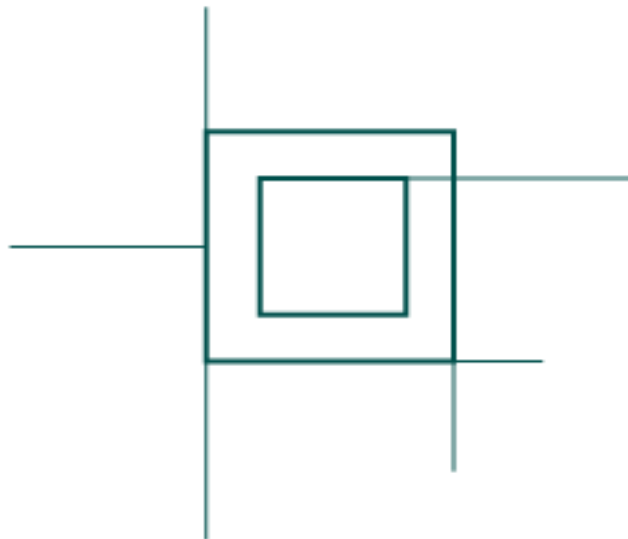


EQ In-Action Profile

A profile of you in relationship



Sample 2 August 2005



LEARNING IN ACTION
TECHNOLOGIES, INC.

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Introduction to Your EQ In-Action Profile

This unique assessment tool provides you with a "snapshot" of your internal experience or what goes on inside of you as you participate in relationships where you are being challenged and you feel some degree of stress. It is a picture of your "relational map" when stressed.

This profile presents a graphic presentation of what you reported as you watched the eight video segments. It is important to note that this may or may not reflect your behavior. Your ability to rely on a wide range of coping strategies and your ability to reflect on your internal experience, in the moment, will impact the degree you act out your profile in relationships. What we know is, the picture you see here is most apt to be acted out in those relationships that are most important to you, both personal and professional; when those relationships become quite intense; and where you experience some degree of dependence or risk in the relationship. As you read this through, it will be useful to identify the relationships in your life that are important to you and impact your well-being. This "snapshot" will show up most often in those relationships.

**As you read through this, remember this is a snapshot of
your internal experience when stressed.
It does not measure your behavior.**

The reason this EQ profile uses difficult conversations is that the resulting data clearly demonstrates how you tend to interpret yourself and the world around you when you are challenged. The value in this approach is it gives you a picture of your developmental edges and helps you target specific areas for your development.

The scientific evidence is quite clear that Emotional Intelligence is a learned capacity that can be strengthened. You can develop EQ Fitness just as you develop physical fitness or other complex skills. Becoming your best just takes focused, disciplined practice. You received an *EQ Fitness Handbook - 150 Practices for Daily Living* with this report. It is organized by each dimension measured. We encourage you to select one or a few practices from this handbook and make them a part of your daily living. The easy practices can be fun and can make a powerful difference over time.

This report has four components

- A description of the emotional intelligence capacities measured by the tool..
- Graphic displays of your profile for each of the capacities measured, which include:
 - a. Self-Reflection, b. Self-Regulation, and c. Empathy.
- An interpretive narrative on each dimension measured that includes implications for your professional and personal relationships. Implications for leadership are also presented.
- Questions for your reflection. Take time to read this in its entirety and reflect on when, where, and how this shows up in your life; in what types of relationships. Then answer the questions in the back. Completing this process will help make this profile useful to you.

Emotional Intelligence and This Tool

The research and body of literature on Emotional Intelligence have exploded since the mid 1990's and continue to grow and be refined. Considerable discussion and debate have taken place about the scope of competencies, skills, or traits that make up Emotional Intelligence. Research and learning from applications are deepening our knowledge and giving the field greater focus. Three primary constructs have emerged in the literature and assessment tools are based upon each with considerable overlaps. These include: *.

- Personality trait model (Daniel Goleman)
- Ability or cognitive model (Mayer, Salovey, & Caruso) and
- Developmental model (Saarni)

Several other well-developed and researched disciplines inform and validate the construct of Emotional Intelligence. Some of these include Social Competence, Alexithymia, Social Intelligence, Resilience, Psychological Mindedness, and Levels of Emotional Awareness.* This tool uses a developmental model which is based upon developmental theory and neurophysiology, including the development of the brain, emotion and cognitive development, and attachment theory.*

This tool measures several dimensions of the three core capacities that provide the foundation for developing a wider range of competencies and skills to manage our emotions. These building blocks equip us to effectively manage ourselves in the midst of complexity and chaos, build our tolerance, resilience, and adaptability, and give us the ability to relate effectively with others.

Three Core Capacities Measured

• Self-Reflection - (See your ratings on the profile circle on page 4)

Self-Reflection is the ability to access and name our experience, including our feelings, thoughts, wants, intentions, and body sensations, and the ability to observe our thoughts, feelings, and behavior in the moment as we participate in life. This is the "observing self" or the "silent watcher" that can reflect on our thoughts and actions. Having the ability to first experience and name our experience, to differentiate our experience from others, and to reflect and learn from our experience is fundamental to emotional intelligence, the very driver of our capacity to learn and grow.

• Self-Regulation - (See your ratings on the graph on page 10 or 11)

Experiencing varying levels of distress and pain is a natural part of life. This causes us to feel some degree of disequilibrium. Self-soothing is the capacity to experience our distress and manage it in ways that help us reestablish our equilibrium or balance without requiring others to change. We all soothe ourselves and our emotions daily in a variety of positive and negative ways, both alone and in relationship. This tool measures four relationship strategies we rely on to help regulate our emotions.

• Empathy - (See your ratings on the profile circle on page 4)

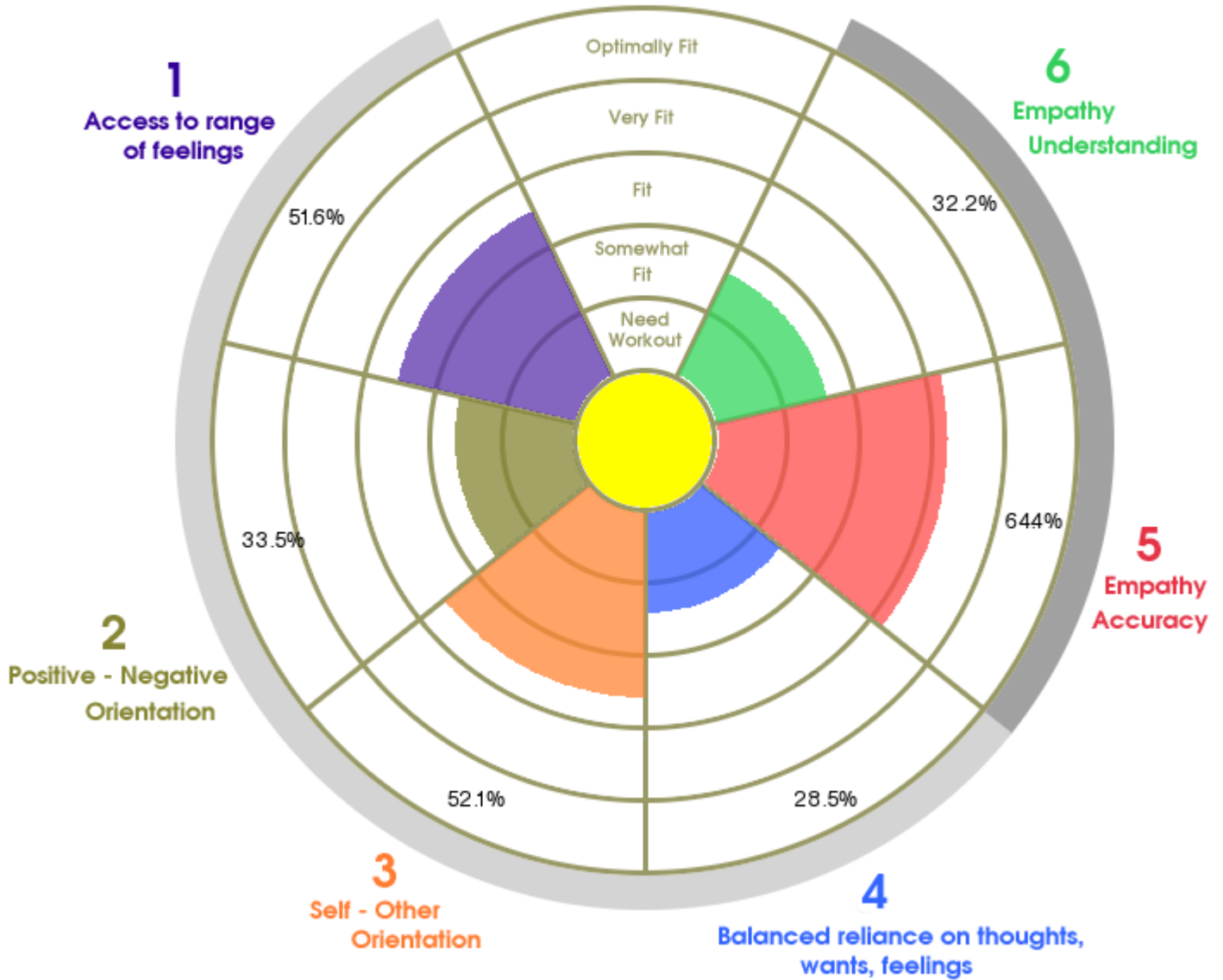
Empathy is the ability to identify what another person is experiencing and to know what that must be like; to "get into another's shoes." Empathy dimensions that are measured in this tool include accuracy and compassion.

* *The Handbook of Emotional Intelligence*, Reuven Bar-On editor, 2000, Jossey-Bass

Your EQ Profile for Self-Reflection & Empathy

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



1 - 4	Measure Self Reflection
5 - 6	Measure Empathy
2	Positive - Negative Orientation Focus: Positive -- (65.77% Positive, 34.23% Negative)
3	Self - Other Orientation: Other -- (47.79% Self, 52.21% Other)
4	Balanced Reliance on -- Thoughts: 40.65% Wants: 32.55% Feelings: 26.80%



ACCESS TO RANGE OF FEELINGS

(A graphic display of your distribution of feelings is provided below)

You Rate "Fit" in Accessing a Wide Range of Feelings

Your ratings suggest that you have good access to a wide range of your feelings, being able to experience and name a variety of feelings. However, there are some differences between the seven categories of feelings measured by this tool. (See the "Feelings Distribution Graph" that follows this section.) The graph maps 100% of the feelings you identified as you watched the video. Notice what is predominant for you and what is minimal for you. Does this description fit you?

The implications for you at work or in your personal life depend upon which feelings are dominant and which feelings you have more difficulty getting in touch with. For example, if you find that you have difficulty accessing feelings of anger, you may miss opportunities to participate fully in discussions, strategies, directions, or actions that are taken. Information that is important for making the best decision may not be uncovered and used. You may also find yourself feeling uncomfortable when it seems that people are taking advantage of you or are treating you poorly. In contrast, if you find you have trouble contacting feelings of joy, which is a measure of the vitality and energy you bring to a situation, you may find it difficult to maintain a sense of confidence, openness, vitality, and enjoyment in your work and with the people around you.

Feelings are the dimension of our experience that informs us about the importance of something or someone and gives it meaning. Thus the ability to quickly access a full spectrum of feelings provides you valuable information as you interact with others in various work relationships and different life situations.

Although organizations in our Western culture have traditionally ignored or actively suppressed feelings, they are the primary drivers of actions and decisions. Having excellent access to your feelings expands your experience and your ability to make informed choices. Good access to feelings also enriches your life experience and heightens your understanding and acceptance of others' feelings. Being aware of your feelings and "listening" to them can be a helpful guide to support wise decision-making, particularly in times of complexity, stress, and conflict.

You Have High Access to Shame

You quickly accessed a much higher level of shame in these interactions than most people who have taken this profile. Shame is an overall feeling of "not being good enough" or "being less than what is needed." In contrast to guilt, which says "I have done something wrong," shame says "there is something wrong with me." Guilt says, "I made a mistake," while shame says "I *am* a mistake." Individuals who quickly access shame tend to turn on themselves critically in difficult situations, blaming themselves for what went wrong rather than others. Does this characterization fit your experience?

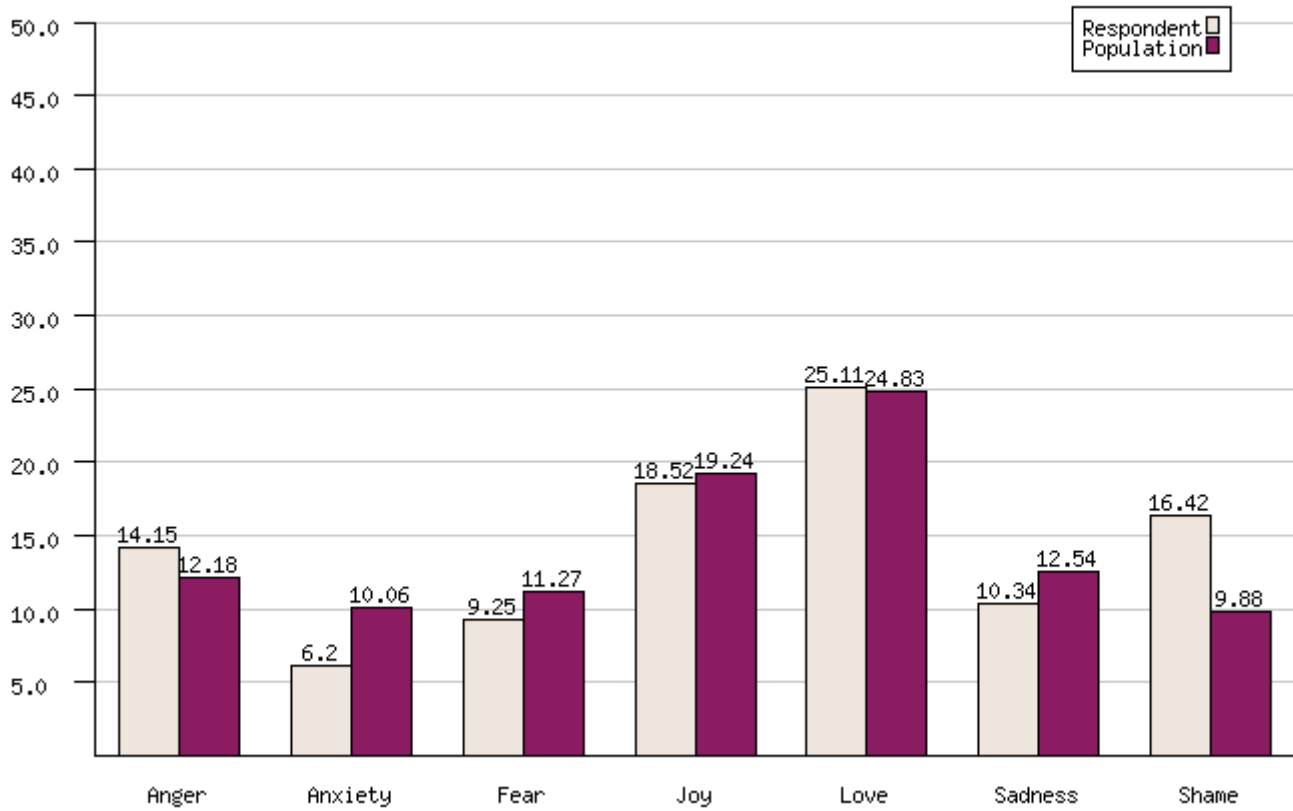
How does this impact you in important work relationships as in your personal relationships? Individuals who are quick to experience shame often unfairly accept blame and responsibility and may work hard to make it better for the other person and work hard to improve so "I am good enough." Some individuals are cautious or extra careful to be thorough, thoughtful, and considerate of others so not to offend. Doing it right is very important. Some adopt a style that others experience as rigid and at times compulsive or obsessive. Practice listening to your interactions and the degree to which you dismiss yourself.

Shame can also signal a degree of sensitivity to others and acceptance of responsibility in healthy ways. How does this fit for you?

Practice being aware of your feelings and note what types of interactions and experiences trigger

shame for you. Practice honoring your feelings, letting them float by without building upon self-negative thoughts that accompany the feelings.

Feelings Distribution



Percentile Rank

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
67.18%	21.12%	29.00%	52.15%	55.67%	25.06%	97.49%



POSITIVE AND NEGATIVE ORIENTATION

You Have a "Somewhat Fit" Positive-Negative Balance

Your ratings indicate that you have a higher negative orientation or focus than most of the people who have taken this profile. This suggests that in difficult situations with others, you can easily interpret the situation, the other, and/or yourself in negative ways. You may experience impatience, anger, fear, anxiety, or some degree of intolerance with the other person in the situation. In difficult situations you tend to see the world through a "half-empty" lens more than most. Does this description fit you?

When you experience a threat or are being challenged by others you may find yourself seeing the positive and negative options but tend to give the negative options more weight or consideration than most people. Negative judgments and conclusions come quickly to you. A very healthy practice for you would be to notice your thoughts and wants, notice when you are negatively judging others and/or yourself, and when you are positively judging others and/or yourself.

The advantage of this degree of negative focus is that you may be able to see the pitfalls in a situation more quickly than others. This is particularly beneficial for individuals who work in areas of safety or where the job requires a detailed focus on identifying and correcting problems.

At times, you may impact others in your work environment as the negative one who always focuses on what is wrong rather than what is right. Others could see you as the person who tends to "rain on the parade."



SELF - OTHER ORIENTATION

You Have a "Fit" Self-Other Balance

Your ratings on this EQ measure suggest that you are often able to focus both on yourself and the other person in an interpersonal exchange. You seem to be able to go within and reflect on your internal experience (thinking, feeling, wanting, & your body sensations), as well as try to understand what the other person is thinking, feeling, and wanting. Does this description fit you?

When you are able to function in a balanced manner, you take yourself and the other person seriously, trusting your own experience as well as listening to and honoring the other person's experience. Being able to easily move between clear awareness of your own experience and that of others is perhaps the most powerful underlying capacity that allows you to take in information and helps you effectively manage complexity and diversity. This capacity also allows you to take in both internal and external information. As you improve your balance in this area, your ability to see, hear, honor, and tolerate wide differences of attitudes, beliefs, values, expressions, and cultural differences will expand. Strong balance in this dimension makes it possible to seek the kernel of truth from a variety of different sources and people and use the wisdom of the whole. It gives you the balance needed to listen, learn, and explore alternative interpretations and solutions.

When others challenge or demand things from you, most likely you can usually focus on the impact of the challenge or the request, as well as learn more about the other person. This provides the foundation for acknowledging, learning, and expanding your capacity for empathy.

You Focus More on the Other Than on Self

Your ratings in this dimension suggest that you focus more easily on the other person in an exchange and have more difficulty reflecting on your own internal experience. Does this description fit you?

Individuals who are more "Other" oriented see themselves as having less power and little impact on the world around them. They view others, the group, or the organization as having control. You may have learned very young to be highly aware of the people around you and to respond to their needs, rather than to be aware of and value your own experience. This can lead to a sense of being powerless in the world or needing to fight for what you want.

One implication for you at work is that you may try to please the other person or try to figure out what they want in a situation rather than sorting through your own experience and declaring what you want. Another implication is you may give others excessive power in your interactions. For example, you may be very sensitive to feedback from others and find yourself reacting to information, perceiving it as criticism of you rather than information for you to consider.



BALANCED RELIANCE ON THOUGHTS, WANTS, FEELINGS

Your Balanced Reliance on Thoughts, Wants, Feelings is at the "Somewhat Fit" Level

Relying on information from thoughts, wants, and feelings provides individuals a wide range of valuable data that helps them learn from their interactions with others and make well-informed decisions. The higher the fitness level in this area, the more others will likely experience you as stable, practical, safe, predictable, and reliable even at times of high intensity and conflict. Therefore, the higher the fitness level the more likely others will experience you as available to them. This ability to rely on each dimension of your experience makes it is easy for others to be with you and to talk to you.

The more leaders rely on all dimensions of their experience, the clearer they are in interactions with others. Feelings give us information about the importance and meaning of what is occurring internally, thoughts are useful for analyzing the situation and problem-solving, and your wants provide you and others information about what action you want to take. Having excellent balance in this dimension serves as a rudder to give you a sense of stability when life and interactions become turbulent.

You Rely Heavily on Your Thoughts

Your ratings suggest that you rely much more on your thoughts than your wants and feelings. You tend to quickly turn to your thoughts without taking time to access your feelings. Does this description fit you?

The implication of relying heavily on your thoughts, versus your feelings, may have considerable impact on your work relationships. At times your direct reports or colleagues may see you as very task-oriented or analytical, especially when issues involve intense feelings. Your tendency may be to place more focus on the content, the problem, or the situation, and under pressure, you may become passionate about the content without recognizing the impact of powerful underlying feelings. If you stay with thoughts and problem-solving in intense situations, your co-workers may experience you as unavailable to hear and understand them. Without accessing the driving feelings, problems can recycle or seem to become intransient.

The advantage of being able to access your thinking rapidly is that you are probably very good at tasks that primarily involve solving problems and that require superb analytical skills. People may rely on you to generate alternatives when it is time to tackle a problem.

Given you rely heavily on your thoughts, a good practice would be to intentionally stop and identify what you are feeling and wanting any time you feel a degree of stress. Increasing your ability to access other dimensions of your experience quickly will widen the scope of choices available to you and bring added stability and balance to your relationships.



EMPATHY ACCURACY

Your Empathy Accuracy is at the "Very Fit" Level

Your ratings suggest a well-developed capacity for accurately tuning into others and reading what they are experiencing, even when you are in the middle of an interaction with another person in which the individual is challenging you or making what feel like unfair demands on you. You are able to take in people's verbal and non-verbal behavior quite easily and make accurate guesses or assumptions about what they might be experiencing. Most likely you are sensitive to reading facial expressions and body movements, and detecting the general tone of the energy in a difficult situation. Does this description fit you?

The implication of this skill at work is that you probably are often able to assess what people, either your colleagues or your direct reports, are experiencing, and you don't carry around a host of distortions about what you assume their experience is. The danger of having such a well-developed skill is that you may fail to verify your perceptions with others and simply assume that you are accurate about what is going on with another person, just at a time when inquiry of the other would yield valuable insights and make a positive contribution to the relationship .



EMPATHY COMPASSION

Your Empathy Understanding is at "The Moderately" Fit Level

Your ratings suggest that in difficult interactions you often have a hard time understanding and feeling compassion for the person who is threatening, challenging, or making demands on you. Empathy is a challenge because it seems to disappear when we feel threatened. When challenged, you have difficulty "getting in the others shoes" with an understanding of what he or she must be experiencing. Does this description fit you?

Because empathy tends to be more elusive when you are threatened, you may find it helpful to "buy time" when you are in a threatening interchange in order to calm the waters. You may want to withdraw for a while to reduce the intensity of your feelings when you are being challenged. This may help you become more centered and balanced.

The advantage of reducing the threat you experience is that you will be better equipped to listen and inquire about the other's position. In the heat of the moment, it is difficult to be open to understanding why the other person is challenging you or making "unacceptable demands."

Understanding others is especially important for leaders because others often make requests and challenges that seem to pose unrealistic demands. Yet most people who are challenging in this way primarily just want to be understood and acknowledged. Genuinely acknowledging the other and showing you understand the other's experience is one of the most impactful interactions a leader can have in building a committed workforce.

Your Self-Regulation Profile: Relying on Four Relationship Strategies

This section profiles the Relationship Strategies you tend to rely upon during stressful or challenging interactions. It is based upon two dimensions: your level of trust in yourself, and your level of trust in the other person during these encounters.

While the ideal is to rely predominately on High Trust of Self and Other (HSO), each strategy has value and is appropriate for selected contexts and relationships. Having the flexibility to select an appropriate strategy for a particular context is an indicator of well-developed Emotional Intelligence.

An optimal range for each strategy:

- High Trust of Self and Other(HSO) 50%-65%
- High Trust in Self and Low Trust in Other HSLO) 15%-20%
- Low Trust in Self and High Trust in Other(LHSO)15%-20%
- Low Trust of Self and Other LSLO) 7%-11%

The degree of difference between your percentage scores is an indicator of the extent to which you will rely on a strategy. For example, if your HSO score is much higher than the others and your LSHO and your HSLO ratings are very close, you can assume you will predominantly use an HSO strategy and when you vary from this you may easily choose either LSHO or HSLO, dependent upon the unique situation and relationship.

As you reflect on what this means for you, we invite you to complete the following exercise. The purpose of the exercise is to heighten your awareness about how and when you rely on different strategies in key relationships.

Exercise:

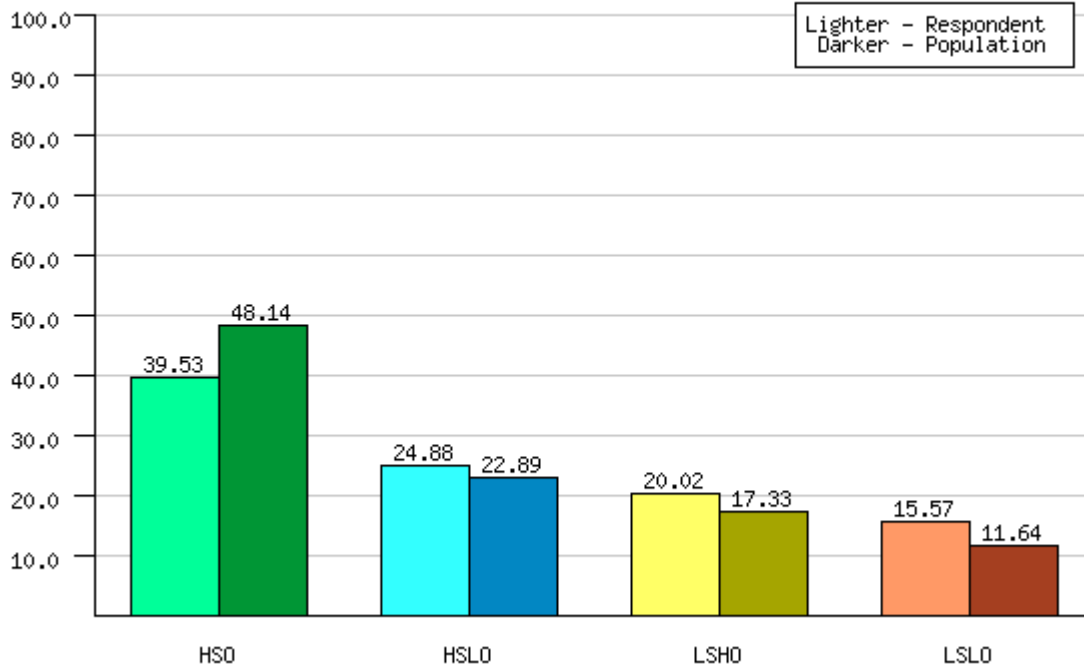
List the names of important relationships in your life. This might be your boss, co-workers, spouse, family members, customers, or others. Then write the strategy you typically rely upon with each relationship during challenging times. Then ask yourself the degree to which this strategy does or does not work for you. Can you identify patterns in any relationships that are you might want to change? If you rely heavily on a single strategy and it is not producing results, what other strategy may yield a better outcome for you? A one-page description of each strategy is provided following the graph.

Interpreting the Relationship Strategies Graph:

The distribution graph below gives your ratings for each of the relationship strategies. The percent of time you relied on each strategy is listed at the top of your bar, which is the lighter bar to the left. Your four bars add up to 100%. They are compared to the mean rating of the entire population that has taken this tool to date; these are the darker bars.

The legend below the bar graph presents your percentile ranking for each individual strategy. This gives you the significance of the difference between your mean rating for a given strategy and the population mean score. The percentile ranking tells you how you compare to others on each relationship strategy. The legend then lists your strategies from one to four with one being your dominant strategy and four being the strategy you rely upon the least.

Your Relationship Strategies Distribution



Relationship Strategies Definitions		Strategy Ranking	Your Percentile Ranking
HSO	High Trust Self & Other	1st	25.78%
HSLO	High Trust Self - Low Trust Other	2nd	65.39%
LSHO	Low Trust Self - High Trust Other	3rd	66.83%
LSLO	Low Trust Self & Other	4th	73.87%

High Trust of Self and Other (HSO)

HSO is a highly interdependent strategy in which an individual moves towards others at times of stress in a positive, collaborative way. Individuals who rely heavily on this strategy typically enjoy people and enjoy working with others to get a job done. This strategy generally provides the greatest degree of flexibility and resilience with open and direct communication, problem-solving, and decision-making. It is a strategy where individual differences are acknowledged and accepted. It typically reflects a positive orientation, an ability to focus on self and other, empathy compassion, and well-developed listening skills, thus creating an open environment where individual contributions are intentionally used in a positive manner.

A resistance to delegating authority to others can be masked in this strategy at times. Individuals who are knowledgeable and skilled in an interdependent process and give it high value may resist giving others authority, while calling upon the need for collaboration. This resistance can be an indicator of limited flexibility on one's part to take and give others authority when necessary to work in a collaborative manner.

A strong reliance on HSO is essential for working effectively in interdependent teams and in interfacing work groups while maintaining the awareness and flexibility to use other relational strategies when appropriate. It is also at the heart of a collaborative leadership style.

General Relationship Behaviors--Individuals:

- Typically move toward relationships with confidence in the value and power of collegiality.
- Maintain access to their own experience and remain open to the other in the midst of conflict.
- Willingly take responsibility for their own contribution in a conflict (being able to say "I'm sorry").
- Are interested in what the other is experiencing and are eager to respond to the other.
- Have a capacity to feel compassion towards the other.
- Are open to learning about oneself and the other.
- Use a wide range of self-soothing strategies, including being able to soothe oneself without using the other or requiring the other to change.
- Have the capacity to recognize and welcome different perspectives.

Leadership strengths are characterized by:

- A high degree of confidence in self and others.
- An openness to other's ideas and input.
- A high level of empathy towards others.
- Valuing and enjoying working with others in a collaborative way.
- Clear acknowledgement of self and others with positive regard.
- Strong mentoring skills.
- An ability to retain access to one's own experience in the midst of conflict.
- An ability to listen to others and seek out information in conflict.
- Promoting an overall positive emotional environment.
- An ability to use different decision-making styles with ease.

Leadership challenges are characterized by:

- When reliance on this strategy is extremely high, it may indicate an inflexibility to move to another strategy that may be more effective for the context. When this strategy is taken to excess, it may result in a deadlock, a feeling of "being stuck," and an inability to move forward. The outcome may be fatigue with a tendency to give up. Individuals may lose faith in the leader and the process.

High Trust of Self - Low Trust of Other (HSLO)

HSLO is more of an independent strategy in which individuals rely primarily on themselves and their own judgment. The ability to rely on oneself and make difficult decisions is an essential strategy that can be rewarding. Individuals with highly developed Emotional Intelligence can discern when to rely on this strategy and use it with ease when necessary.

Leaders who rely heavily on this strategy are often experienced as decisive and self-confident. They may also be experienced as aloof, arrogant, and closed to input from others. They are most comfortable in an authority role and enjoy "taking charge." These individuals often enjoy the challenge and independence of being an entrepreneur, where they can enjoy the risk and the rewards gained through individual achievement.

When under stress, impatience, anger, arguing, blaming others, needing to be right, and pulling away are typical behaviors. The internal dialogue may sound like, "If you want it done right, you need to do it yourself." "I know best what's needed here."

"My way or the highway" often describes others' experience of this strategy. Loyalty and trust is paramount and rewarded by the leader who is comfortable in the "protector" role. HSLO leaders easily gain significant power at times of crisis because the "protector" role serves as a powerful, temporary antidote to organizational anxiety. The problem is when leaders stop listening, stop delegating to others to the degree needed, and stop gathering critical information an entire organization may be placed at risk. High performers who value active participation may become disillusioned and leave.

General Relationship Behaviors--Individuals tend to:

- Hold onto "my truth" with less openness to the other's experience.
- Dismiss, devalue or blame the other in highly stressful or conflict situations.
- Withdraw rather than acknowledge or listen to the other.
- Leave and maintain distance for long periods during times of unresolved conflict.
- Trust in themselves with permission to try new things and take risks.
- Fail to see the other as a resource or see the relationship as mutually created.
- Have reduced capacity to allow in information when anger, fear, and anxiety are high.

Leadership strengths are characterized by:

- A willingness to take risks with new ideas.
- An ability to start something new or champion a cause.
- An ability to go it alone and work in the midst of others' doubt or lack of approval.
- An ability to take charge when needed and make difficult and unpopular decisions.
- An ability to stay functional under pressure. These individuals do not become immobilized.

Challenges. Leaders who rely on this strategy may have difficulty:

- Working with others in a collaborative way.
- Building and sustaining trusted, loyal relationships.
- Being empathic to others, especially when threatened.
- Managing other people or projects that require collaboration.
- Empowering and mentoring others.
- Assessing appropriate risks. They may take excessive or "not smart" risks.
- Remaining open to essential external information when they are experiencing high stress.

Low Trust of Self - High Trust of Other (LSHO)

Valuing relationships is a primary characteristic of this strategy. Individuals seek out relationships with a positive and hopeful attitude. They tend to be very loyal and supportive. At work, leaders who rely heavily on this strategy often do best in a secondary leadership position in which they provide primary support to another leader, often an HSLO-style leader.

The gift of this strategy is the ability to easily give others authority, to listen, and often to be sensitive and compassionate towards others. At times of stress the pattern is to move to others with strong commitment towards the relationship. The challenge is the tendency to easily fall prey to self-doubt, give away personal and/or legitimate authority, and be diminished in the process. The internal dialogue is something like, "You must be right. I must be wrong." The high self-orientation, shame, and anxiety that are associated with this strategy may well contribute to giving up what one thinks and wants when under pressure. Over time individuals relying on LHSO can feel taken for granted and become resentful.

Given the tendency towards self-doubt, leaders may have difficulty handling resistance when they believe it may jeopardize an important relationship. These leaders tend to struggle more with setting appropriate boundaries and have a natural tendency to give away their authority. The challenge is to discern when this strategy is appropriate and when it is not.

Leaders who rely heavily on this style tend to go the extra mile to ensure that everyone has input and the process is inclusive and fair. However, the decision-making process may be derailed by one or two strong individuals who disagree and make their wants and judgments clearly known to others. This makes the leader more vulnerable to be diminished and even displaced by others who are competitive and who are seen by others as "bright and decisive." A typical LSHO leadership response to a strong challenge is to gather more information and build in more check-points and processes. At times this is just the right thing to do. At other times it may be a reactive strategy that creates unnecessary delays and generates frustration in others who "just want to get on with it." Others may question whether the leader "has what it takes."

In organizational contexts, this strategy tends to be more productive and rewarding in a bureaucratic or highly process-oriented context than in an entrepreneurial, competitive one.

Research has shown that a relationship between an HSLO strategy and LSHO strategy is very stable and common in primary relationships. The relationship may be unhappy but stable because each party lives out the other's expectations.

General Relationship Behaviors--Individuals tend to:

- Place high value on relationship, moving towards others with a positive, hopeful orientation.
- Stay in relationship whether positive or negative.
- Value loyalty and pleasing the other.
- Become preoccupied with the other when they are in a difficult situations.
- Blame themselves first and are more apt to take responsibility for what went wrong.
- Have lower expectations of equality or fairness in a relationship.
- Report feelings of high shame and anxiety plus sadness and fear.
- Dismiss their own experience, particularly in relationship with an HSLO oriented person.
- Seek approval of others.
- See themselves as having limited power or influence.

Leadership strengths are characterized by:

- The ability and tenacity to support the leader. Loyalty and hope are highly valued.
- An openness to others, valuing others' experience so others feel valued.
- Easily putting themselves on the back burner, not competing for attention or visibility.
- Providing excellent support of the leader while maintaining relationships with others.
- Show sensitivity and appreciation of others, welcoming their input.

Leadership challenges are characterized by:

- The tendency to "lose themselves" and their own rudder in times of stress.
- Looking to others for approval and direction.
- Having difficulty making hard decisions that have negative impact on others or when others strongly disapprove.
- Suffering self-doubt with difficulty relying on their own judgment in high-stress situations.
- A tendency to hold onto past relationships, valuing and yearning to correct the past, rather than being present now.

Low Trust of Self and Other (LSLO)

A feeling of hopelessness and helplessness is characteristic of this strategy because individuals literally lose faith in themselves and the other and have difficulty identifying any healthy ways to make it better.

When reliance on LSLO is high, individuals typically have one of two responses. One is to simply leave the relationship, whether that is a job, a work assignment, or a personal relationship with a family member or friend. The message is "I'm out of here." Leaving becomes the most tolerable response.

The other strategy is to stay in the relationship, primarily because of an inability to see alternatives. They stay, but have the tendency to withdraw or to act out with anger and blame. In organizations, individuals stuck in this pattern often seek out others to join them in fault-finding. Individuals go from one negative incident to the next. Positive problem-solving is next to impossible.

Reliance on this strategy is not related to expertise or IQ. An individual may have high value to the organization and be able to function well in a stable environment where interdependence on others is limited. Complexity, rapid change, and surprises can be powerful triggers for individuals who easily and quickly move to an LSLO strategy.

Leaders, managers, or individuals working in interdependent groups will have difficulty managing relationships with this strategy. In stressful situations, others may experience them as coercive, erratic, unpredictable, or withdrawn. Relationships will suffer. Resilience, hope, and positive problem-solving are extremely limited or missing when stuck in this strategy.

While this strategy is difficult, at some point in our lives most of us experience an occasional relationship in which, despite our best efforts, trust is absent. At these times, feeling the pain directly can provide valuable guidance. Those who do not allow themselves to experience this loss of hope may have a tendency to stay in relationships longer than serves them well.

General Relationship Behaviors--These individuals tend to:

- Have the least satisfying relationships because their predominant relationship experience is negative thoughts, wants, and feelings.
- Interpret themselves, the other, and situations negatively.
- Dismiss and blame others and themselves during conflict.
- Experience themselves as victims without options.
- Be experienced by others as complainers without taking initiative to change the situation.
- Have little commitment to relationships or hope for creating something positive or collaborative.
- Have difficulty with self-soothing strategies when in conflict. They can explode or withdraw, using either strategy in what may appear to be an unpredictable fashion.
- Make limited movement towards others to participate in positive problem-solving, or co-create, or make collaborative decisions.
- Often be experienced by others as loners who do best when they are not expected to actively participate in relationships, especially relationships that have any demands.

Leadership challenges of this strategy:

Individuals who rely on this strategy to any significant degree will have difficulty managing people. However, they can be excellent, productive employees in stable environments where their complex interactions with others are limited. Ideally these individuals will not be put in leadership or management positions, in intensely interdependent work groups or teams, or in positions of direct customer service.

Your Reflections--

Now you have reviewed your profile including the 7 EQ dimensions for Self-Reflection and Empathy and your Relationship Strategy profile. What does it all mean? Does it fit your experience of yourself?

This tool presented several hundred of pieces of information to you, while your life experience has presented millions of pieces of information. We encourage you to be open to explore any insights this profile has provided you. At the same time, it is your life. You are in charge of determining the degree to which this fits and how to use the information.

The questions below are intended to guide your reflection. The goal is to affirm and provide a guide for selecting "daily practices" that will build your EQ fitness.

Review your 7 EQ Fitness measures...

What stands out for you?

What is consistent with your experience?

What is your experience right now as you look this over? (Your thoughts, feelings, wants)

What fits with how others experience you? Do you know?

What do you find satisfying and affirming?

What areas would you like to strengthen?

Review your Relationship Strategy Profile...

What stands out for you?

What is consistent with your experience?

What fits with how others experience you? Do you know?

Can you identify the types of situations in which you rely on one strategy or another?

What are the "triggers" that move you from one strategy to another? (i.e. from an HSO strategy to an HSLO or an LSHO strategy?)

Think about situations in your personal and work life that you find most satisfying and affirming. How does that fit with your relationship strategies?

What areas would you like to strengthen?

How this Profile was developed for Sample 2: Aug 2005

Definitions of the measures

Dimension	Definition of Measure	How Calculated	Measure	Lowest Rating	Total Group Mean Rating	Highest Rating	Your Rating
<p>0</p> <p>Immediate access to your thoughts, feelings, & wants</p> <p>Degree of involvement</p>	<p>This is a measure of your ability to be fully present in a difficult situation and to track and name your own experience in the moment.</p> <p>While this tool is measuring the above, it may also reflect the degree you were fully present and put yourself into the situations as if they were real NOW. If you chose to take more of an "observer position" and did not fully engage, your ratings will be lower.</p>	You rated more than 400 words & statements on 1-5 scale. The higher your rating, the greater your immediacy.	Mean of all statements	1.30	2.67	3.90	2.68 (51.85% rank)
<p>1</p> <p>Access to a broad range of feelings</p>	<p>This measures your access to a broad range of feelings in 7 categories--anger, anxiety, fear, joy, love, sadness, & shame.</p> <p>Having high access to love & joy plus access to the other range of feelings and accepting responsibility for your feelings is an essential measure of EQ.</p>	<p>This measure is based upon your "feeling distribution graph" which gives a percentage distribution of your total by feeling category.</p> <p>The ideal is strongest access to love and joy with access to all feelings. This graph excludes love & joy, then subtracts the lowest feeling % from the highest. The lower the difference between your highest and lowest rated category, the higher your fitness rating</p>		2.37	23.86	103.84	22.41
<p>2</p> <p>Positive-Negative Orientation</p>	This measures your overall orientation and the degree you interpret your immediate experience through a positive, neutral, or negative lens.	More than three hundred positive, neutral, or negative statements made up this tool. Calculating the % of positive or negative generated your profile.	<p>Positive</p> <p>Negative</p>	<p>25.47</p> <p>1.69</p>	<p>69.65</p> <p>30.35</p>	<p>98.31</p> <p>74.53</p>	<p>65.77</p> <p>34.23</p>
<p>3</p> <p>Self-Other Orientation</p>	This measures the degree to which you focused on yourself or on the other. Each of the 300+ statements focused on the self or the other. The ideal is to have a 50-50 balance between self-other focus, reflecting ease in moving from your self to the other and vice versa.	This is calculated by taking your mean ratings for self and other orientated statements and calculating the % you focus on your self versus the other.	<p>Other Focus</p> <p>Self Focus</p>	<p>31.41</p> <p>27.14</p>	<p>50.57</p> <p>49.43</p>	<p>72.86</p> <p>68.59</p>	<p>52.21</p> <p>47.79</p>
<p>4</p> <p>Balanced reliance on thoughts, wants, & feelings</p>	This measures the degree to which you turn to your thoughts, wants, or feelings in order to interpret your experience. It also measures your balanced reliance on all three. Having a balanced reliance on all three provides the greatest amount of information and helps your ability to understand others in these three dimensions.	Each word or statement was a feeling, a want, or a thought. Your average rating for each of these measures was calculated. The percentage you relied on each was then determined. The more similar your percentage scores, the higher your fitness level.	<p>Feelings</p> <p>Thoughts</p> <p>Wants</p>	<p>8.91</p> <p>22.30</p> <p>28.55</p>	<p>27.27</p> <p>35.45</p> <p>37.28</p>	<p>41.49</p> <p>53.06</p> <p>48.49</p>	<p>26.80</p> <p>40.65</p> <p>32.55</p>

Dimension	Definition of Measure	How Calculated	Measure	Lowest Rating	Total Group Mean Rating	Highest Rating	Your Rating
5 Empathy Accuracy	This measures your ability to accurately identify the other person's experience, what he or she thought, felt, wanted, and his or her motivations.	This is calculated by taking your mean score for the entire tool, then subtracting that mean from your empathy accuracy rating. The higher your accuracy mean is compared to your other mean scores, the higher your fitness level.	Mean Rating	-1.55	0.98	2.13	1.10
6 Empathy Compassion	This measures the degree to which you identified and expressed an understanding and compassion for what the other person must be experiencing	This calculation is done using the same method as described above for empathy accuracy	Mean Rating	-1.50	0.93	2.25	0.73
7 Relationship Strategies	This measures your relationship strategies based upon high or low trust of self and high or low trust of others. HSLO=High trust of self and other; LSHO=Low trust of self and high trust of other; LSLO=Low trust of self and other	This calculation takes your total ratings for each relationship strategy and calculates the percentage of time you relied on each one.	HSO HSLO LSHO LSLO	10.27 3.90 0.00 0.00	48.14 22.89 17.33 11.64	86.34 52.76 35.18 34.61	39.53 24.88 20.02 15.57