

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Score Key : Refer to page 3

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

| Item | Content | Content | | | | | Ave |
|------|---|---------|---|---|---|---|-----|
| | | 1 | 2 | 3 | 4 | 5 | |
| | Empathy | | | | | | |
| 7 | This person finds it difficult to connect with people at a more personal level. | 0 | 1 | 4 | 2 | 0 | 2.9 |
| 37 | This person avoids hurting other people's feelings. | 0 | 3 | 3 | 1 | 0 | 2.7 |
| 47 | I would describe this person as a 'good listener'. | 0 | 4 | 2 | 1 | 0 | 2.6 |
| 27 | This person can easily see other people's perspectives. | 0 | 3 | 4 | 0 | 0 | 2.6 |
| 17 | This person is good at understanding other people's feelings. | 0 | 3 | 4 | 0 | 0 | 2.6 |
| | Self-Control | | | | | | |
| 48 | This person is good at handling competing demands. | 0 | 0 | 1 | 4 | 2 | 4.1 |
| 8 | This person remains cool under pressure. | 0 | 0 | 4 | 3 | 0 | 3.4 |
| 28 | This person seems anxious much of the time. | 0 | 3 | 4 | 0 | 0 | 3.4 |
| 38 | This person is more patient than most. | 0 | 1 | 4 | 2 | 0 | 3.1 |
| 18 | It is hard for this person to control their emotions. | 0 | 0 | 5 | 2 | 0 | 2.7 |

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Score Key : Refer to page 3

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

| Item | Content | Content | | | | | Ave |
|------|--|---------|---|---|---|---|-----|
| | | 1 | 2 | 3 | 4 | 5 | |
| | Adaptability | | | | | | |
| 49 | Starting new things is challenging for this person. | 1 | 4 | 2 | 0 | 0 | 3.9 |
| 19 | This person finds it easy to adapt to workplace changes. | 0 | 0 | 1 | 6 | 0 | 3.9 |
| 9 | This person is not disturbed by changes to their daily routine. | 0 | 1 | 0 | 6 | 0 | 3.7 |
| 39 | This person finds it hard to change their opinion. | 0 | 1 | 2 | 2 | 2 | 2.3 |
| 29 | This person can be quite stubborn at times. | 0 | 0 | 0 | 5 | 2 | 1.7 |
| | Optimism | | | | | | |
| 50 | This person sees the possibilities of what can be achieved despite the difficulties. | 0 | 0 | 0 | 2 | 5 | 4.7 |
| 30 | This person sees the opportunities that exist in situations. | 0 | 0 | 0 | 4 | 3 | 4.4 |
| 40 | This person is optimistic. | 0 | 0 | 0 | 5 | 2 | 4.3 |
| 10 | This person finds it easy to bounce back from defeat. | 0 | 0 | 0 | 7 | 0 | 4 |
| 20 | This person worries about things going wrong. | 0 | 0 | 4 | 3 | 0 | 2.6 |

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Score Key : Refer to page 3

Verbatim Comments

The feedback comments recorded below have been provided to you by your raters to assist you in clarifying your signature strengths and identify your potential development opportunities. Keep in mind that they do not represent the absolute truth about your performance, but are intended to offer you new insights to enable you to take control of your professional development.

Please identify and list this person's key strengths.

Peer (3 Comments)

" Determined, enthusiastic, energetic and a high achiever. "

- Rater did not comment -

- Rater did not comment -

Direct Report (3 Comments)

" Jack is a great designer and a hard worker. "

" Jack is passionate about his work, seems to have endless energy. "

" Jack is clearly very talented and a great asset to this company, he is able to work under pressure and always produces great new products. "

Manager (1 Comments)

" Jack has enormous creative talent. He is a tenacious and persistent designer who always produces high quality products. "

Other (No Comments)

Score Key : Refer to page 3

Verbatim Comments

The feedback comments recorded below have been provided to you by your raters to assist you in clarifying your signature strengths and identify your potential development opportunities. Keep in mind that they do not represent the absolute truth about your performance, but are intended to offer you new insights to enable you to take control of your professional development.

Please identify specific areas where this person has the opportunity to improve performance, and describe the benefits you think may be achieved.

Peer (3 Comments)

" Jack could pay more attention to others and acknowledge that other people's opinions also have value, the result would be less tension in team meetings. "

- Rater did not comment -

" Can't think of anything specifically, maybe he needs to broaden his relationships in the business and not just stay within his own department. "

Direct Report (3 Comments)

" I think Jack should delegate more work to myself and to others in my team, as he tries to do too much and this seems to stress him out. "

" Sometimes Jack does not acknowledge other people's contributions, if he did this more I think the team would work harder for him. "

" Jack is not very attuned to others, if he could work on his listening skills and acknowledge other people's needs and contributions he has the potential to have a great influence on this company in the future. "

Manager (1 Comments)

" I think that Jack could tune in a bit more to other people, the result would be better quality team meetings and a more united front between design, marketing and sales. "

Other (No Comments)

Score Key : Refer to page 3

ECR 360 Coaching Section

ECR360

This report is designed to be used in conjunction with your personal Emotional Capital Report. It provides you with an opportunity to understand how other people view your emotional and social competencies and the way you respond to professional and personal challenges. This section highlights any significant differences that may have occurred between your self-appraisal on individual scales, and how others as a combined group (All Raters) may have scored you.

Although the report is developed on a sound scientific basis, it also considers you as the expert on yourself and your experience. Accordingly, all descriptions used in this report are for you to consider in light of your experience and judge for yourself how accurately they apply to your performance. Remember, many of your behaviors are automatic and you may have become accustomed to them. This section provides you with an opportunity to gain insight into the potential impact of your leadership behavior on others. Reflect on your scores with the assistance of a professional coach and gain potentially new and valuable insights into what others need from you to enhance your leadership performance.

Score Key : Refer to page 3

ECR 360 Coaching Section

SELF-KNOWING - Self Score greater than All Raters

The Self-Knowing scale measures your ability to be aware of your emotional experience and know what you are feeling most of the time. Given that your colleagues generally rated you lower than you rated yourself, you may not recognize how your feelings and emotions impact on your personal opinions and attitudes, and how you come across to others. To understand the meaning of this more clearly, review your scores on Self-Control and Empathy. These skills are closely linked to Self-Knowing and may provide further insight into how others perceive you. Your responses to people and situations may be positive or negative, but remember, most of your feelings and behaviors are linked to emotional needs. Negative feelings are often linked to unmet emotional needs. It may be that others have rated you lower because you have a tendency to 'act out' your emotional experiences, or it may be that you keep your emotions close to your chest and they find you 'hard to read' emotionally.

Coaching Strategy

- ✓ Ask a trusted friend or a personal coach what they notice about your behavior.
- ✓ Become a witness to your thoughts and notice physical signs that accompany a particular feeling.
- ✓ Try to suspend judgment of yourself and others and take an honest look at what you are thinking and feeling. Identify what you need and why you react the way you do.
- ✓ Pay particular attention to how emotions affect you during conflict and ensure you remain calm and considered in your responses.
- ✓ Introduce a brief pause to check your emotional pulse.
- ✓ Pay particular attention to other people's emotional reactions to you and consider your behavior in light of this feedback.

ECR 360 Coaching Section

SELF-CONFIDENCE - Self Score greater than All Raters

The Self-Confidence scale measures how much you accept and respect yourself and how much you like the person you are. Given that your colleagues generally rated you lower than you rated yourself, it may be that they perceive that you are not as confident in your skills and abilities as you should be. You may have a tendency to undervalue yourself and, consequently, you are unlikely to project the self-assurance and leadership presence necessary for positions of significant responsibility. Solid self-confidence is important because it is the platform that supports your ability to respond actively and positively to value-creating opportunities. If your colleagues have rated you lower on this scale then it may be that they need you to act more decisively and with greater confidence. The higher your self-confidence - the more you like and respect yourself - the more you will like and respect others and the more secure they will feel with your leadership.

Coaching Strategy

- ✓ Work with a coach to develop confidence in setting challenging goals and initiatives, then commit to achieving them.
- ✓ Be generous to yourself and develop an attitude of gratitude for your experience and value; respect the person that you've become with your distinctive qualities.
- ✓ Build levels of self-confidence in your people by finding ways each day to communicate that you like them and believe in them.
- ✓ Become a Pygmalion-like leader and communicate that you expect your people to succeed. Provide your people with challenging assignments that draw out their talent.
- ✓ Continue to communicate enthusiastically; invite the participation of others, but accept personal responsibility for being the CSO - 'Chief Story-telling Officer' regularly communicating your vision.

ECR 360 Coaching Section

SELF-RELIANCE - Self Score greater than All Raters

Self-reliance is the ability to plan and make important independent decisions. It involves recognizing that you are a complete and self-directed person and have the power and responsibility to choose between options and make decisions. Given that your colleagues generally rated you lower than you rated yourself, you may have a tendency to prioritize other people's agendas ahead of your own and find it difficult to act independently. Lower scores from your direct reports may mean that they are looking to you for more direction and authority in decision-making. Lower scores from your manager and peers may suggest they are looking for more independence and initiative from you, as well as greater accountability. It is critical to your success that you develop your self-belief, back your judgment and act in more self-reliant ways. Examine your scores on the scales Self-Confidence and Straightforwardness. These skills are closely linked to Self-Reliance and may help to create a clearer picture of your leadership style.

Coaching Strategy

- ✓ Build independence by pinpointing areas of strength and capitalizing on these.
- ✓ Work with a coach to develop confidence in taking challenging initiatives and communicating more confidently.
- ✓ Seek feedback on your performance from your colleagues.
- ✓ Take action where the dominant influence is personal conviction rather than the influence of others' opinions.
- ✓ Remind yourself that you are a leader and called to do the work of leadership - act the part.

ECR 360 Coaching Section

SELF-ACTUALIZATION - Self Score greater than All Raters

Typically, people with high scores on Self-Actualization are able to maintain an enthusiastic commitment to long-term goals. They have achieved an effective work/life balance and derive satisfaction from their accomplishments. They enjoy the challenge of setting challenging personal and professional goals. Given that your colleagues generally rated you lower than you rated yourself, you may not be displaying contentment with your personal life or enthusiasm for your role. As a leader, you act as a role model to your people. In order to inspire them it is important to communicate positive expectations and an enthusiasm for what you are doing. It may be that despite feeling content with yourself much of the time, you allow the pressure and stress of your work to dominate your mood. If your direct reports scored you lower it may be because you have become overly serious in dealing with them. If your manager or colleagues scored you lower it may be because they are concerned with the level of discontent or restlessness they observe. Examine your scores on the scales Optimism and Self-Confidence. These are often closely related to Self-Actualization and may help create a clearer picture of your leadership style.

Coaching Strategy

- ✓ In order to reach your potential at work and in life you will benefit from continually setting realistic, challenging and measurable goals. Be willing to adjust those goals to meet changing personal and professional needs.
- ✓ Focus on your personal strengths, derive satisfaction from your achievements and develop a clear vision of where you are headed.
- ✓ Celebrate your individual and organizational successes with your colleagues.
- ✓ Ensure that you smile and convey a positive mood regularly. This will make you more attractive and approachable as a leader.
- ✓ Take calculated risks; too much safety can lead to mediocrity.
- ✓ Tune in to the things that motivate and inspire you and optimize the effective and efficient management of your available resources.

ECR 360 Coaching Section

RELATIONSHIPS SKILLS - Self Score greater than All Raters

Relationship Skills involves having the knack for establishing and maintaining strong professional relationships characterized by positive expectations. These skills enable you to gain the support and commitment of others and help you to achieve your goals more efficiently by working well with others. In terms of emotional capital, relationships with colleagues are extremely valuable assets and an important source of information and collaboration. The quality of your relationships will determine whether or not people will work well for you, buy from you, employ you and enter into business with you. Given that your colleagues generally rated you lower than you rated yourself, it is critical that you address the differences in perception regarding your abilities in this area. Although people may respect you, they may not feel that they are accepted or valued by you, or even that you like them. The ability to form positive alliances is critical to your success. The more people are strongly connected to their leaders, the more motivated they are to contribute real value.

Coaching Strategy

- ✓ Invest more time in fostering relationships and in building networks with others.
- ✓ Take a personal interest in people and ask them about their interests and family.
- ✓ Disclose aspects of your personal life and find out what you have in common with others.
- ✓ Smile more often when you meet people and take a genuine interest in them.
- ✓ Strengthen your belief that people are basically your equals and talk to them on equal terms - conduct each relationship as if you are both partners.
- ✓ Demonstrate care and respect for each person you deal with and show an active interest in the things that interest them; promote positive emotions by addressing people's fundamental need for affiliation, involvement, recognition, and accomplishment.
- ✓ Review how your colleagues have rated you on the scales Optimism and Self-Confidence. These are closely linked to Relationship Skills and will give you further information on what others need from you to be successful in their jobs.

ECR 360 Coaching Section

STRAIGHTFORWARDNESS -

None of your self-appraisal scores on the ECR 360™ were significantly higher than your combined rater scores. This suggests that there is general agreement between how you report your level of emotional capital and how others experience your level of emotional and social skills. Alternatively, if your scores are generally lower than that of your raters, you may have under reported your skills in certain areas. In this case, this report provides you with an opportunity to recognize and leverage valuable skills that you may not have been aware of.

ECR 360 Coaching Section

EMPATHY - Self Score greater than All Raters

Empathy involves the capacity to be aware of, understand, and appreciate the feelings and thoughts of others. Leaders with advanced empathy skills know how to listen well and take into account other people's feelings and circumstances before communicating their message or making a decision. Given that your colleagues generally rated you lower than you rated yourself, you may have difficulties conveying to others that you understand them and appreciate their feelings. You may fail to take an active interest in the concerns of others and they may view this as a lack of interest in their experience. This can lead to misunderstandings and place a strain on relationships.

Coaching Strategy

- ✓ Practice active listening; pause and give people your full attention, make soft, natural eye contact, lean forward, add a warm smile and a nod of the head.
- ✓ Seek first to understand rather than be understood by asking clear, open questions that draw out the person's experience, then paraphrase what you have heard using an inquiring tone that reflects the content and the emotion contained in the message.
- ✓ Suspend your judgment and develop an attitude of curiosity towards the people you meet.
- ✓ Take an active interest in your people as people and create more rewarding wins for them.

ECR 360 Coaching Section

OPTIMISM - Self Score greater than All Raters

Research suggests that optimism is one of the most consistent predictors of success generally. It is particularly true of leadership. Optimistic leaders look on the brighter side of life and sense opportunities even in the face of adversity. They are resilient, can see the big picture and where they are going, and are able to focus on the possibilities of what can be achieved. Given that your colleagues generally rated you lower than you rated yourself, you may have difficulties maintaining an optimistic perspective and are likely to focus on the inherent negatives in a situation - 'the glass is half empty' - rather than seeing the inherent opportunities in a situation. It may be that you see yourself as a realist and have become slightly cynical, or you may simply have developed the habit of being cautious and carefully consider the challenges and threats inherent in situations. Your challenge is to fight the pull of negativism and maintain motivation and performance in the face of challenges. It is particularly important that, as a leader, you convey an upbeat and optimistic perspective to your colleagues and help them see the opportunities inherent in most situations.

Coaching Strategy

- ✓ Despite obstacles and setbacks learn to manage negative moods, choose to express a can-do approach in life and business.
- ✓ Try not to take set backs personally; redefine situations in terms of their external causes.
- ✓ Change the definition of a challenge or a situation and look at it as an opportunity that you can take advantage of.
- ✓ Focus on the task rather than the negative emotions and see the possibilities within difficult situations; think about how the job can be done and be logical about it.

ECR 360 Coaching Section

SELF-CONTROL -

None of your self-appraisal scores on the ECR 360™ were significantly higher than your combined rater scores. This suggests that there is general agreement between how you report your level of emotional capital and how others experience your level of emotional and social skills. Alternatively, if your scores are generally lower than that of your raters, you may have under reported your skills in certain areas. In this case, this report provides you with an opportunity to recognize and leverage valuable skills that you may not have been aware of.

ECR 360 Coaching Section

ADAPTABILITY - Self Score greater than All Raters

According to the ECR 360™, adaptability is defined as the ability to adapt your thinking, feelings and actions in response to changing situations and conditions. Flexible leaders are generally tolerant of others and receptive to new ideas and are able to consider different points of view. Given that your colleagues generally rated you lower than you rated yourself, you may have difficulties shifting your point of view or may be perceived by others as closed-minded and unreceptive to new ideas. It is important that you demonstrate to others that you are open-minded, thoughtful and willing to consider new information before making decisions or determining a course of action.

Coaching Strategy

- ✓ Solicit the opinions of others and genuinely listen to their point of view.
- ✓ Seek first to understand before being understood.
- ✓ Listen carefully to others and summarize the other person's point before stating your view.
- ✓ Review multiple options and their consequences with others and provide a rationale for your decisions
“ invite a response from others.

Conclusion

This report is designed to provide you with an opportunity to review your leadership competencies and characteristic ways of responding within your role. Accordingly all descriptions used in this report provided to you by your colleagues to assist you to continually improve your performance. Remember, many of your behaviors are likely to be automatic and you may have become accustomed to them. This report provides you with an opportunity to reflect on your actions with the assistance of professional feedback and gain potentially new and valuable insights into your behavior and it's impact on others.

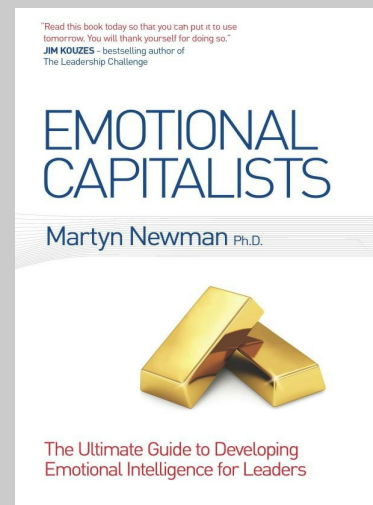
EMOTIONAL CAPITALISTS

The New Leaders

By Martyn Newman Ph.D.

Every once in a while a book appears that isn't just informative, it's inspiring, fun to read and life-changing. Emotional Capitalists - The New Leaders is one those rare books. I recommend: Buy it, read it, learn from it, and apply it to your daily practice!

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