

genos

My Profile Report

ZOE SAMPLE
1 January 2011
Strictly Confidential

ABOUT GENOS

Genos is an international organisation dedicated to helping leaders create workplaces that are meaningful, passionate, and productive. To learn more about us, visit our global website at www.genosinternational.com.

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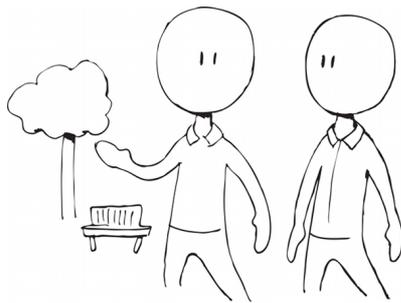
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Emotional Intelligence - What It Is and How It Can Benefit You

Everyone has emotions. It is a simple fact - a part of our being human. And whether we realise it or not, these emotions impact us everyday. More importantly, they impact those around us - both in the workplace and in our personal lives as well.

Think about it for a moment. Think of a time when you experienced an emotion - say for example, joy. Perhaps you had a great weekend, or accomplished a difficult task at work. How did this emotion impact your mood, your energy levels, and the conversations you had with friends or co-workers? Now think of a different example - say, for example, anger. Perhaps a co-worker said something that 'rubbed you the wrong way' or a thought that a friend betrayed a confidence. How did this emotion impact your mood and your behaviours? Perhaps you sent an angry e-mail, or said something in the heat of the moment that you regretted later.



Emotional Intelligence (EI) is a set of skills that help us better perceive, understand, and manage emotions in ourselves and others. These skills are as important as your intellect (IQ) in determining success in work and in life. Everyone, no matter what job function, has interactions with other people. Your ability to understand your emotions, to be aware of them and how they impact the way you behave and relate to others, will improve your 'people' skills and help you ultimately be more successful.

Moreover, as you continue through your career, starting as an 'individual contributor' and becoming a supervisor and then a manager of others, the skills of EI will greatly improve your ability to inspire, motivate, and engage your team. Developing your EI today will help you become an extraordinary leader of tomorrow.

Last but not least, some great news! Emotional Intelligence can be developed and improved over time. All that is required is practice, a desire and commitment to improve, and a foundation of self-awareness. This personalised EI report is designed to provide you with this foundation of self-awareness. It is the starting point for your EI developmental journey.

The Genos Enduring Impact Emotional Intelligence Model

Emotional Intelligence (EI) consists of four key skills as shown in the picture below. Each skill represents a specific aspect of EI and when developed together, will help improve your workplace behaviours, your decisions and, ultimately, your job performance:



AWARENESS

Awareness of emotions (both your own and those of others) is the foundation for developing all of the skills of EI. Are you feeling happy? Stressed? Angry? And when you have these feelings (and notice them in others) are you aware of how they impact your behaviour? Develop your awareness and you will be well on your way to express, reason and manage these emotions in yourself and others.

EXPRESSION

Expression is about being able to talk about how you are feeling; to the right person, at the right time, and in the right amount. Emotionally expressive people are good at handling workplace conflicts. And because they talk openly and appropriately about how they feel, they build feelings of trust and authenticity with their colleagues.

REASONING

We make decisions everyday. Someone who demonstrates high levels of emotional reasoning will make these decisions based on facts and feelings; on data and intuition. They will consider how individuals will react to their decisions. By factoring rational and emotional data into your decision-making process, you will have a greater likelihood of making better decisions and also having work colleagues support them.

MANAGEMENT

Individuals with high levels of emotional management come across as being centred. They are good at maintaining positive moods, dealing effectively with stress, and reacting to strong emotions (such as anger) in constructive ways. They are also good at bringing out positive emotions and moods in others through what they say and do.



Interpreting Your Results

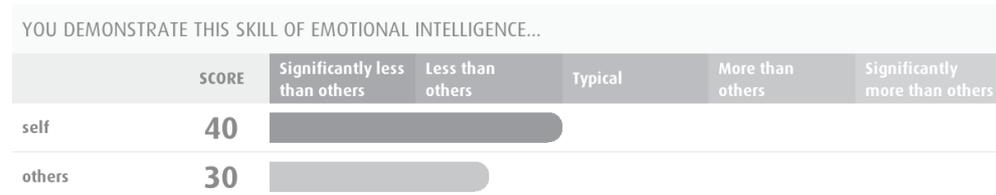
WHAT HAS BEEN MEASURED?

The Genos EI survey does not measure your innate level of EI (i.e. your ability to be emotionally intelligent). Rather it measures how often you demonstrate emotionally intelligent workplace behaviours. The more often you display the behaviours measured, the greater your score.

HOW HAVE THE RESULTS BEEN DETERMINED?

You and your raters were asked to indicate how often you demonstrate each of the 29 behaviours in the Genos assessment on a 7-point scale from 'never' to 'always'. These responses are compared to thousands of other individual responses. This report then calculates whether you demonstrate the behaviours more or less often than all of the current participants in our database (the 'benchmark'). Your scores can range from <10 (a score of 1 to 9) to >90. (a score of 90 to 99). These scores are your percentile scores against the 'benchmark'. For example, if your score for a particular skill is 60, it means that your total score is higher than 60% of benchmark sample.

AN EXAMPLE OF HOW YOUR SCORES ARE SHOWN:



DISCREPANCIES

There will almost always be some difference between your results and the results from your raters. Large differences may indicate:

- a mismatch between your own perceptions and the behaviours that you display to others,
- different behaviours being displayed to different raters, or
- raters seeing different aspects of your behaviour because of different workplace situations, relationships or environments.

IMPROVING THE DEMONSTRATION OF YOUR EMOTIONAL INTELLIGENCE

Based on your rater's responses, three behaviours are presented for each EI skill that represent areas for your growth and improvement. Use these to help determine development activities you could implement to increase how often you display emotionally intelligent behaviour on the job. Customised developmental tips related to your developmental areas are also provided in your report to help 'jump start' your thinking about ways you can improve your EI, starting today.

Your Overall Results at a Glance

Your overall results are summarised in the graphic below. To view your specific percentile scores and other details, check your individual skill results in the upcoming pages (8 through 15) of this report.



READING YOUR RESULTS

The graphic above displays a summary of your self and rater scores for each of the four skills of emotional intelligence. There are two "pie pieces" for each skill, the lighter piece representing your self scores and the darker piece representing your rater results. The greater the area that is shaded, the higher your score is for that skill of emotional intelligence.



Your Awareness Results

Awareness is the skill of perceiving and understanding one's own and others' feelings. You are rated on how frequently you:

- identify feelings,
- understand the causes of feelings that arise, and
- the impact feelings have on thoughts, decisions and behaviour (both within yourself and others).

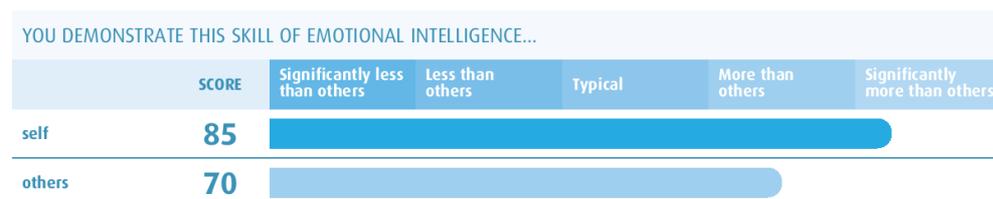
DEVELOPING THE SKILLS OF THE 'AWARE' LEADER

Think about the last 24 hours. How many emotions can you recall experiencing and were you sensitive to how they impacted your mood and your behaviour towards others? Now think of a work colleague. How aware are you generally of their emotions and mood states at work?

The skill of awareness is the foundation for developing all of the skills of EI - as awareness of your emotions and of those around you will help you to be more expressive, reason better, and manage these emotions. And in doing so, you will have more effective relationships in the workplace and in your personal life.

The 'Aware' Leader is conscious of her or his emotions, how these emotions are impacting their mood and ultimately their behaviour. They are aware of their body language, tone of voice, and energy levels. They are also observant of these traits in others and through this awareness can make others feel valued, cared for, and understood.

YOUR RESULTS FOR EMOTIONAL AWARENESS ARE SHOWN BELOW.



Your results suggest you demonstrate emotionally aware workplace behaviour more than other leaders.

BEHAVIOURS YOU COULD DEMONSTRATE MORE FREQUENTLY TO IMPROVE IN THIS AREA INCLUDE:

- being aware of how your feelings influence your decisions,
- recognising what motivates people at work, and
- demonstrating that you understand people's feelings.

What could you do to leverage this strength in your leadership?



*"What is necessary to change
a person is to change his
awareness of himself"*

Abraham Maslow

Use the development tips below as a stimulus for further ideas on how to develop your awareness at work.

- Think of a decision you made recently. How were you feeling at the time? What influence did your feelings have on the decision that you made? When you are next required to make a decision at work, pause and take a moment to consider whether you are feeling positive or negative. Do your feelings influence your decision? If so, how? Discuss your insights with supportive colleagues.
- Devise a systematic and genuine approach for asking people about the situations, contexts and activities that motivate them when at work. For example, formal or informal meetings, during a coffee or lunch conversation, or other similar opportunities. Discuss your approach with supportive colleagues. Then talk with people about what motivates and drives them.
- Think about recent situations where you were aware of people's emotions at work. Did you attempt to demonstrate your understanding of people's emotions? If so, how? If not, why? What were the outcomes? List three additional approaches for effectively demonstrating you have recognised and understood people's feelings. Discuss your ideas with supportive colleagues.



Your Expression Results

Expression is the skill of effectively expressing one's own emotions. You are rated on how frequently you:

- appropriately express specific feelings at work such as happiness and frustration,
- provide feedback to colleagues about the way you feel, and
- express emotions at the right time, to the right degree and to the right people.

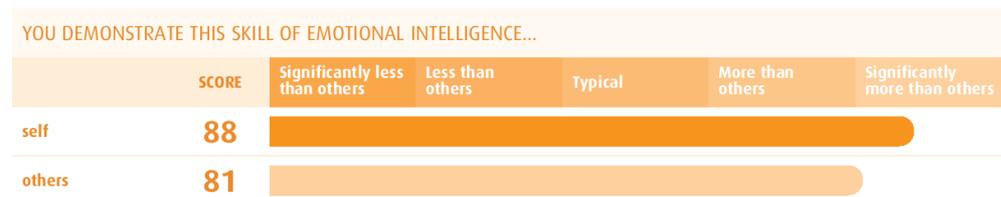
DEVELOPING THE SKILLS OF THE 'AUTHENTIC' LEADER

Have you ever experienced conflict with a work colleague? Chances are, the answer to that question is 'yes' as conflicts can emerge over differing points of view, priorities, and even personal values. When you experience conflict, how do you typically behave? Some people find conflicts difficult, and as a result, avoid dealing with them. Others might take a more aggressive, 'take no prisoners' approach.

The skill of expression involves talking about how you are feeling - to the right person, at the right time, and in the right amount. These skills are relevant to dealing with conflict and other areas like influencing. More broadly, they are also about creating a sense of openness about how you are feeling about situations. Compare this to individuals who rarely talk about how they are feeling, who perhaps, avoid conflict. What might you 'make-up' about what this person is feeling, and what might be the outcome of this?

The 'Authentic' Leader, through being open with their emotions creates feelings of trust, understanding, and authenticity. On the other hand, individuals who are guarded, avoid conflict, or are inappropriate in the way they talk about their feelings can create situations where mistrust and/or misunderstandings occur.

YOUR RESULTS FOR EMOTIONAL EXPRESSION ARE SHOWN BELOW.

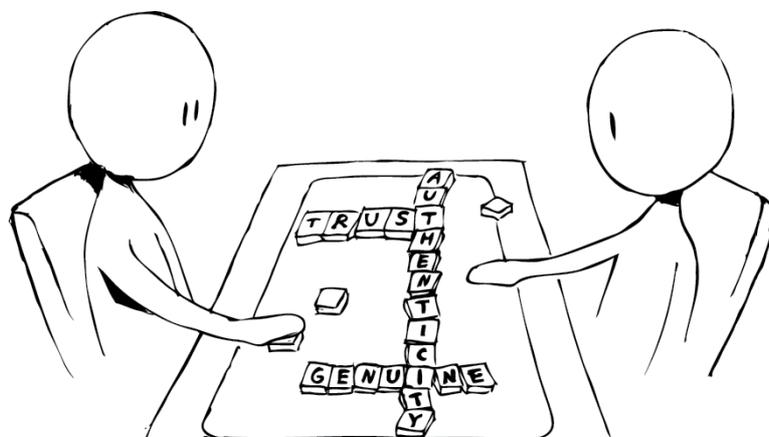


Your results suggest you demonstrate emotionally expressive workplace behaviour significantly more than other leaders.

BEHAVIOURS YOU COULD DEMONSTRATE MORE FREQUENTLY TO IMPROVE IN THIS AREA INCLUDE:

- effectively expressing how you feel when someone upsets you,
- expressing your feelings of frustration appropriately, and
- expressing happiness effectively.

What could you do to leverage this strength in your leadership?



*"Honesty and transparency make you vulnerable.
Be honest and transparent anyway."*

Mother Theresa

Use the development tips below as a stimulus for further ideas on how to develop your emotional expression at work.

- Think about recent situations where people have upset you at work. In each situation, did you attempt to explain your negative emotions to the person who upset you? If so, what approach was most effective? Were there any negative effects? List three additional methods you might use to effectively express negative emotions at work. Discuss your ideas with supportive colleagues.
- Think about recent situations where you have felt frustrated at work. In each situation, did you express your frustration? If so, how? What was the outcome? Was it the one you intended? List some ways you might more effectively and appropriately express frustration. Discuss your ideas with supportive colleagues.
- Think about recent situations where you felt happy at work. What made you feel happy? Did you express your happiness through words, tone of voice or body language? When were you most effective at expressing your happiness? How do you know? List three ways you might express happiness more effectively. Discuss your ideas with supportive colleagues.



Your Reasoning Results

Reasoning is the skill of using emotional information (from yourself and others) in reasoning, planning and decision-making. You are rated on how frequently you:

- consider your own and others' feelings when making decisions,
- combine the information in feelings with facts and technical information, and
- communicate this decision-making process to others.

DEVELOPING THE SKILLS OF THE 'EXPANSIVE' LEADER

When individuals make decisions, particularly in the workplace, they utilise data - things like facts, numbers, details, etc - in reaching a decision. In certain jobs, technical information will also be relied upon. But there are many types of data. Emotions - how you are 'feeling' about a decision and your intuition - are types of 'data' as well. Your ability to combine both factual and emotional data into your decision making process will improve the quality of your decisions and the likelihood of your decisions being understood and supported by work colleagues.

Think about workplace decisions that you've made recently. Have you ever experienced a time when the facts surrounding a decision suggested one course of action, but your intuition (your 'gut' feel) suggested something different? Now think about a time when someone communicated a decision to you. What if you were told that your feelings had been considered? Would you be more supportive of it, even if it was a difficult decision under these circumstances?

We all make decisions in the workplace everyday. The 'Expansive' Leader, by making decisions based on facts and feelings and on data and intuition, will be more innovative in solving problems. And by considering how others will feel, you will have a greater chance of having those decisions supported and acted upon.

YOUR RESULTS FOR EMOTIONAL REASONING ARE SHOWN BELOW.

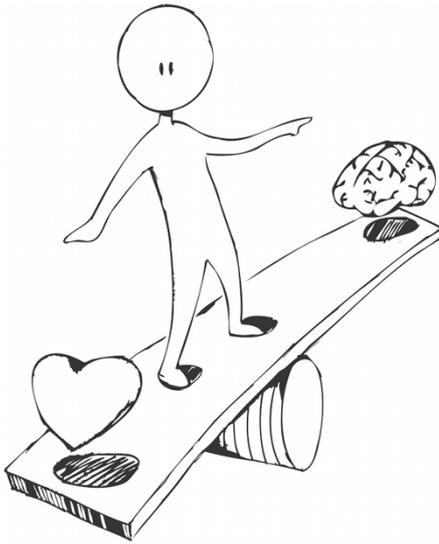


Your results suggest you demonstrate emotional reasoning in the workplace less than other leaders.

BEHAVIOURS YOU COULD DEMONSTRATE MORE FREQUENTLY TO IMPROVE IN THIS AREA INCLUDE:

- communicating decisions in a way that captures people's attention,
- demonstrating to people that you have considered your own feelings when making decisions, and
- asking people how they feel about different solutions when solving problems.

What could you do to improve your emotional reasoning?



"We know too much and feel too little of those emotions from which a good life springs."

Bertrand Russell

Use the development tips below as a stimulus for further ideas on how to develop your emotional reasoning at work.

- Think about recent situations where you have communicated your decisions at work. How did you attempt to capture people's attention? What words, tone of voice and body language did you use to capture attention? What would you do differently if you had your time again? List three more ways that you might capture people's attention. Discuss your insights with supportive colleagues.
- Think about recent decisions you have made. Did you demonstrate to people that you had considered your own feelings, opinions and perspectives when making each decision? If so, how? List three ways to demonstrate to people that you have considered your own feelings when making decisions. Discuss your ideas with supportive colleagues.
- The next time you are required to solve a problem at work, identify at least three possible solutions. Talk with people who will be affected by the outcome. Ask them to share their feelings and perspectives on each proposed solution.



Your Management Results

Management is the skill of effectively managing emotions within yourself and others. You are rated on how frequently you:

- handle stressful situations at work effectively,
- motivate others toward work related goals, and
- resolve emotions situations at work effectively.

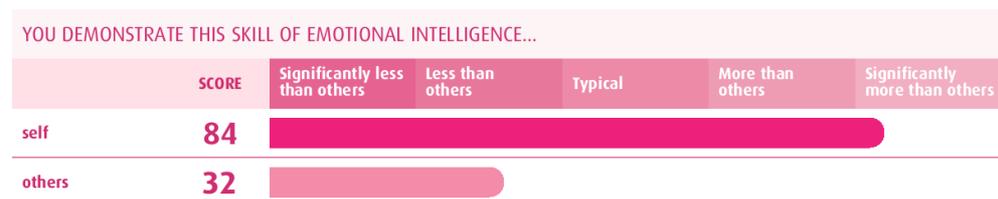
DEVELOPING THE SKILLS OF THE 'CENTERED' LEADER

Have you ever worked with someone who walked around the office with a 'dark cloud' over them all the time? You know the type - someone who is often pessimistic and negative, that always views events that happen at work in terms of 'what's wrong' with it. Or think of another type of co-worker - one who has a 'short fuse' and who everyone 'tip-toes' around for fear of being on the receiving end of an angry e-mail, a slamming door, or something worse? How did it feel to work with this sort of person? 'Not pleasant', would be a typical response.

In today's business world of increased demands, multi-tasking, and higher general levels of stress, our ability to create positive moods in ourselves - to be optimistic and resilient in the face of difficulty, to see opportunities in situations rather than consequences, and to manage our strong emotions in an appropriate manner - creates good energy. And this good energy radiates from us and has a positive impact on everyone we interact with at work every day.

The 'Centered' Leader works on developing and maintaining positive moods, on being calm under pressure, and reacting to strong emotions in a measured and thoughtful manner. They have a certain 'charisma', an infectious positive energy that others like to be around. And in doing so they bring out positive emotions and moods in others.

YOUR RESULTS FOR EMOTIONAL MANAGEMENT ARE SHOWN BELOW.

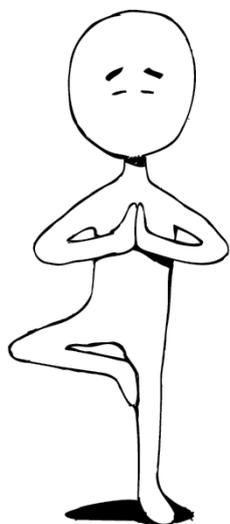


Your results suggest you demonstrate emotional management in the workplace less than other leaders.

BEHAVIOURS YOU COULD DEMONSTRATE MORE FREQUENTLY TO IMPROVE IN THIS AREA INCLUDE:

- remaining focused on work when you are feeling anxious,
- handling stressful situations effectively, and
- demonstrating excitement appropriately.

What could you do to improve your emotional management?



"Anybody can become angry, that is easy; but to be angry with the right person, and to the right degree, and at the right time, and for the right purpose, and in the right way, that is not within everybody's power and is not easy."

Aristotle

Use the development tips below as a stimulus for further ideas on how to develop your emotional management at work.

- Think about situations where you have felt anxious and unable to remain focused at work. Why did you feel anxious and unfocused? For each situation, list three possible activities that may have resolved or minimised the cause of the anxiety. How will each activity help you to remain focused? Discuss your ideas with supportive colleagues. The next time you feel anxious at work, implement one of your ideas for resolving or minimising the cause of the anxiety.
- Think about situations where you have felt stressed at work. What factors contributed to those feelings of stress? Why did those factors contribute? For each main factor that increases your stress at work, list three ways you could manage that stress. Discuss your ideas with supportive colleagues.
- Think about situations where you have expressed excitement at the wrong level or at the wrong time. List three techniques that you could have used to communicate your excitement more effectively. Examples include: placing the feeling of excitement within context; and considering the consequences for you and others of demonstrating excitement in the present work context. Plan to use these techniques to manage strong feelings of excitement in similar future situations.

Results From Your Raters

The following table lists the emotionally intelligent workplace behaviours that your work colleagues see you demonstrating most often - your areas of greatest perceived strength.

STRENGTH	EI SKILL
Being aware of how you feel about issues.	Awareness
Being aware of how your feelings influence the way you interact with people.	Awareness
Being aware of your body language.	Awareness
Expressing how you feel to the right people.	Expression
Finding the right words to express your feelings.	Expression

How can you leverage these strengths with your work colleagues?

The following table lists the emotionally intelligent workplace behaviours that your work colleagues see you demonstrating least frequently - your areas for growth and personal development:

OPPORTUNITIES FOR DEVELOPMENT	EI SKILL
Being aware of how your feelings influence your decisions.	Awareness
Demonstrating that you have considered people's feelings when making decisions.	Reasoning
Communicating decisions in a way that captures people's attention.	Reasoning
Demonstrating to people that you have considered your own feelings when making decisions.	Reasoning
Remaining focused on work when you are feeling anxious.	Management

What could you do to improve the demonstration of these behaviours?

Smart Goal

SPECIFIC

Describe a specific developmental goal that you would like to achieve (for example, improving a specific EI behaviour from your Enduring Impact report).

MEASURABLE

Describe how you will measure the success of achieving this goal.

ACTIONS

Describe the specific actions you will take to reach your goal.

RESULT

Describe the benefits of achieving this goal.

TIME

Describe the timeframe and milestones for achieving this goal.



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