



The EBW Emotional Intelligence System for Business

Understand the Impact - Know the Full Potential

# Emotional Intelligence Advance Report

Niki Sample



Emotions & Behaviours at Work

**MRJ Consulting Services Ltd**

Office 46  
iCon Innovation Centre  
Eastern Way  
Daventry  
Northants

## Summary

The Emotions and Behaviours at Work assessment (EBW) is a validated psychometric measure that provides feedback on a person's Emotional Intelligence at work. It has been created to assist with the assessment and development of personnel.

## Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to assist in the selection or development of Niki. The following report has been generated using a general population norm group and is intended to summarise the results from the EBW completed on the 09.09.2015. The report is written in a style that can be presented to Niki.

## Content

The report is divided into the following sections:

- Introduction to the EBW
- Guidance on the Interpretation of Feedback  
Executive Summary  
Feedback
- Interview Questions

## IMPORTANT NOTE

This report was produced by software that is only available to individuals with training in the use of psychometrics (BPS Level B) and the Emotions and Behaviours at Work assessment in particular. This report should only be used and fed back by a Facilitator accredited on the EBW Advance System. The EBW report should be presented to Niki on a person-to-person basis and it should be made clear that the EBW highlights strengths and areas of development and the purpose of the feedback interview is to discuss those highlighted areas in more depth.

## The Emotions and Behaviour at Work Assessment

The comments in this report relate to the eight emotional/behavioural clusters that provide the focus for the EBW. These emotional/behavioural clusters determine how we manage ourselves and interact with others. The way a person approaches work is explored along with a range of emotions and behaviours that relate to a person's Emotional Intelligence at work (Business Emotional Intelligence or Business EQ). The EBW provides detailed feedback on the eight key emotional behavioural clusters that help predict an individual's Business Emotional Intelligence and their potential to succeed in the future.

Business Emotional Intelligence is the knowledge and the ability that individuals have that enables them to both know and manage themselves. It is the capacity that individuals have to manage themselves through knowing and understanding their feelings, wishes, needs, wants and purpose. It is also the knowledge and ability that helps individuals to understand, engage, manage and motivate other people. This includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathetic and communicating clearly to others.

The EBW measures the following emotional behavioural clusters or 'scales'.



These describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these emotions and behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our emotions and behaviours do tend to be quite consistent. However, they can change over time and this report provides a snapshot of a person's emotions and behaviours today, but this could change in the future.

## Guidance on the Interpretation of Feedback

- The main reason for completing the EBW and reading this report should be to stimulate your thinking about how your emotions and behaviours can impact on your working style. As such, this report should not be treated as a definitive description of your working style but as a starting point from which to explore your Business Emotional Intelligence in more depth.
- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.
- In reviewing your results you should read the definition of each emotional behavioural cluster before going on to read how it relates to you.
- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.
- Consider the information in this report in conjunction with other information you have about your strengths and development needs.
- This report should be seen as a snapshot of your emotions and behaviours at the time you completed the EBW. Although Business Emotional Intelligence is relatively stable, with the right coaching and training it is possible to develop certain aspects of your emotions and behaviours at work.
- Many people find it very useful to discuss this report with a qualified consultant. A consultant will be able to consider your emotions and behaviours as described in this report, and also other relevant factors, such as your job, and give advice on development areas within your job role and training opportunities.
- You should see this report as the starting point for your development and use it to feed into your own personal development plan.

If you are concerned about any of the feedback in this report, please contact the distributors of the report or The EBW Support Team at [info@ebwonline.com](mailto:info@ebwonline.com).

## Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that form the focus of the EBW. However, the feedback from each emotional behavioural cluster should be read and considered to maximise the value of the report.

## Score Summary

The table below presents the current EBW sten scores for Niki Sample using general population norms. These sten scores must be interpreted by an accredited EBW Facilitator.

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Conscientiousness	1	2	3	4	5	6	7	8	9	10
Stress Resilience	1	2	3	4	5	6	7	8	9	10

## Feedback Overview

Broadly comfortable taking on responsibility and making decisions, Niki will be equally happy deferring to others.

Niki tends to take a more realistic/cautious approach to her work, rather than engaging emotionally with her role, dealing with matters as the need demands.

Niki does not feel the need to be in the spotlight, but will be comfortable in roles that involve some degree of influencing or impact on others.

Niki values stability in her working environment and whilst she can adapt to changing situations, she is likely to have well defined views and will like clarity about processes and systems and what is required of her.

Recognising, being sensitive to the feelings, needs and perspective of others, Niki likes working with others. She is likely to be a supportive and accessible colleague, who sees meeting the needs of others as one of the most important parts of her job.

Niki is comfortable with a lack of structure in her work and will be prepared to take a slightly more flexible approach to the rules and regulations than many people, being more concerned with achieving the goal than the way in which it is achieved.

Niki is able to take on some work stress without too much discomfort, but too much pressure will have a negative effect on her performance and her management of her emotions.

The sten scores and feedback narrative in this section of the report are based on Niki Sample's responses on the EBW assessment. Each section starts with a definition of the emotional behavioural cluster followed by the sten scores and feedback narrative. At the end of each section, there are some questions to consider based on the feedback narrative.

## Decisiveness

Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.

### Score



### Feedback

Niki seems broadly comfortable taking decisions although, like most people, she may feel worried and need support when making major decisions that have an impact on herself or others. She is less likely than many to actively seek out positions of responsibility, but this does not necessarily mean that she will be uncomfortable with such duties.

When confronted with the need for a decision, Niki is likely to be able to balance the need for caution and a full consideration of the information with the operational realities of the situation, but may well be reluctant to commit herself when she feels she does not have enough information to go on. Decisions that have a major impact and which have to be made under tight time pressures or with limited information are, therefore, likely to be stressful for Niki, as they would be for most people.

Niki may be prepared to take control of a situation and to defend her decisions if she feels strongly about them. However, she may need encouragement and support in this. She is likely to feel uncomfortable, and may want to avoid situations, where her decision will be strongly challenged or she will have to justify her decisions from a hostile position.

Roles in which Niki is a passive recipient of direction rather than being involved in decisions may still be slightly frustrating to her at times and she will generally prefer to have some input into issues that affect her.

### Questions

Tell me about a situation in which you had to make a decision, but lacked the information or clarity that you needed to be sure you were making the right decision.

Tell me about a time when you had to take a position or present a decision that was unconventional or unpopular.

Describe a time when you had the opportunity to take on a lot of responsibility.

## Motivation

Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.

## Score



## Feedback

Niki seems more comfortable with roles that require her to work at a steady pace rather than those that need her to immerse herself passionately into her job. She will be as aware of the problems and obstacles as she is of the possibilities and, whilst this may be helpful in identifying matters that need to be dealt with, it could also lead her to appear quite negative at times.

Niki may take quite a passive approach to work, dealing with things once they arise rather than actively seeking out issues to develop and improve. She may also be quite pessimistic about the possibilities for positive change and this may make her more reluctant to act at times, preferring to avoid making mistakes rather than actively seeking successes.

When working in teams, Niki may seem less committed than some colleagues as she concerns herself with what could go wrong and why things won't work. However, she may also be more realistic about issues than many of her colleagues and they may find it useful to test their plans against Niki's concerns. It should not always be assumed that Niki's caution is inappropriate.

Niki may appear to some to lack enthusiasm or commitment to her work and they may assume that she does not work hard or that she is opposed to ideas that are put forward. This, however, is not necessarily the case and she may be prepared to work hard and diligently to meet her targets (this will depend to some degree on her Conscientiousness).

## Questions

Tell me about a time when you felt enthusiastic about the work you were doing.

Describe a time when you persevered with a project that you thought might fail.

Describe a time when you had to do some work that didn't stimulate you.

## Influence

The drive to influence others and persuade them, to be heard and have an impact.

## Score



## Feedback

Niki is broadly comfortable in roles where she is required to persuade and influence others although she does not have a strong need to do this. She may, be comfortable listening to others' views and people may consider Niki to be fairly tolerant or easy going. Although she may at times get frustrated if she feels her views are not being listened to. However, as long as Niki feels her views are being considered at her work she is unlikely to need to be in a conspicuous influencing position.

Niki may not need to always have impact and she is likely only to express her ideas & opinions if she feels strongly about them. Most of the time she is likely to be comfortable taking direction or suggestions from others, as she is providing them.

In teams, she will not always need to assert her opinion or ideas, therefore, others will not always benefit from her experience or be aware of her views.

## Questions

Describe a time when you had to convince somebody of something.

Describe a time when you had to get other people to do what you wanted them to.

Tell me about a time when you had to decide whether or not to take control of a situation.

## Adaptability

The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.

### Score



### Feedback

Niki's score suggests that she values tried and proven approaches to work and prefers gradual development to rapid change. Whilst not necessarily resistant to new ideas and approaches, she may need more persuading of their benefits than many and may be distrustful of new approaches and systems. Whilst she may see this as an appropriately thoughtful way of weighing up the relative benefits of the old and the new, others may perceive her as being resistant and she may wish to think about ways of presenting her position in this area.

Niki likes to know what is expected of her and this may mean that she is less able to deal with sudden changes or with situations in which it is not possible to anticipate what is going to happen next, but it may also make it easier for her to let others know what her position will be and so co-ordinate with her.

Niki is likely to be quite clear about what she thinks is good and what she thinks works and may be less responsive than some to challenges to this. She may find it relatively uncomfortable to play devil's advocate or take a position that differs to her own. This may limit the range of options and solutions that she is prepared to consider, but also means that people will be relatively clear about where she stands on an issue.

When developing ideas, Niki is more likely to focus on variations on existing themes rather than generating radical new ideas. This may make her more acceptable to many people as she will be seen to be building on what works, rather than simply starting all over again. However, she may be overly critical or mistrustful of imaginative solutions and she needs to ensure that she does not quell others' creativity and enthusiasm in this area.

Niki seems more suited to roles that are fairly defined and quite stable. She may be a good choice for roles that involve maintaining or gently developing a function. However, she may be less comfortable when called upon to generate ideas for change or where she has to work without clear guidelines, conventions or expectations or where her role could change e.g. in entirely new functions or ventures.

### Questions

Describe a time when you had to go through a period of major change at work and how you dealt with it.

Describe a time when someone tried to get you to see things from their perspective.

Describe a time when you had to work with an unchanging routine.

## Empathy

The ability to recognise, be sensitive to and consider others' feelings, needs and perspectives. The need to understand, to help and work with others.

### Score



### Feedback

Niki has a relatively high level of interest in, and concern for, other people. She will think it important to be able to understand others' perspectives and likes to understand how they are feeling and what they are thinking, she is likely to be sensitive to others' feelings and emotions recognising when they are uncomfortable or beginning to get upset, angry etc. As such, she may find it easier than some to develop a rapport and a relationship with them. She may also find it easier to find common ground and empathise with others and be less likely to make assumptions.

Niki will generally prefer to avoid conflict and her desire to understand why the other person is behaving in the way they are can help her in this, as can her sensitivity to others' feelings, which makes her less likely to offend people. Similarly, she likes working co-operatively rather than competitively with others.

As a manager or colleague, Niki may tend to be quite supportive, approachable and appreciative; she will try to help where she can and will tend to take personal concerns seriously. However, at times she may find her interest in people distracts her from the task she is engaged in and she may tend to put peoples' needs before the task. She could be less comfortable than many when called upon to be critical of others e.g. in disciplining staff or giving critical feedback. Similarly, she may at times be too accepting of others, tolerating poor performance or being insufficiently challenging.

Because people are important to Niki, she will be concerned about their opinion of her. As such, she may take criticism, rudeness etc. more personally than others would and may worry too much about what others think of her (although this will be dependent to some degree on her resilience). She could therefore, feel tempted to make compromises where a tougher, but less popular line is more appropriate, and avoid conflict situations or try to diffuse them when it might be better to resolve them.

Niki may find it harder to work independently than some, preferring to use the people around her to generate ideas co-operatively, as a sounding board for her ideas or simply for their approval. However, she is also likely to have effective networks and people who appreciate her warmth and so are disposed to offer her their support.

Niki seems well suited to roles in which it is necessary to develop a good rapport or relationships with others and where she can meet their needs and help them (e.g. customer services and social and welfare related roles), although many such roles will require her to be tougher with people than she is naturally inclined to be. She seems less well suited to roles with very low contact with people or where she will be in conflict situations with them.

Niki is likely to enjoy working in teams and may help the team bond together, fostering co-operation and positive relationships. However, people may also be a distraction to her at times and it is important that she be able to focus on other tasks.

### Questions

Describe a time when you had to be firm with somebody else.

Describe a time when you had to develop a rapport with someone.

Describe a time when you had to work with a group of people to achieve a goal.

## Conscientiousness

The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.

(The Emotional Behavioural indicator shows the overall score for Conscientiousness which consists of the Structure and Rules subscales).

### Score



### Feedback

Niki likes spontaneity and freedom. She does not need structure or order in her work and is less likely to be concerned about meeting her commitments in a timely manner. However she still likes to observe the rules and conventions that apply to the organisation and to achieve goals and behave in a way that is acceptable to those around her.

### Structure



Niki likes spontaneity and freedom and is unlikely to plan and structure her work, dealing with matters as they arise. She may find deadlines to be constricting and may not value punctuality as highly as others. She may also view punctuality and deadlines less literally than others. For example, she may feel that a meeting scheduled to start at 10.00 means that she should show up in the region of 10.00 rather than that she should be ready and in her seat by 10.00.

Similarly she may prefer to deal with matters spontaneously rather than imposing a rigid timetable and organisation on her work. Others may find this frustrating and may interpret Niki's need for flexibility as laziness, a disrespect for others or a lack of efficiency. It may also make it hard for people to co-ordinate their timetables with her as, even if she does have a timetable, she may be less likely than most to stick to it.

However, it may be that Niki is better able to operate in environments where planning, order and organisation are hard to achieve.

Niki is likely to be more comfortable in roles where she has freedom to work her own way and can be spontaneous and she does not need to organise and structure her work or follow a rigid plan.

### Rules

1 2 3 4 5 6 7 8 9 10

Niki's score suggests she has a need to be clear about what is expected of her and she is more likely than many to try to fit in with these expectations. This means that she will like to operate not only within the rules, but also within the social conventions of the environment she is working in. As such, she may well fit in better than many and will make an effort to appear to be acceptable to others.

Niki may, at times, have a reluctance to challenge the organisation's rules and values and this may limit her ability to develop the organisation, but this may reflect a loyalty to the existing systems and codes. Note that this loyalty may not necessarily be to the organisation; it could be to her particular team, the ethos of the department, her membership of a professional association etc.

She is likely to be comfortable in regulated and bureaucratic organisations, where she is required to conform visibly to their standards.

In teams, Niki is likely to work to the agenda of the team and is likely to be viewed as a team player or someone who tends to fit in rather than taking a more individualistic approach. She is likely to be considered a reliable colleague who is a safe representative of the company.

Overall, Niki's concern to meet her obligations and to do this in an acceptable manner suggests that she will be a relatively dependable colleague compared to others of her ability level.

### Questions

Tell me about a time when you had to make detailed plans and then adapt them.

Tell me about a time you were expected to work strictly within a set of rules and regulations.

Describe a time when it became very hard to keep to a commitment you had made.

### Stress Resilience

The capability to relax and deal with the day to day pressures of work; the level of comfort with showing and managing emotions, e.g. can control/hide temper when provoked.

(The Emotional Behavioural indicator shows the overall score for Stress Resilience which consists of the Resilience and Emotional Control subscales).

### Score



### Feedback

Niki's Stress Resilience score suggests that she may, at times, find the day-to-day pressures of work a little overwhelming, but this may make her more aware of, and sensitive to, the way that stress affects others. However, she is able to manage her emotions with some effectiveness and people may find it difficult to assess what she is feeling.

### Resilience

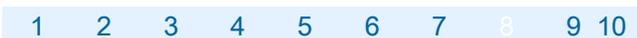


Niki may feel a little less comfortable than many dealing with the day to day demands of her work and her performance and well-being may suffer if she feels she is working in too stressful an environment. She could feel some things more deeply than many people and whilst this can be uncomfortable at times she may also be able to better experience the pleasures and joys of life.

Niki may find that she worries too much about what she knows to be relatively minor matters and may also tend to be negative about what she can achieve. This may lead her to interpret situations, and her own achievements in particular, a little too negatively. Whilst this may be uncomfortable for Niki, it may also ensure that she does not take things for granted and so is unlikely to become blasé or arrogant.

In a team, Niki may underestimate the value of her own contribution and worry about the quality and style of her input and ideas. She may tend to interpret feedback she receives from others more negatively than it was intended and may be most effective in a very supportive environment.

### Emotional Control



Niki's responses suggest that she is able to manage her emotions with some effectiveness, controlling the expression of those negative emotions such as anger and frustration that, like most people, she will feel from time to time.

Niki will demonstrate her frustration when she is under too much pressure, but generally she is better able to stay calm and relaxed than many people. Some may find her reserved approach difficult, as they may not always be able to assess what Niki is feeling. Her reserved approach may make some believe she is not troubled by stress and worries expecting her to take them all in her stride.

However, Niki's empathy score suggests she is likely to be a good listener and it is possible that others will have a tendency to tell her their problems, however she may not always feel comfortable expressing her worries and problems in the same way. This may appear to others that although Niki is considerate, she may not understand their position when they are under pressure.

Niki may find working with people who are not able to control their emotions difficult, as they make her feel uncomfortable. She may also feel that they give in too easily to the pressures of work. Likewise, her reserved approach may make it difficult for others to judge when she is under pressure or worried, therefore, she may not always get the support from others that she wants.

Niki will appear to be more comfortable than some in roles that involve a lot of negative feedback or rejection (e.g. in roles where she is required constantly to defend or promote unpopular decisions), but how comfortable she really may be will depend on her resilience. Similarly, it is likely that Niki will appear to be less suited than some to roles that need a great deal of care and precision.

## Questions

Tell me about a time when you were under a lot of pressure at work.

Tell me about a time when you had to control your emotions at work.

Describe a time when you had to do some work that had a low chance of success.

## Self Awareness

The Self Awareness scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you on the EBW scales. It was developed by statistically identifying questions that tend to be good predictors of the difference between how you rate yourself and how others rate you. It is not therefore, based on a specific theory as to why these ratings may differ. You should use it purely to challenge yourself on whether you have been realistic and honest with yourself in the way you answered the questions.

### Score



### Feedback

Niki may see herself quite differently to the way that others see her. Whilst this does not necessarily mean she doesn't understand herself, she may not appreciate the way she comes across to others or how effective they think she is being. This can lead to misunderstandings and at times, she may not employ her most effective strategies to achieve what she is setting out to achieve. It may be helpful for her to seek more active feedback on how others see her (whilst being aware that she may not immediately recognise that this is an accurate portrayal of herself), and to put time aside to reflect upon what she does well and what areas she needs to develop in.

### Questions

Describe a time when you received feedback about your behaviour that you were not aware about.