

Emotional Intelligence
Development Report
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1 January 2011

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About Emotional Intelligence

Emotional Intelligence involves a set of skills that define how effectively you perceive, understand, reason with and manage your own and others' feelings. These skills are important at work as emotions are an inherent part of workplace activities at all levels.

Emotions matter in your workplace

Emotions affect workplace decisions and strategies every day. Ask yourself:

- Have you ever decided not to hire someone because "something just didn't feel right"?
- Would you ask your boss for more resources when the boss is having "a bad day"?
- Do you take a different approach when dealing with a disgruntled customer?
- How might you help motivate an under-performing team member to succeed?

Emotions influence your behaviours at work

The emotions you experience at work also influence the behaviours you display to others, contributing to:

- tone of voice
- body language, and
- facial expressions.

A measurable difference

Research studies suggest that Emotional Intelligence makes a difference in the workplace, including:

- productivity and performance
- interpersonal effectiveness
- leadership capability
- sales performance
- teamwork
- customer service, and
- job satisfaction.

Enhancing your Emotional Intelligence

The suggested techniques for enhancing your Emotional Intelligence are simple and effective. You can:

- improve how you deal with your own and others' emotions
- learn how to demonstrate more emotionally intelligent behaviours
- make more informed and balanced decisions, and
- improve your workplace productivity and performance.

This report is an important first step. It lists your personal strengths and your opportunities for development in Emotional Intelligence. It also provides you with development activities to consider, and guides you to implement an action plan to enhance your Emotional Intelligence.

The Genos model of Emotional Intelligence

The Genos model of emotional intelligence comprises seven distinct skills, including:

- emotional self-awareness
- emotional expression
- emotional awareness of others
- emotional reasoning
- emotional self-management
- emotional management of others, and
- emotional self-control.

These are shown in the diagram below and will be explained in more detail as you go through your personal results.



- Outer circle - productive leadership being states
- Inner circle - unproductive leadership being states



How to use this Assessment Report

About this Assessment Report

This Genos Emotional Intelligence Assessment Report is based on your assessment results. It contains:

- your strengths as identified in your assessment results
- your opportunities for development as identified in your assessment results
- suggested development activities
- space for you to record your intended actions, and
- a prioritisation plan.

Suggested development activities

The development activities are simple yet effective techniques that can increase how often you display emotionally intelligent behaviour at work.

The activities are intended to inspire your own thinking, not to constrain you. For each opportunity, you may:

- adopt the activity exactly as suggested
- modify it to suit your circumstances, or
- devise a new development activity, preferably with help from a suitably qualified coach or facilitator.

Skill-specific results

Start by working through each of the seven skills of Emotional Intelligence. Each skill builds on the one before it, so tackle them in order.

Prioritisation plan

Use the prioritisation plan template to:

- prioritise your intended actions
- determine an appropriate time frame for each action, and
- set a schedule for reviewing progress.

Supportive colleagues

Many of the suggested development activities include discussing your insights and ideas with supportive colleagues.

This should be a small group - perhaps two or three people that you:

- trust to maintain confidentiality
- feel comfortable being open and honest with, and
- expect would be open and honest with you in return.

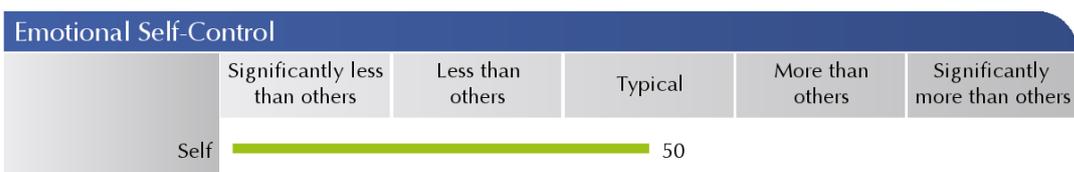
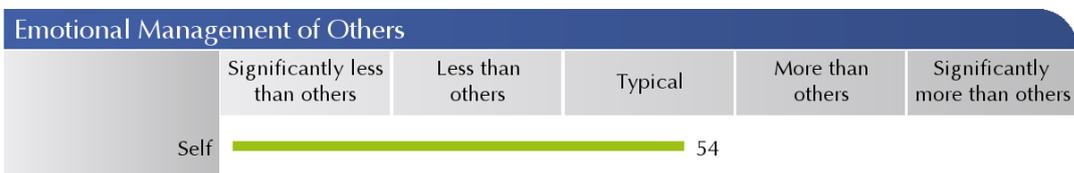
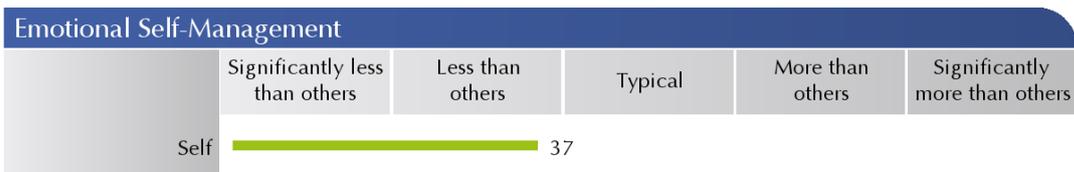
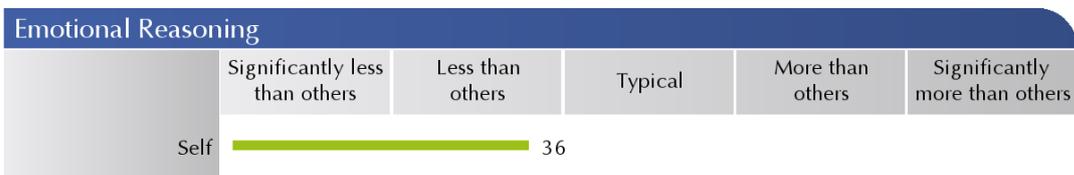
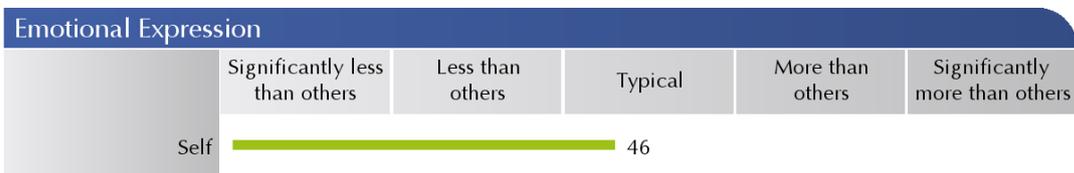
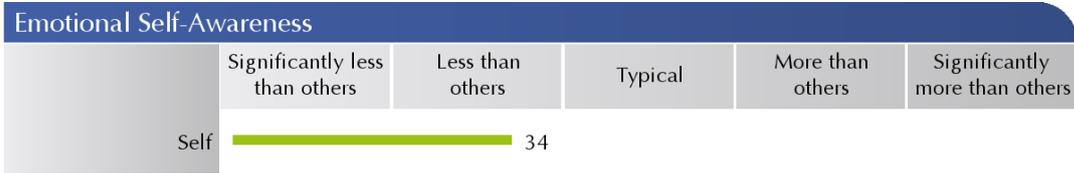
You may be able to form a mutual support group with others who are already familiar with Emotional Intelligence concepts. If that is not practical, try approaching potentially supportive colleagues one-on-one. Explain that you:

- are working on becoming better at particular behaviours related to Emotional Intelligence
- would like to discuss some of your insights and ideas with them, and
- would appreciate any time that they can provide to support you in this.



Your results

Your overall results for each of the seven skills of Emotional Intelligence are summarised below.



The results for each skill are explained in more detail on the following pages.

“

I've learned that people will forget what you said,
people will forget what you did, but people will
never forget how you made them feel.

”

Maya Angelou





Skill 1: Emotional self-awareness

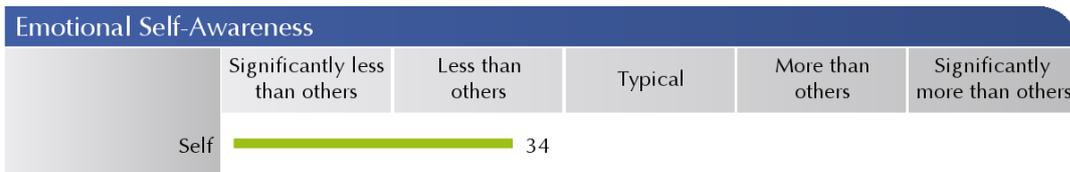
What is emotional self-awareness?

Emotional self-awareness is the skill of perceiving and understanding one's own emotions. You rated how frequently you are aware of:

- your feelings, moods and emotions at work
- the causes of your feelings, and
- the impact that your feelings can have on your thoughts, decisions and behaviour.

Your results

Your score for emotional self-awareness is shown below.



Your results suggest you demonstrate emotionally self-aware workplace behaviour **less than** others.

Your strengths

Your strengths in emotional self-awareness include:

- Being aware of how your feelings influence the way you interact with people.
- Being aware of your body language.
- Being aware of things that upset you at work.

Your opportunities for development

You can improve your emotional self-awareness by becoming better at:

- Being aware of how your feelings influence your general behaviour at work.
- Being aware of your general mood.
- Being aware of how you feel about issues.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional self-awareness help you at work?

Improving your emotional self-awareness at work can help you to:

- quickly identify changes in the way you feel about situations or events
- better recognise the impact emotions have on your decisions, behaviour and performance at work, and
- improve in some of the other skills of emotional intelligence, particularly emotional expression, self-management and control.

How do you feel about your results for emotional self-awareness?

To develop your emotional self-awareness, you must take time for self-reflection, seek feedback from others and use that input as your focus for change. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Being aware of how your feelings influence your general behaviour at work.	Make a list of emotions, both positive and negative, that you have experienced at work. Use specific terms such as 'content' or 'frustrated'. For each emotion, think about work situations when you experienced that emotion, and the behaviours you displayed. Think about the connection between your emotions and your outward behaviours. Discuss your insights with supportive colleagues.
Being aware of your general mood.	How do you identify your mood? Are you grumpy, elated, depressed, cheerful, etc.? Are there typical behaviours you display or thoughts that go through your mind when you are in a particular mood? Set up a mechanism (such as your diary) to remind yourself to pay attention to your mood at regular intervals during the day. Discuss your insights with supportive colleagues.
Being aware of how you feel about issues.	Make a list of several recent yet varied work-related issues, and consider how you felt about each one. What about each issue made you feel positive or negative? The next time that an issue arises at work, take some time to consider your feelings about it. Try writing down a list of feeling words that best describe how you are experiencing that issue. Discuss your insights with supportive colleagues.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 2: Emotional awareness of others

What is emotional awareness of others?

Emotional awareness of others is the skill of perceiving and understanding others' emotions. You rated how frequently you:

- identify the way people feel about issues at work
- understand what causes people to feel specific emotions such as concern and optimism, and
- demonstrate an understanding of others' feelings at work.

Your results

Your score for emotional awareness of others is shown below.



Your results suggest you behave in a way that demonstrates awareness of others' emotions in the workplace **about the same as** others.

Your strengths

Your strengths in emotional awareness of others include:

- Understanding what makes people feel valued.
- Demonstrating that you understand people's feelings.
- Recognising what motivates people at work.

Your opportunities for development

You could improve your emotional awareness of others by becoming better at:

- Recognising non-verbal cues from people, such as their body language and tone of voice.
- Recognising how people feel about work issues.
- Recognising how people respond when you attempt to build rapport.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional awareness of others help you at work?

Improving your emotional awareness of others at work can help you to:

- understand what typically makes people feel various ways in the workplace
- more effectively engage, motivate and respond to others, and
- improve the quality of your professional relationships.

How do you feel about your results for emotional awareness of others?

To develop your emotional awareness of others, you must be attentive to situations and people. Aim to become more aware of others' emotions and the causes or reasons behind them. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Recognising non-verbal cues from people, such as their body language and tone of voice.	When interacting with people, observe the way they communicate their feelings through their body language and tone of voice. When appropriate, talk to people about your observations of their non-verbal emotional cues. Determine whether your perceptions of their emotions are accurate.
Recognising how people feel about work issues.	Think about recent issues at work that had an effect on people. Did you attempt to identify how people felt about any of those issues? If so, how? What clues did you use to identify people's feelings? List five ways that you might enhance your ability to recognise how people are feeling about work-related issues. Discuss your ideas with supportive colleagues.
Recognising how people respond when you attempt to build rapport.	Think about recent situations where you have attempted to build mutual trust and understanding in a working relationship. Were you able to identify how the other person was responding to your rapport-building efforts? If so, how? Identify three people whom you consider to be highly effective in identifying others' emotions when establishing rapport. Discuss your rapport-building methods with these people.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 3: Emotional expression

What is emotional expression?

Emotional expression is the skill of effectively expressing one's own emotions. You rated how frequently you:

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

Your results

Your score for emotional expression is shown below.



Your results suggest you demonstrate emotionally expressive workplace behaviour **about the same as** others.

Your strengths

Your strengths in emotional expression include:

- Expressing how you feel about work issues.
- Expressing optimism effectively.
- Effectively expressing how you feel when someone upsets you.

Your opportunities for development

You can improve your emotional expression by becoming better at:

- Expressing how you feel to the right people.
- Expressing how you feel at the appropriate time.
- Providing people with positive feedback.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional expression help you at work?

Improving your emotional expression at work can help you to:

- enable people to understand you better, and
- create more trusting and genuine relationships with people.

People will detect your feelings no matter how good you may think you are at disguising them. If your emotional expression is poor, people may make incorrect assumptions about the nature and cause of your feelings.

How do you feel about your results for emotional expression?

To develop your emotional expression, you must take time for self-reflection, seek feedback from others and use that input as your focus for change. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Expressing how you feel to the right people.	Think about recent situations where you have expressed your emotions at work. For each situation, consider the outcome. To whom did you express your emotions? Was the venue appropriate? Were there any positive or negative effects? Would the outcome have been different if you had expressed your feelings to someone else? If so, why? List some ways you might express your feelings to the right people. Discuss your ideas with supportive colleagues.
Expressing how you feel at the appropriate time.	Think about situations when you have expressed your feelings to people. Then think about situations when you have held back on expressing your feelings. What was different about the situations? For each situation, consider the outcome. Were people receptive? Were there any positive or negative effects? Would the outcome have been different if you had expressed your feelings at a different time? List some ways you might identify the right time to express your feelings. Discuss your ideas with supportive colleagues.
Providing people with positive feedback.	Think about recent situations where someone has done well, but you have not expressed positive emotions, given praise or feedback. What made you decide not give the person praise or feedback? List some ways you might more effectively give positive feedback to people. Discuss your ideas with supportive colleagues.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 4: Emotional reasoning

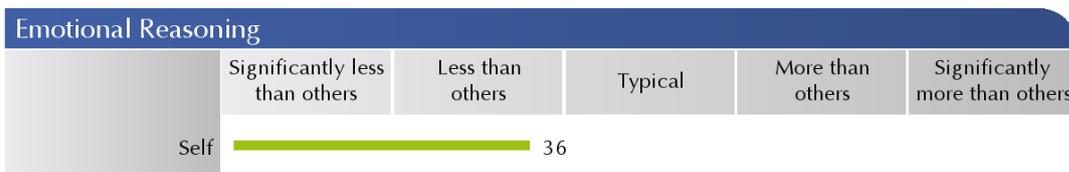
What is emotional reasoning?

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

- consider your own and others' feelings when making decisions
- demonstrate to others that you have considered their feelings in decisions, and
- effectively communicate decisions and gain stakeholder commitment.

Your results

Your score for emotional reasoning is shown below.



Your results suggest you demonstrate emotional reasoning in the workplace **less than** others.

Your strengths

Your strengths in emotional reasoning include:

- Considering your organisation's values when making decisions.
- Considering how people may react when you talk with them about decisions.
- Balancing technical information with your own feelings when making decisions.

Your opportunities for development

You could improve your emotional reasoning by becoming better at:

- Demonstrating that you have considered people's feelings when making decisions.
- Demonstrating to people that you have considered your own feelings when making decisions.
- Considering factors other than technical information when solving problems.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional reasoning help you at work?

Improving your emotional reasoning can help you to:

- be more innovative and creative when solving problems, and
- achieve greater buy in for your workplace decisions.

Feelings are valuable in creative thinking and problem-solving. For example:

- customers' feelings about a product may help shape decisions regarding how to market the product, or
- your feelings about a job candidate may inform a hiring decision.

How do you feel about your results for emotional reasoning?

To develop your emotional reasoning, you must work on being more aware of your own and others' emotions, and interpreting them accurately. Then practise using this emotional information to make more effective and reasoned decisions. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Demonstrating that you have considered people's feelings when making decisions.	Think about recent situations where you have made decisions that affected people. Did you demonstrate to people that you had considered their feelings during the decision-making process? If so, how? List three additional ways to demonstrate that you have considered people's feelings and perspectives when making decisions. Discuss your ideas with supportive colleagues.
Demonstrating to people that you have considered your own feelings when making decisions.	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.
Considering factors other than technical information when solving problems.	The next time you are required to solve a problem at work, pause and take time to consider your own feelings and perspectives as well as those of other people. Consider how your own and others' perspective might interrelate. Discuss alternative feelings and points of view with those involved. Use this information as additional input when determining the best solution to the problem.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 5: Emotional self-management

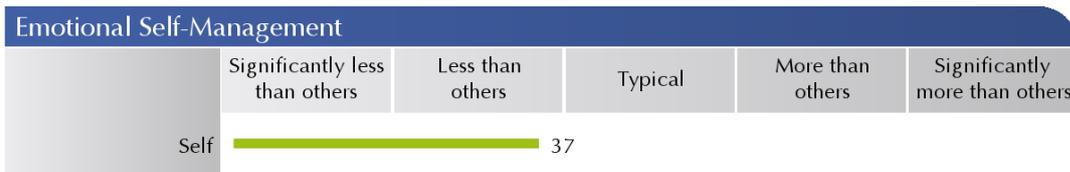
What is emotional self-management?

Emotional self-management is the skill of effectively managing your own emotions. You rated how frequently you:

- engage in activities that make you feel positive at work
- explore the causes of things that upset you at work, and
- move on from things that upset you.

Your results

Your score for emotional self-management is shown below.



Your results suggest you behave in a way that demonstrates emotional self-management in the workplace **less than** others.

Your strengths

Your strengths in emotional self-management include:

- Adjusting quickly to new working conditions.
- Doing things that make you feel positive.
- Responding appropriately when events frustrate you.

Your opportunities for development

You could improve your emotional self-management by becoming better at:

- Exploring the causes of things that upset you.
- Responding appropriately when people frustrate you.
- Accepting criticism from people without taking it personally.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional self-management help you at work?

Improving your emotional self-management at work can help you to:

- cope more effectively with high work demands and occupational stress,
- improve your workplace performance, and
- increase your job satisfaction.

How do you feel about your results for emotional self-management?

To develop your emotional self-management, you must first improve your skill in recognising and understanding your emotions. Then, each time you identify an issue or potential future problem, you can develop and implement a more effective solution. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Exploring the causes of things that upset you.	Think about recent situations when you felt upset at work. What was it about those situations that resulted in the emotions you experienced? In hindsight, do you think that your feelings were an appropriate response to the situation? Would you have preferred to respond in a different way? If so, how? Discuss your insights with supportive colleagues.
Responding appropriately when people frustrate you.	Think about someone who tends to frustrate you at work. Consider the cause of your frustration from three different perspectives: your own, the other person's and a neutral observer's. List three ways that you might appropriately express your frustration to the person who frustrates you. Your aim should be to express your feelings in the right way, at the right time, and in the right forum, to achieve a mutually beneficial outcome. Discuss each of your three ideas with at least two other supportive colleagues.
Accepting criticism from people without taking it personally.	The next time someone offers you feedback, take some time to consider their intent and their unique point of view. If their intent and perspective are not readily apparent, seek clarification. You could do this by talking with the person who offered the feedback or, if that is not appropriate, ask an objective and trusted third party. Once you have a better understanding of the person's intent and perspective, you will be able to judge the value of the feedback more accurately.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 6: Emotional management of others

What is emotional management of others?

Emotional management of others is the skill of influencing the moods and emotions of others. You rated how frequently you:

- create a positive working environment for others
- help people find effective ways of responding to upsetting events, and
- effectively help people resolve issues that are affecting their performance.

Your results

Your score for emotional management of others is shown below.



Your results suggest you behave in a way that demonstrates emotional management of others in the workplace **about the same as** others.

Your strengths

Your strengths in emotional management of others include:

- Effectively demonstrating empathy to people.
- Helping people to overcome negative feelings and to feel more positive.
- Knowing what to do or say when people are upset.

Your opportunities for development

You could improve your emotional management of others by becoming better at:

- Motivating people to achieve work-related goals.
- Helping people to feel differently about disappointing situations.
- Getting people to cooperate.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional management of others help you at work?

Improving your emotional management of others at work can help you to:

- enhance the workplace performance of others
- effectively handle conflict in the workplace, and
- improve workplace morale and job satisfaction.

How do you feel about your results for emotional management of others?

To develop your emotional management of others, you must first improve your skill in understanding others' emotions. Then, each time you identify that someone is dealing with an issue or a potential future problem, you can help them develop and implement an effective solution. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Motivating people to achieve work-related goals.	To improve your understanding of what motivates people to achieve work-related goals, ask them about their motivating factors. Collaborate with people to ensure that motivating activities and situations are incorporated into their work. Devise a systematic method (such as regular formal or informal collaborative meetings) to ensure that this is regularly reviewed and adjusted as needed.
Helping people to feel differently about disappointing situations.	The next time someone feels disappointed at work, consider what may have contributed to that disappointment. Demonstrate to the person that you understand their emotions and point of view. Work with the person to identify alternative and more positive emotions that they could experience in the situation. Help the person to consider how they could achieve the more positive emotional state.
Getting people to cooperate.	Think about situations where people have not cooperated. Why does this occur? Consider the underlying cause. Is it related to the work process or the quality of the relationship? List some ways that you can demonstrate an objective understanding of people's emotions and points of view. What would you say or do? Collaborate with the people involved to set challenging yet realistic goals for future cooperation.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Skill 7: Emotional self-control

What is self-control?

Emotional self-control is the skill of effectively controlling strong emotions that you experience. You rated how frequently you:

- can remain focused when anxious at work
- demonstrate anger appropriately at work
- fail to control your temper, and
- become impulsive under stress.

Emotional self-control is similar to emotional management. However, emotional self-control focuses on your threshold for coping with strong emotions.

Your results

Your score for emotional self-control is shown below.



Your results suggest you demonstrate emotional self control in the workplace **about the same as** others.

Your strengths

Your strengths in emotional self-control include:

- Behaving appropriately when angry.
- Controlling your temper.
- Demonstrating enthusiasm appropriately.

Your opportunities for development

You can improve your emotional self-control by becoming better at:

- Not becoming impulsive when under stress.
- Thinking clearly when upset.
- Being patient when things don't get done as planned.

Review the suggested specific activities on the following page to help you develop in these areas.

How can improving your emotional self-control help you at work?

Improving your emotional self-control at work can help you to:

- remain focused when dealing with stressful work situations
- remain resilient in the face of strong adversity, and
- make effective decisions under pressure.

How do you feel about your results for emotional self-control?

To develop your emotional self-control, you must first improve your skill in recognising and understanding the triggers that can increase the intensity of your emotions. Then, each time you identify a problem, you can develop and implement a more effective solution. Consider the opportunities and development activities in the table below.

Opportunity for development	Suggested development activity
Not becoming impulsive when under stress.	Think about situations where you become stressed and impulsive at work. List some ways that you could maintain control of your emotions in similar situations. What would the positive impact of these actions be? Identify the most common causes of your stress. Then list three ways to maintain control of your emotions when those situations next arise. Discuss your ideas with supportive colleagues. The next time that you feel stressed and impulsive, pause and allow some time for the initial feelings of stress to dissipate. Then use one of the techniques you identified to maintain control of your emotions.
Thinking clearly when upset.	Think about situations where you became upset and lost focus at work. For each situation, consider why it happened. How useful was the negative emotion in dealing with the situation? List three alternative strategies that would enable you to remain clear in your thinking when you are feeling upset. Plan how you would implement each of these strategies. What would you do? How would you do it? How will you know you have done it? Discuss your ideas with supportive colleagues.
Being patient when things don't get done as planned.	Think about situations where you became impatient at work. For each situation, consider why you became impatient. Define your expectations of the situation. What did you expect to happen? What actually happened? List three ways you could transform the current reality to match your expectations. Discuss your ideas with supportive colleagues.

Consider the development activities listed above. Which activity would be most beneficial and effective for you?

What actions will you take to implement your intended development activity?



Prioritisation plan

Your development actions are more likely to succeed if you focus on improving one skill at a time. Use this simple prioritisation plan to record a schedule of activities that works for you.

Considering the self-development time that you have available, you may decide to focus on one activity per week, one per month or some other timetable to suit your needs.

Review the development activities that you have identified for each of the seven skills of Emotional Intelligence, considering:

- potential impact
- ease of implementation
- measurement of progress
- support and feedback required, and
- importance to you.

Bearing these factors in mind, decide how many of the seven activities you intend to complete and the order in which you intend to complete them. Write your actions in order in the **Activity** column below. Write the date that you intend to focus on each activity in the **Date** column.

Priority	Activity	Date
1		
2		
3		
4		
5		
6		
7		

Make sure to allow time to review your progress and celebrate your success at the completion of each activity. Then move on to the next activity in your prioritisation plan.

To support the further development of your Emotional Intelligence, Genos also offers the Genos Emotional Intelligence Enhancement Kit. This is a 10 module development program tailored to your results. The Enhancement Kit is available from accredited users of the Genos Emotional Intelligence Inventory.



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