



Emotional Intelligence  
Appraisal™  
THERE IS MORE THAN IQ

**TIM SURVEY**

**Me Edition™**  
*My evaluation.*



**ABOUT THE AUTHORS OF THE EMOTIONAL INTELLIGENCE APPRAISAL™**

**Dr. Travis Bradberry and Dr. Jean Greaves** are the founders of TalentSmart® the leading provider of emotional intelligence tests, products, training and consulting. Their established reputation in the field of leadership development includes the *Emotional Intelligence Quick Book*, the *Emotional Intelligence Appraisal*™ and coauthorship of the *Preferred Leader Assessment*™ with Ken Blanchard, the best selling business author of all time and coauthor of *The One Minute Manager*®.

Dr. Travis Bradberry is a captivating speaker and coach, pushing the performance of people and organizations around the globe. His work has assisted leaders of Fortune 500 companies, all three branches of government including the US Senate, and even royalty abroad. He holds a dual doctorate in Clinical and Industrial-Organizational Psychology.

Dr. Jean Greaves is an award-winning consultant and entrepreneur with twenty years experience helping organizations and people reach their potential. She specializes in challenging periods of rapid growth, with a third of the Fortune 500 having benefited directly from her expertise. She holds a doctorate in Industrial-Organizational Psychology.



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## WHAT IS EMOTIONAL INTELLIGENCE MADE OF?

Emotional intelligence comes down to four important skills.

### The First Two Skills Focus On You:



**(1) Self-Awareness** - Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.



**(2) Self-Management** - Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.

### The Last Two Skills Focus More On Your Contact With Other People:



**(3) Social Awareness** - Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.



**(4) Relationship Management** - Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.

## WHAT DOES EMOTIONAL INTELLIGENCE LOOK LIKE?

The four parts of the emotional intelligence model are based upon a connection between what you see and what you do with yourself and others.


	WHAT I SEE	WHAT I DO
PERSONAL COMPETENCE	Self-Awareness	Self-Management
SOCIAL COMPETENCE	Social Awareness	Relationship Management



## NOW FOR THE NUMBERS...

**Your Overall Emotional Intelligence Score: 79****Personal Competence - 85**

The collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.

**Self-Awareness**  85

- Self-confidence.
- Awareness of your emotional state.
- Understanding how other people influence your behavior and how your behavior impacts others.

**Self-Management**  85


- How you handle stress and frustration.
- Knowing when to speak up and when to stand back.
- Flexibility to change and making the most of all circumstances.

**Social Competence - 74**

The combination of your social awareness and relationship management skills. It's more about how you are with other people.

**Social Awareness**  76

- Picking up on the mood in the room.
- Caring what others are going through.
- Hearing what the other person is "really" saying.

**Relationship Management**  71

- Clearly expressing ideas and information.
- Getting along well with others and handling conflict effectively.
- Using awareness of other people's experience to manage interactions successfully.






All scores on the Emotional Intelligence Appraisal™ are measured on a 0 to 100 point scale. Scores tend to fall much like you would expect.

- Higher emotional intelligence scores are in the 80s and 90s.
- Lower emotional intelligence scores are in the 50s and 60s.



## WHAT THE SCORES MEAN

Scores on the *Emotional Intelligence Appraisal*™ come from a "normed" sample. That means your scores are based on a comparison to the global population to discover where you fall in each skill area. Read the following descriptions to better understand what your scores mean.

SCORE	MEANING
90-100 	<b>A STRENGTH TO CAPITALIZE ON</b> These scores are much higher than average and indicate a noteworthy strength. These strengths probably come naturally to you, or exist because you have worked hard to develop them. Seize every opportunity to use these emotionally intelligent behaviors to maximize your success. You are highly competent in this skill, so work to capitalize on it and achieve your potential.
80-89 	<b>A STRENGTH TO BUILD ON</b> This score is above average. However, there are a few situations where you don't demonstrate emotionally intelligent behavior. There are many things you've done well to receive this score and a few that could be better with some practice. Study the behaviors for which you received this score and consider how you can polish your skills.
70-79 	<b>WITH A LITTLE IMPROVEMENT, THIS COULD BE A STRENGTH</b> You are aware of some of the behaviors for which you received this score and you are doing well with them. Other emotionally intelligent behaviors in this group are holding you back. Lots of people start here and see a big improvement in their emotional intelligence once it's brought to their attention. Use this opportunity to discover the difference and improve in the areas where you don't do as well.
60-69 	<b>SOMETHING YOU SHOULD WORK ON</b> This is an area where you sometimes demonstrate emotionally intelligent behavior but not usually. You may be starting to let people down. Perhaps this is a skill area that doesn't always come naturally for you or that you don't make use of. With a little improvement in this skill, your credibility will go way up.
59 or Below 	<b>A CONCERN YOU MUST ADDRESS</b> This skill area is either a problem for you, you don't value it, or you didn't know it was important. The bad news is your skills in this area are limiting your effectiveness. The good news is this discovery and choosing to do something about it will go a long way in improving your emotionally intelligent behavior.



**HOW DO YOU STACK UP?**

Use this page to compare your scores to others worldwide. The table below reveals what percentage of people you scored higher than and how many people this percentage corresponds to.

**Your overall emotional intelligence score of 79 is higher than 54.0% of females ages 30-39 living in North America with a job function of Marketing and with a job title of Individual Contributor.**

**Personal Competence****76.0% Self-Awareness**

Your score is higher than 76.0% of females ages 30-39 living in North America with a job function of Marketing and with a job title of Individual Contributor.

**78.0% Self-Management**

Your score is higher than 78.0% of females ages 30-39 living in North America with a job function of Marketing and with a job title of Individual Contributor.

**Social Competence****47.5% Social Awareness**

Your score is higher than 47.5% of females ages 30-39 living in North America with a job function of Marketing and with a job title of Individual Contributor.

**34.5% Relationship Management**

Your score is higher than 34.5% of females ages 30-39 living in North America with a job function of Marketing and with a job title of Individual Contributor.



**IMPROVING YOUR EQ**


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"What lies behind us and what lies before us are tiny matters compared to what lies within us."  
-Oliver Wendell Holmes

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Emotional intelligence is very different from regular intelligence. With regular intelligence, it is understood that you are generally as "smart" now as you are ever going to be. People learn new facts but their intelligence, or their ability to learn, remains largely the same.

Emotional intelligence is a flexible skill that can be readily learned. People increase their emotional intelligence by working on the skills outlined in this learning system.

Research shows that people build their EQ most when the following conditions are present:

- Strong motivation to learn or change.
- Consistent practice of new behaviors.
- Feedback on your behavior.

**UNDERSTANDING YOUR EMOTIONAL INTELLIGENCE**

An analysis of your score profile suggests you will get the most from your skill development effort by working on Relationship Management first. Relationship Management is the most advanced emotional intelligence skill. It requires that you apply the first three skills as you relate to other people.

**Begin your EQ development with: Relationship Management**

	WHAT I SEE	WHAT I DO
<b>PERSONAL COMPETENCE</b>	Self-Awareness	Self-Management
<b>SOCIAL COMPETENCE</b>	Social Awareness	Relationship Management

The next page teaches strategies for improving each skill and brings the skills to life through Hollywood movies, television, and historical events.



**ACTION PLAN: SELF-AWARENESS**

Self-awareness is your ability to accurately recognize your emotions as they happen and understand your general tendencies for responding to different people and situations.

PERSONAL  
COMPETENCE

SOCIAL  
COMPETENCE

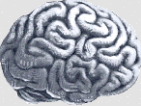


WHAT I SEE

WHAT I DO

Self-Awareness	Self-Management
Social Awareness	Relationship Management

**SELF-AWARENESS - ACTION PLAN 1**

**To increase your self-awareness, practice watching your emotions like a hawk.**

<p><b>Step 1</b> Observe what you are feeling and doing as the situation unfolds. Don't wait until things go so far that your emotions make it hard for you to think about them objectively.</p> <ul style="list-style-type: none"> <li>- Don't wait until the feeling goes away either. You need to recognize your emotions in the moment to learn about them.</li> </ul> <p>Can you think of a situation where you tend to ignore what you are feeling?</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 10px;"></div>																
<p><b>Step 2</b> Monitor the thoughts and physical signs that accompany a particular feeling. These aren't the feelings themselves, but the thoughts and sensations that go with them:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="padding: 2px;">- Do you sweat?</td> <td style="padding: 2px;">- Do your thoughts race?</td> <td style="padding: 2px;">- Does your mind go blank?</td> </tr> <tr> <td style="padding: 2px;">- Does your heart beat fast?</td> <td style="padding: 2px;">- Does your throat get tight?</td> <td style="padding: 2px;">- Do you shake?</td> </tr> <tr> <td style="padding: 2px;">- Do you feel tense?</td> <td style="padding: 2px;">- Do you get tunnel vision?</td> <td style="padding: 2px;">- Do you shake?</td> </tr> </table> <p>What thoughts or physical sensations do you have when you feel:</p> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 15%;">Excited</td> <td style="border: 1px solid black; height: 20px;"></td> </tr> <tr> <td>Anxious</td> <td style="border: 1px solid black; height: 20px;"></td> </tr> <tr> <td>Troubled</td> <td style="border: 1px solid black; height: 20px;"></td> </tr> </table>	- Do you sweat?	- Do your thoughts race?	- Does your mind go blank?	- Does your heart beat fast?	- Does your throat get tight?	- Do you shake?	- Do you feel tense?	- Do you get tunnel vision?	- Do you shake?	Excited		Anxious		Troubled		
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Anxious																
Troubled																
<p><b>Step 3</b> Try to discover why you react the way you do.</p> <ul style="list-style-type: none"> <li>- These responses to people and situations may be positive or negative.</li> <li>- Why do you tend to react this way? What is it about the person or situation that elicits your response?</li> </ul>																



**ACTION PLAN: SELF-AWARENESS**




Self-awareness is your ability to accurately recognize your emotions as they happen and understand your general tendencies for responding to different people and situations.

PERSONAL  
COMPETENCE  
  
SOCIAL  
COMPETENCE

WHAT I SEE	WHAT I DO
Self-Awareness	Self-Management
Social Awareness	Relationship Management

**SELF-AWARENESS - ACTION PLAN 2**

**Track your tendencies in different emotionally arousing situations.**

<p><b>Step 1</b> Record trends you see in your own behavior. Literally write down what you see.</p> <ul style="list-style-type: none"> <li>- This requires taking an honest look at what you are thinking and feeling. After an emotionally arousing situation, sit down, think about it and record your response before you forget.</li> </ul> <p>Did you encounter any emotionally arousing situations today, or this week? How did you respond?</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 10px;"></div>							
<p><b>Step 2</b> Discover what negative behaviors you fall victim to when your emotions get the better of you. Ask someone you trust to observe you and give you feedback. You may find that you:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tbody> <tr> <td style="padding: 5px;">- Make decisions you regret.</td> <td style="padding: 5px;">- Try to escape the situation.</td> <td style="padding: 5px;">- Cry at inappropriate times.</td> </tr> <tr> <td style="padding: 5px;">- Avoid eye contact.</td> <td style="padding: 5px;">- Doubt yourself.</td> <td style="padding: 5px;">- Interrupt people and/or speak out compulsively.</td> </tr> </tbody> </table> <p>Do you do anything from the list above when your emotions are getting the better of you?</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <p>Do you do anything else?</p> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	- Make decisions you regret.	- Try to escape the situation.	- Cry at inappropriate times.	- Avoid eye contact.	- Doubt yourself.	- Interrupt people and/or speak out compulsively.	
- Make decisions you regret.	- Try to escape the situation.	- Cry at inappropriate times.					
- Avoid eye contact.	- Doubt yourself.	- Interrupt people and/or speak out compulsively.					
<p><b>Step 3</b> Don't be afraid of your emotional "mistakes."</p> <ul style="list-style-type: none"> <li>- The surprising thing about increasing self-awareness is that just thinking about it will help you change, even though you are focusing on things you do "wrong."</li> <li>- Ineffective emotional responses usually happen beneath our awareness. If you understand your tendencies, you are more likely to choose a better response.</li> </ul>							



**ACTION PLAN: SELF-MANAGEMENT**

Self-management is your ability to keep a finger on the pulse of your emotions so that you stay flexible and choose positively how you react to different situations and people.

PERSONAL  
COMPETENCE

SOCIAL  
COMPETENCE

WHAT I SEE

WHAT I DO

Self-Awareness	Self-Management
Social Awareness	Relationship Management


**SELF-MANAGEMENT - ACTION PLAN 1**

**Take an honest look at when you are being run over by your feelings.**

**Step 1** We all run into situations where our emotions get the better of us. Discover what these situations are for you. You may feel:


- Passive	- Intense	- Jazzed	- Numb
- Impulsive	- Oblivious	- Restless	- Confused
- Frustrated	- Spaced-Out	- Exhausted	- Distracted

Jot down a couple of situations where you catch your emotions getting the best of you:



**Step 2** Learn to notice when you are feeling the emotions in Step 1, admit what's happening and buy yourself some time before taking action.

- Your thinking, your decisions, and your actions are greatly influenced by your emotions. When your emotions are strong, you need to slow down and think before moving forward.
- Ignoring or minimizing what you are feeling is a guaranteed way to let your emotions control the situation.





**ACTION PLAN: SELF-MANAGEMENT**

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PERSONAL  
COMPETENCE


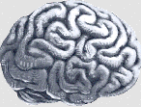
SOCIAL  
COMPETENCE

WHAT I SEE

WHAT I DO

Self-Awareness	Self-Management
Social Awareness	Relationship Management

**SELF-MANAGEMENT - ACTION PLAN 2**

Take the reins and quit letting your emotions lead you around.	
<p><b>Step 1</b> Use strategies that help you manage your reactions to emotionally arousing situations.</p> <p>Try these in the moment:</p> <ul style="list-style-type: none"> <li>- <b>Listen:</b> During difficult conversations, always let the others finish speaking, even if it takes a while. This greatly decreases your chances of rushing to judgment, calms the other person down and gives you time to think about what to do.</li> <li>- <b>Step Back:</b> Picture the current situation in your head as if it weren't happening to you. If you were watching this in a movie, what would you recommend the main character (you) do to get the best results? An objective look at the situation will help you to think clearly, decreasing the chances you'll be led around by your emotions.</li> <li>- <b>Breathe:</b> When all else fails, breathe! Whether you are happy, sad, anxious or mad, focusing your attention on gradual, deep, even-paced breaths will relax your body and clear your mind. When your head is clear you are better able to see and choose the best course of action.</li> </ul>	
<p><b>Step 2</b> Use these strategies for the long-term. They are great for problems that take time to solve:</p> <ul style="list-style-type: none"> <li>- Set aside some time in your day for problem solving. Decisions made while hurrying through the day are seldom as effective as those made during moments of clarity.</li> <li>- Think about where your emotion is coming from. If you are angry with someone, it is probably because they've crossed a boundary with you. This boundary is as much about you as it is about them. Keep this in mind as you choose your course of action.</li> <li>- Plan where you might be headed if you choose different courses of action. Plans based solely on an emotional reaction will lead you down the wrong path.</li> </ul>	



**ACTION PLAN: SELF-MANAGEMENT**

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COMPETENCE




SOCIAL  
COMPETENCE

WHAT I SEE

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**SELF-MANAGEMENT - ACTION PLAN 3**

Get ready for change because it's waiting around the corner.	
<p><b>Step 1</b> Prepare yourself for change rather than ignoring it when it's on the way.</p> <ul style="list-style-type: none"> <li>- When anticipating change, talk through your concerns with a third party who is not as invested in the situation. Their perspective should help you pick up what you are missing rather than avoiding it.</li> </ul>	
<p><b>Step 2</b> Work on being flexible and adaptive in the face of change.</p> <ul style="list-style-type: none"> <li>- When change happens, admit to yourself that you can't change the reality that things are now different.</li> <li>- The only thing you have control over is how you react to the new circumstances.</li> </ul>	
<p><b>Step 3</b> Decide what you can do to make the uninvited changes in your life produce what you want.</p> <ul style="list-style-type: none"> <li>- Make a list of potential positive outcomes that persist despite the change or that have emerged because of it.</li> <li>- Use this list to keep you motivated as you work to achieve your goals.</li> </ul> <p>Can you think of any positive outcomes you can create in response to changes you currently, or are about to, face?</p> <div style="border: 1px solid black; height: 20px; width: 600px; margin-top: 10px;"></div>	



**ACTION PLAN: SOCIAL AWARENESS**

Social Awareness is your ability to recognize and understand the moods of other individuals and entire groups of people. This awareness is necessary to control your reactions to others and manage relationships to the best of your ability.

PERSONAL  
COMPETENCE




SOCIAL  
COMPETENCE

WHAT I SEE

WHAT I DO

Self-Awareness	Self-Management
Social Awareness	Relationship Management

**SOCIAL AWARENESS - ACTION PLAN 1**

When you are with other people, play anthropologist.	
<p><b>Step 1</b> When around people, spend extra time observing, asking and listening.</p> <ul style="list-style-type: none"> <li>- Anthropologists often watch people interacting naturally without letting their own thoughts and feelings disturb the interaction.</li> <li>- As you spend time with others in your daily life, keep "surveillance" on your mind. You will be surprised what you notice about others when your mind is more on them than it is on you.</li> </ul>	
<p><b>Step 2</b> See if you can make a connection between what the other person is feeling and what he or she is doing.</p> <ul style="list-style-type: none"> <li>- Be sure to ask lots of questions when you aren't sure.</li> </ul>	
<p><b>Step 3</b> Don't forget to pick up on the mood of the entire group.</p> <ul style="list-style-type: none"> <li>- If you look hard enough, you will often notice a mood in the room. It's a lot like picking up on the mood of an individual, except you'll see similarities between different people in the same group.</li> </ul>	



**ACTION PLAN: SOCIAL AWARENESS**

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**SOCIAL AWARENESS - ACTION PLAN 2**

Check in with someone to see if you are accurately noticing what she or he is feeling.	
<p><b>Step 1</b> Seek out trusted friends or colleagues with whom you can have a frank conversation about your quest for improved Social Awareness.</p> <ul style="list-style-type: none"> <li>- The next time they tell you about something they experienced or something that is important to them, check in on the following:                             <ul style="list-style-type: none"> <li>i. Tell them your perception of what they are going through and see if it is accurate.</li> <li>ii. Don't be afraid to ask the kinds of questions you really can't ask during a typical conversation.</li> <li>iii. Finally, ask them if they were attempting to deliver any unspoken messages. Sometimes people don't just want to say flat out how they feel about something, so they drop hints. If they did, this is a great opportunity to see if you picked up on them.</li> </ul> </li> </ul> <p>Who will you try this with?</p> <div style="border: 1px solid black; height: 15px; width: 50%; margin-top: 5px;"></div>	
<p><b>Step 2</b> Finally, repeat this process in a group setting.</p> <ul style="list-style-type: none"> <li>- Seek out a trusted friend or colleague with whom you've spent some time interacting in a group setting (a business meeting or a social dinner are perfect examples).</li> <li>- Share what you thought was going on with the group and check to see if he or she saw the same thing.</li> </ul>	



**ACTION PLAN: RELATIONSHIP MANAGEMENT**

Relationship Management is the most advanced emotional intelligence skill. It requires that you apply the first three skills as you relate to other people. By managing the emotions involved in an interaction, you will connect more with others and improve how people respond to you.

PERSONAL  
COMPETENCE




SOCIAL  
COMPETENCE

WHAT I SEE

WHAT I DO

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**RELATIONSHIP MANAGEMENT - ACTION PLAN 1**

Discover the role emotions play in every situation.	
<p><b>Step 1</b> Try to discover what role emotions are playing in your interactions with others.</p> <ul style="list-style-type: none"> <li>- Understand that emotions play a part in every interaction between two people.</li> <li>- Whether the mood is good or bad, excited or bored, think about how it is influencing the "back and forth" between you and the other person.</li> </ul>	
<p><b>Step 2</b> Spot when your emotions are making things difficult.</p> <ul style="list-style-type: none"> <li>- Discussions, debates and negotiations sometimes stall for no apparent reason. Things usually fall flat when personal attachment gets in the way of resolution.</li> <li>- You will continue to argue until you address your interest or other emotional involvement in the difficult topic.</li> <li>- When it's the other person who's emotional, address what he or she is feeling without being threatening or making him or her defensive.</li> </ul>	
<p><b>Step 3</b> When you care, show it.</p> <ul style="list-style-type: none"> <li>- When you have genuine interest in someone, don't hide it, even if there are only certain things you like about them. People like people who like them.</li> <li>- Always make time for small talk. A little bit of effort goes a long way here.</li> <li>- Balance sharing about yourself with asking questions about the other person. One-sided conversations turn people off and work against a real connection.</li> </ul>	



**ACTION PLAN: RELATIONSHIP MANAGEMENT**

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PERSONAL  
COMPETENCE


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WHAT I SEE

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**RELATIONSHIP MANAGEMENT - ACTION PLAN 2**

Get real feedback on relationships from someone you trust.	
<b>Once you've spent some time managing relationships, it is important to see how you are doing.</b>	
<p><b>Step 1</b> Seek out a trusted friend or colleague and get some real feedback on how you're doing.</p> <ul style="list-style-type: none"> <li>- A "real" feedback discussion is bound to have some difficult moments, so you need to find someone with whom you can work through these moments comfortably.</li> <li>- Explain to your selected person that you are working on Relationship Management as part of your Emotional Intelligence Appraisal. Tell him or her what Relationship Management is and describe some of your goals for improving this skill.</li> </ul>	
<p><b>Step 2</b> Ask this person to share with you what he or she sees and thinks. Be sure to get information on things that aren't readily apparent to you.</p> <ul style="list-style-type: none"> <li>- The following questions should help this conversation:                     <ol style="list-style-type: none"> <li>i. What do I have a knack for that helps me to get along with other people?</li> <li>ii. Is there a way I could use this skill more often or with different people?</li> <li>iii. What holds me back from relating as well as I could to others?</li> <li>iv. Are there specific situations where, or people with whom, I tend to make this mistake?</li> <li>v. Is there anything I do too much? That is, can I tone down a certain behavior?</li> </ol> </li> </ul>	