



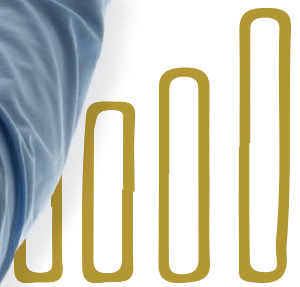
**EQ-i** 2.0<sup>®</sup>  
assess. predict. perform.

What is Emotional Intelligence?

How can it help me...my team...

our company?

is EI  
measured?



**MHS**<sup>®</sup>  
ASSESSMENTS

# QUICK FACTS & TRANSLATIONS

## AVAILABLE FOR PURCHASE

	EQ-i 2.0 Leadership Report
	EQ-i 2.0 Workplace Report
	EQ 360 Report
	EQ-i 2.0 Group Report
	EQ-i 2.0 Higher Ed. Report
EQ200A	EQ-i 2.0 User's Handbook
EQ2CRD	EQ-i 2.0 Subscale Cards, 15 color, laminated cards (5 1/2" x 4 1/4"), displaying the name and definition of each of the EQ-i 2.0 subscales
EQ2POS	EQ-i 2.0 Model Poster, square, (24" x 24") laminated color poster of the EQ-i 2.0 model

## QUICK FACTS

Age	18 years and older
Number of Items	133
Administration Type	Self-report and 360
Administration Time	20 minutes
Qualification Level	B-level or certification
Format(s)	Online Talent Assessment Portal
Complementary Assessment	Pearman Personality Integrator MSCEIT Change Style Indicator

## LANGUAGES AND NORMS FOR EQ-i 2.0 AND EQ 360 ASSESSMENTS AND REPORTS



### ASSESSMENT TRANSLATIONS

EQ-i 2.0	English (US/Canada)	English (UK)	Swedish	Danish	Portuguese (Brazil)	German	Spanish (Spain)	Chinese (Simplified)	French	Dutch (Netherlands)	Arabic
EQ 360	English (US/Canada)	English (UK)	Swedish	Danish	Portuguese (Brazil)						

### REPORT TRANSLATIONS

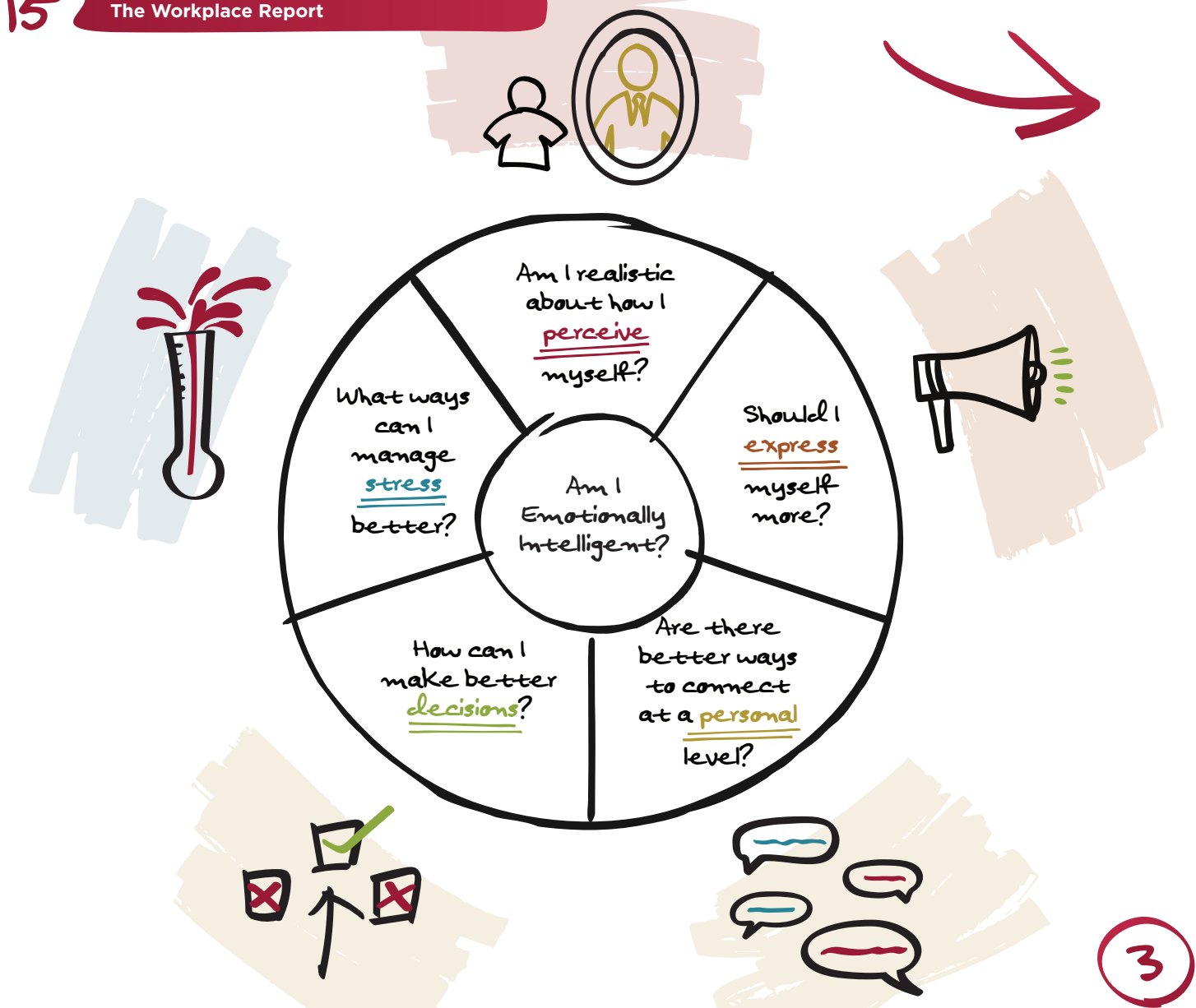
EQ-i 2.0	Workplace	English (US/Canada)	English (UK)	French	Spanish (Spain)	Chinese (Simplified)	German	Portuguese (Brazil)	Danish	Swedish	Dutch (Netherlands)
	Leadership	English (US/Canada)	English (UK)	French	Spanish (Spain)	Chinese (Simplified)					
EQ 360	Workplace	English (US/Canada)	English (UK)	Portuguese (Brazil)							
	Leadership	English (US/Canada)									

### NORMS

EQ-i 2.0	US/Canada	UK/Ireland	Sweden	Australia	South Africa	Denmark	Global	Dutch (Netherlands)			
EQ 360	US/Canada	UK/Ireland	Sweden	Australia	South Africa						

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\*subject to change



# Emotional Intelligence



## WHAT IS EMOTIONAL INTELLIGENCE?

Emotional Intelligence (EI) is a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.

## WHY IS EI IMPORTANT?

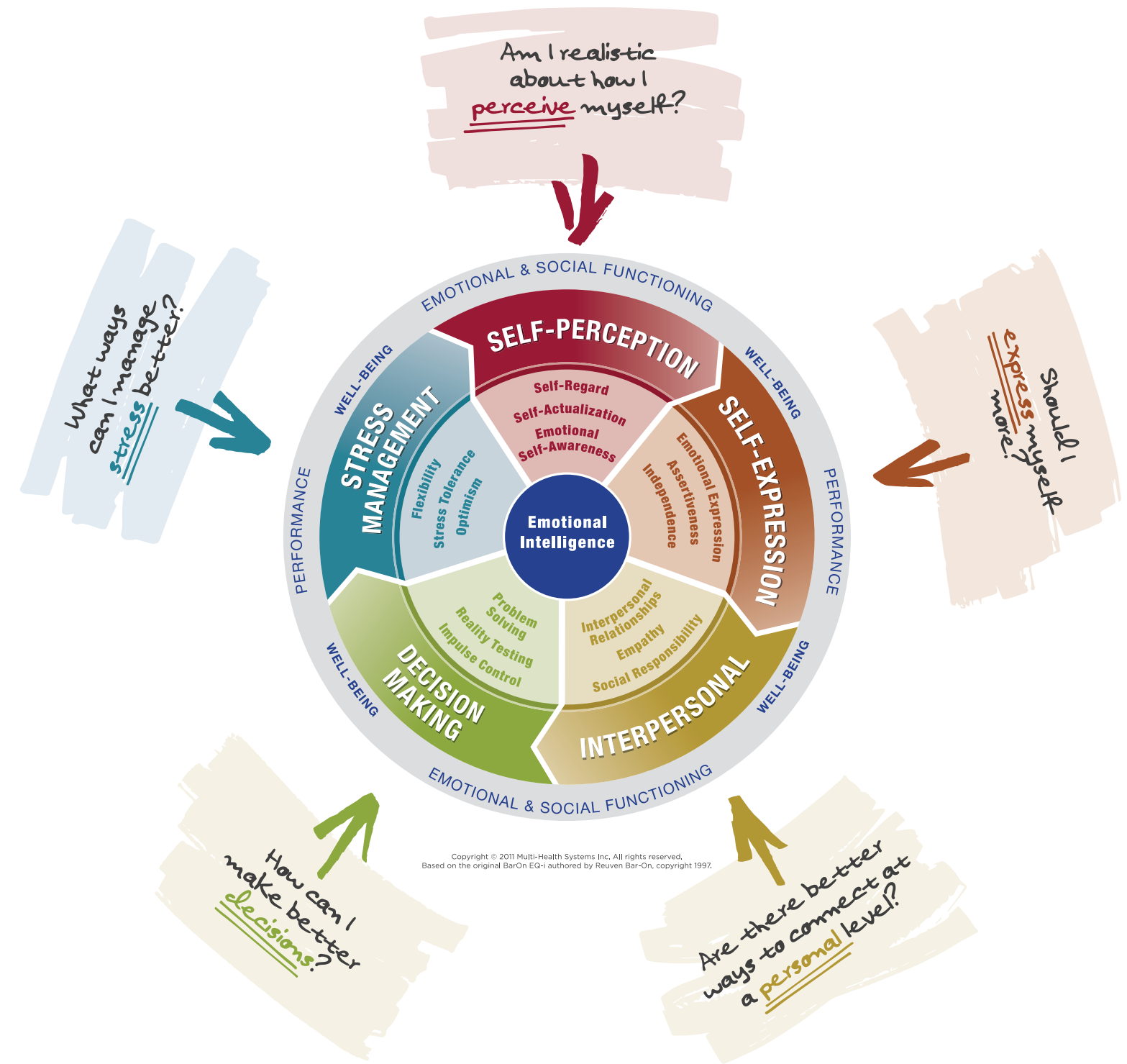
Emotional Intelligence is proven to be a key indicator of human performance and development. People higher in EI communicate effectively, form strong relationships, and create powerful coping strategies. EI can be measured - more accessibly and less controversially than IQ - and unlike IQ, it can be substantially strengthened and developed.

An excerpt from EI Minute with Dr. Steven Stein "How To Lead and Mobilize Your Team." To watch more, go to YouTube\* and search MHS Talent Assessment.



"If you're a leader and you want to mobilize your team, one of the first things you can do...is listen to them. Empathy is a critical skill to begin with for leaders because by listening to people and understanding where they're coming from, you'll have a better handle on how to motivate those people and what's important to them... That's the first step in your ability to influence people, and influencing people is a critical skill for leaders." DR. STEVEN STEIN, CEO MHS

## THE EQ-i 2.0<sup>®</sup> MODEL



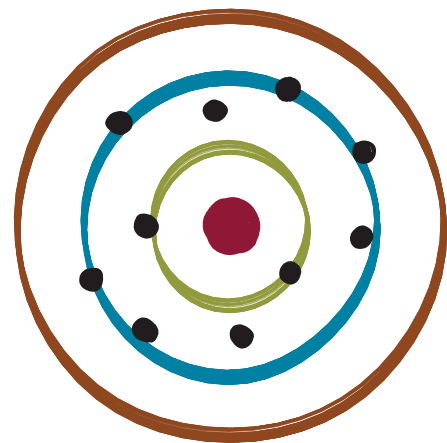
Copyright © 2011 Multi-Health Systems Inc. All rights reserved. Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.

## THE EQ-i 2.0<sup>®</sup> FEATURES

- A Total EI score with 5 composite scores measuring 5 distinct aspects of emotional and social functioning.
- 15 Subscales.
- A Well-Being Indicator that measures your client's level of happiness; resulting in additional development opportunities.



# RELIABILITY & VALIDITY



Not Reliable  
Not Valid

Imagine you are attempting to shoot an arrow at a target. Your first set of shots are neither consistent (reliable) nor accurate (valid). Your second set of shots are tightly grouped, meaning you can consistently place them together, but not where you want them (i.e., on the bullseye). Your third set of shots are both consistent and accurate (i.e., reliable and valid).

Reliability and validity are important concepts to evaluate when selecting a psychological assessment for use in your business. What follows is a simple and easy to understand summary of the reliability and validity evidence of the EQ-i 2.0®.

## WHAT IS RELIABILITY?

The reliability of an assessment is often referred to as its consistency. That is, how consistent it is at measuring what it aims to measure. The two most important types of reliability for assessments are:

### INTERNAL CONSISTENCY

Refers to how well all the items of a certain scale measure the same idea

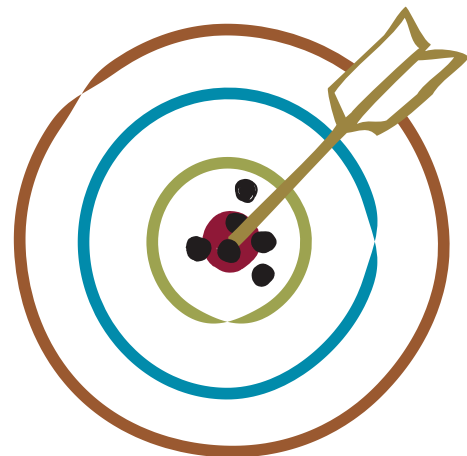
### TEST-RETEST

Refers to how well the assessment can produce the same results over time for the same person

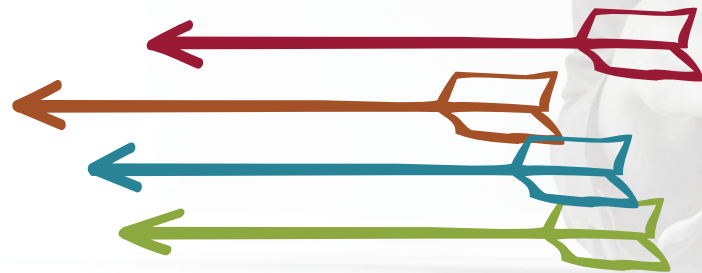
Overall, the EQ-i 2.0 exhibits strong reliability, both in terms of internal consistency and test-retest. This means that your clients' scores will remain stable over time (unless development efforts are used to improve their scores) and that items measuring a certain subscale all tap into aspects of that subscale (e.g., all Empathy items are measuring the idea of Empathy).



Reliable  
Not Valid



Both Reliable  
and Valid



## THE FINE DETAILS...

Internal consistency of Total EI	Internal consistency of Composite Scales	Internal consistency of Subscales	Test-Retest (2-4 weeks)	Test-Retest (8 weeks)
.97	.88 - .93	.77 and up	.92	.81

\*Any Cronbach's alpha scores above .70 are considered satisfactory; any scores above .80 are considered good, and anything above .90 is excellent.

## WHAT IS VALIDITY?

Validity ensures the accuracy and usefulness of an assessment. Although there are many different types of validity, they all focus on ensuring the assessment is measuring what it was designed to measure and whether it can predict important outcomes. However, it is important to understand that there is no single number to represent the validity of a test, it is assessed through the combination of several different types of validity evidence.

The EQ-i 2.0 was developed through an extensive process that ensured its content:

- Reflects the model and scope of EI
- Truly measures the concept of EI
- Has a structure that is dependable and applicable to a wide variety of contexts (e.g., development, coaching, leadership, etc.)

## WHAT VALIDITY EVIDENCE IS THERE?

The EQ-i 2.0 was originally developed in North America but has been used in all regions of the world. The structure of the test, the consistency and accuracy of the items, and the results produced have been replicated across the globe and continues to enable a wide variety of cultures and languages to use the tool effectively to measure emotional intelligence.

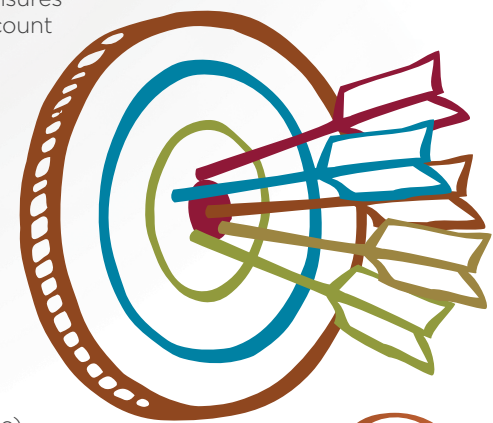
Overall, the EQ-i 2.0 has extensive evidence supporting its external validity:

- It has been used to predict job performance
- EQ-i 2.0 skills can be used to predict and improve leadership competencies
- The underlying structure of the EQ-i 2.0 model holds up in different regions across the world
- The EQ-i 2.0 is based on a history of assessment research spanning decades
- The EQ-i 2.0 correlates with similar emotional and social measures (i.e., convergent validity) and has been shown to be unrelated to dissimilar constructs, like intelligence (i.e., discriminant validity)

The EQ-i 2.0 is now included in the Nineteenth Buros Mental Measurements Yearbook (MMY), published in 2014 and widely considered an important marker of proper test development. The inclusion of the EQ-i 2.0 in the Buros MMY and its positive review is an important milestone for the assessment and acknowledges the scientific rigor and effort that MHS has put into its development.

## WHY DOES THIS MATTER FOR YOU?

While reliability and validity matter greatly from a scientific and statistical perspective, understanding how this translates into practical terms is crucial in order to effectively integrate the EQ-i 2.0 into your business. Knowing that the EQ-i 2.0 can reliably measure EI ensures that you can always count on the consistency of the tool. Further, knowing that the EQ-i 2.0 accurately measures EI, your development efforts will have meaningful impact on increasing EI and related outcomes (e.g., job performance, leadership competencies, intrapersonal skills, etc).



For almost 20 years, consultants and organizations have trusted the science that underpins the EQ-i 2.0 (and its predecessor the EQ-i) to help improve human performance. Being the first scientifically validated measure of emotional intelligence (EI), coupled with research from premier organizations, means you can count on the EQ-i 2.0 to add robustness and accuracy to your talent management initiatives.

One study conducted by MHS with a large U.S. insurance company found that as much as 34% of Claims Examiner's performance could be explained by differences in EI (Return on your EQ-i® investment, 20)

"The EQ-i 2.0 user's guide is impressive in its coverage of conceptual, practical (administration, scoring, interpretation, application to intervention), and technical aspects of the EQ-i 2.0. Equally impressive are the development efforts, pilot and standardization samples, and aspects of the psychometric evidence (e.g., reliability, scale structure, convergent validity, and expected differences between groups)."

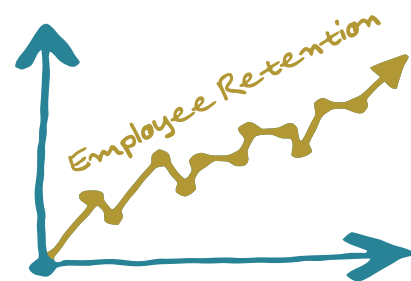
- James C. DiPerna, Test review of the Emotional Quotient Inventory 2.0 (EQ-i 2.0). From K.F. Geisinger, J.F. Carlson and J.L. Jonson, (eds.), The Nineteenth Mental Measurements Yearbook [2014].





# RETURN ON INVESTMENT (ROI)

How does EI impact ROI?



leaders, shaping organizational culture and ultimately impacting an organization's financial performance.

Organizational development practices that utilize Emotional Intelligence result in measurable achievement, success in leadership development, and - ultimately- enhanced financial performance. Strides in leadership development produce a high-performance culture that along with other best practices from diverse disciplines in an organization, positively impact financial performance.

Although only a minority of respondent organizations prioritize investment in leadership development over other training options, those companies that do are experiencing tangible ROI through positive financial results. Organizations that spend a significant portion - 31% or more - of their Training and Development budgets on leadership development are 12% more likely to report increased revenue than those that spend less. This suggests a positive relationship between investment in Leadership Development and financial performance. Of those organizations that are high leadership development spenders, 45% report 5% or higher revenue growth rates over the prior year.

**Emotional Intelligence (EI) has become a prolific topic within corporate leadership development. Original research and by the Human Capital Institute (HCI) and Multi-Health Systems (MHS) uses insights from organizational leaders surveyed in the spring of 2013 to address the usefulness and application of EI as a factor in developing**

Looking at the largest gaps between individual contributors and managers, it is clear that many of the leadership skills identified in this study as important require a degree of Emotional Intelligence at their core. The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn correlate with productivity, decreased employee turnover, and increased efficiency. A leader who embodies leadership competencies, is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

The EQ-i 2.0 model uses four common leadership dimensions inherent to most models of leadership: Authenticity, Coaching, Insight, and Innovation (shown below).

**About this research: This research study is a collaborative effort between the Human Capital Institute (HCI) and Multi-Health Systems (MHS). An online survey was conducted from April - May 2013 with 784 respondents representing more than 500 organizations worldwide.**

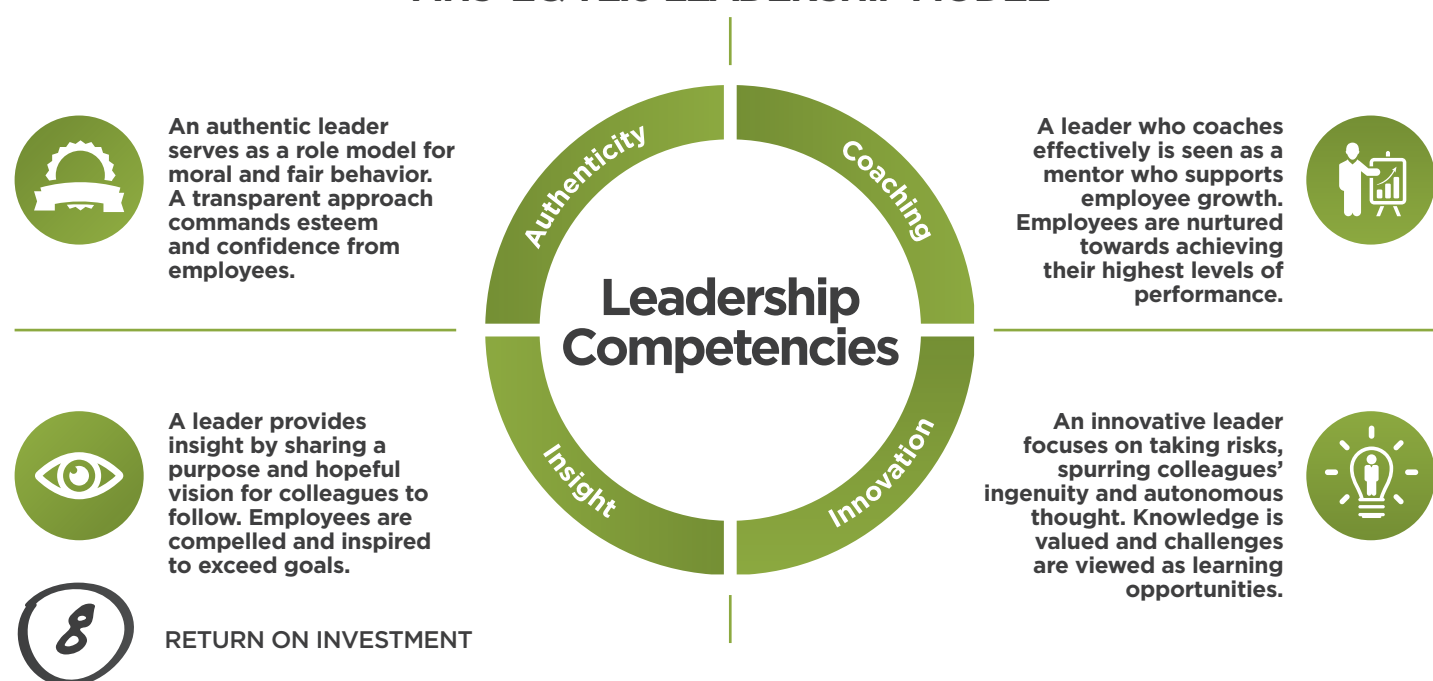
## SOME KEY RESEARCH INSIGHTS

**Emotional Intelligence assessments are an inexpensive, simple and very effective way to impact leadership development.** Sixty percent of those who use Emotional Intelligence assessments say they are effective or very effective. Equally efficient methods of development include executive coaching, job rotations, and global assignments.

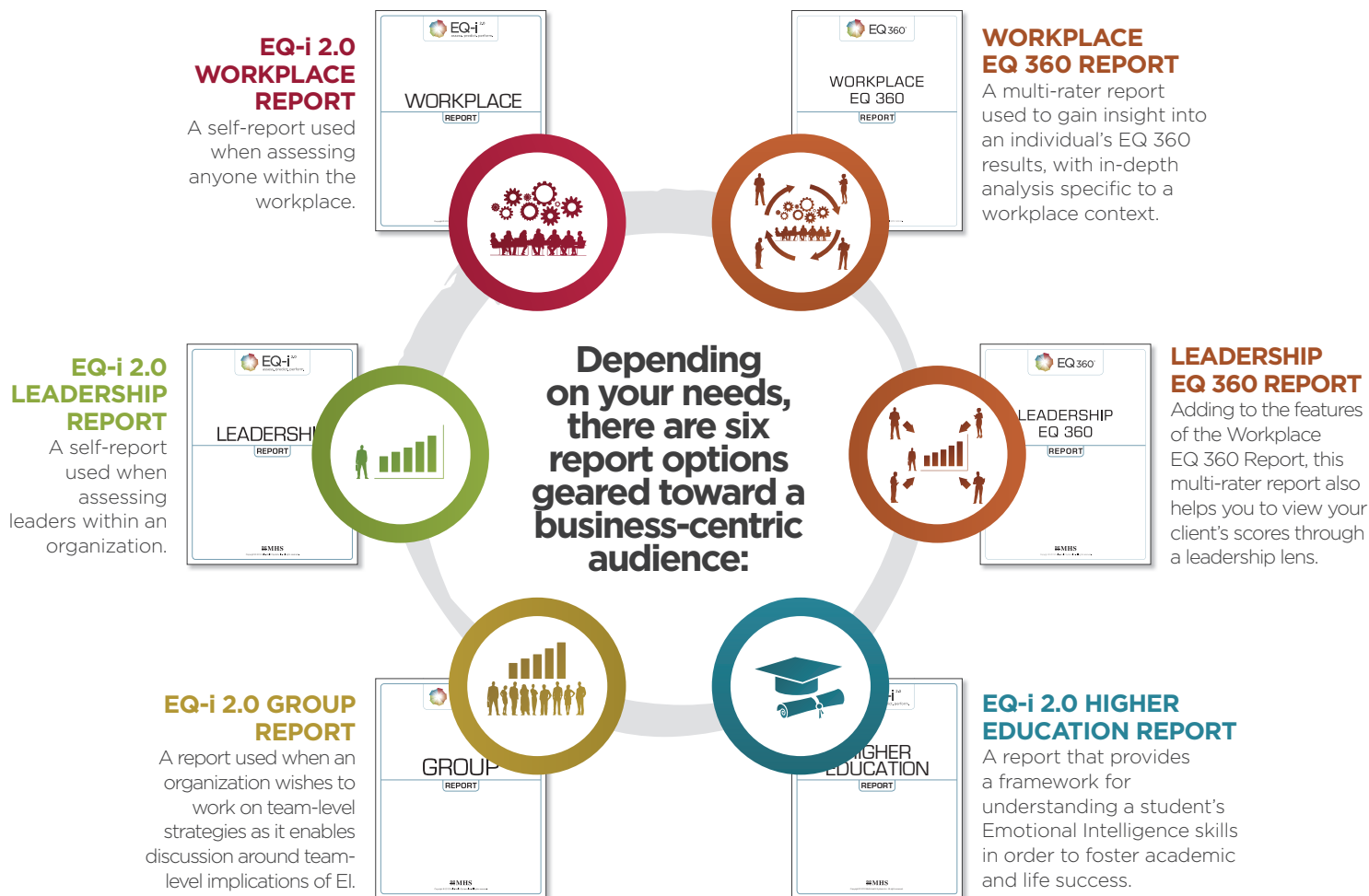
**Time and support are critical to implementing leadership development initiatives and yet, are lacking in organizations.** Executives fail to support leadership development initiatives, and limited time also keeps it from becoming an organizational priority.

**Incorporating Emotional Intelligence as part of leadership coaching supports higher performance.** When organizations incorporate Emotional Intelligence in leadership coaching, they are 36% more likely to report effective EI performance. **Want to see the full report? Request one at [info.mhs.com/glstudy](http://info.mhs.com/glstudy).**

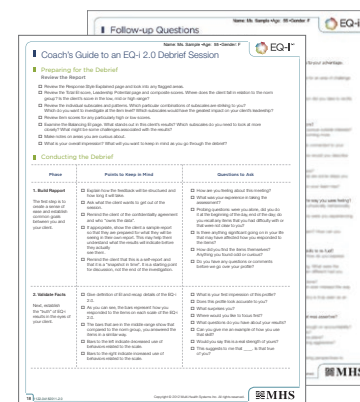
## MHS' EQ-i 2.0 LEADERSHIP MODEL



# THE EQ-i 2.0® REPORTS



**THE CLIENT REPORT**  
The Client Report provides an introduction to the EQ-i 2.0 model and a detailed, personalized interpretation for each of the 15 subscales complete with strategies for action and a development plan.



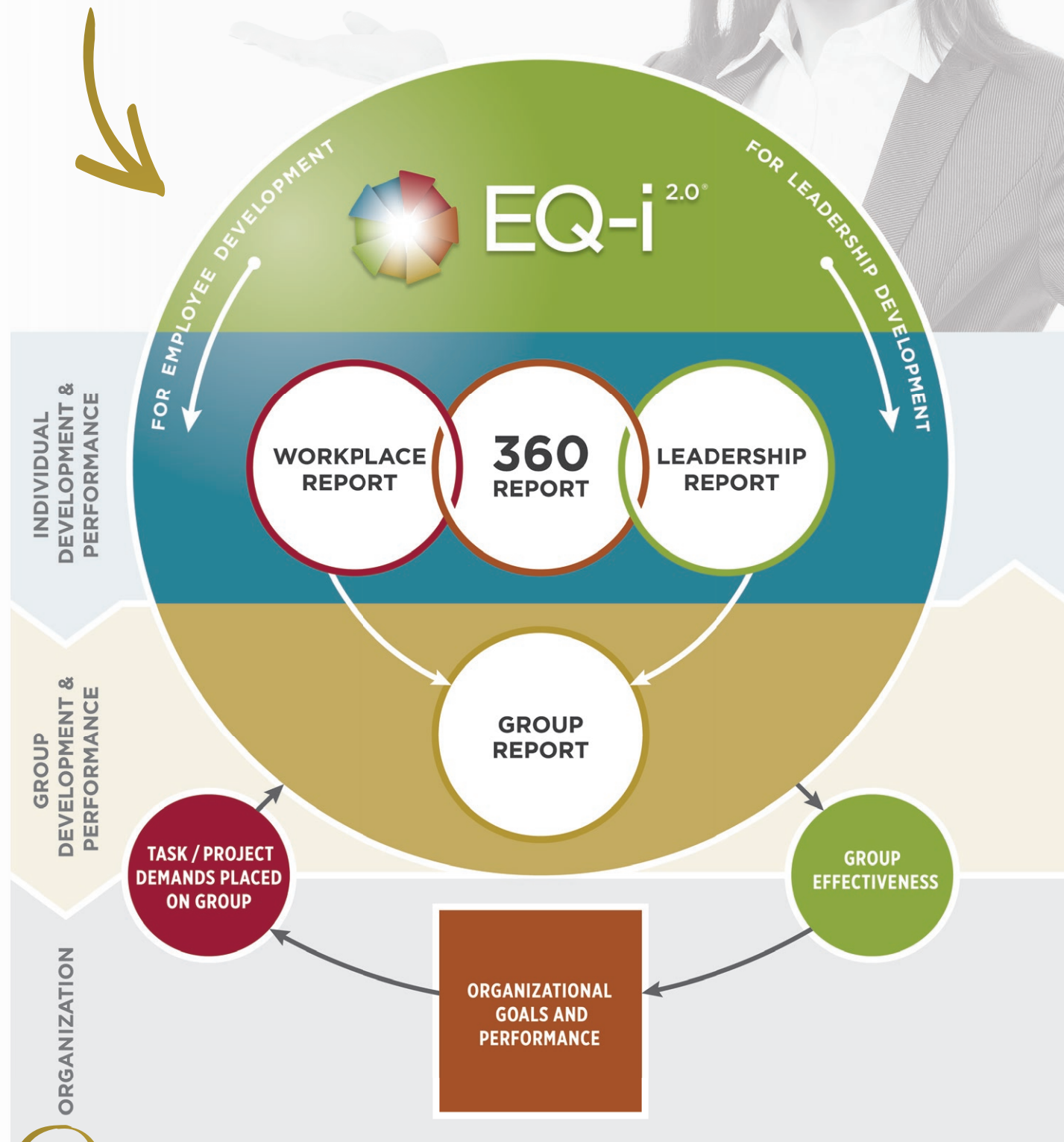
**THE COACH REPORT**  
The Coach Report helps you better understand how results were derived, allowing for better interpretation, and enabling valuable client feedback. You will be provided with follow up questions, item level responses, and a guide on how to conduct a debrief.

**BOTH COACH AND CLIENT VERSIONS INCLUDED WITH EACH REPORT**



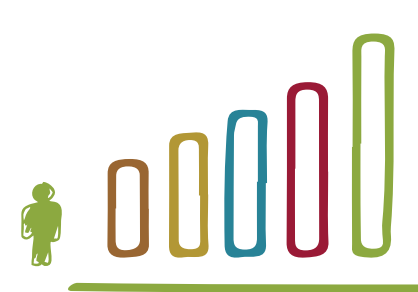
# EQ-i 2.0® REPORT SUITE

All organizations are made up of multiple levels and we designed the EQ-i 2.0 Report Suite to target solutions at every level. This multi-level approach to developing emotional intelligence shows that developing EI at the individual level can impact team performance, which in turn influences the organization. Based on the needs of your clients and their workplaces, this figure may be used to choose the reports that will best help develop targeted EI solutions.



# LEADERSHIP REPORT

*How is leadership affected by EQ?*



### EQ in Action: Leadership

#### Brian is a successful

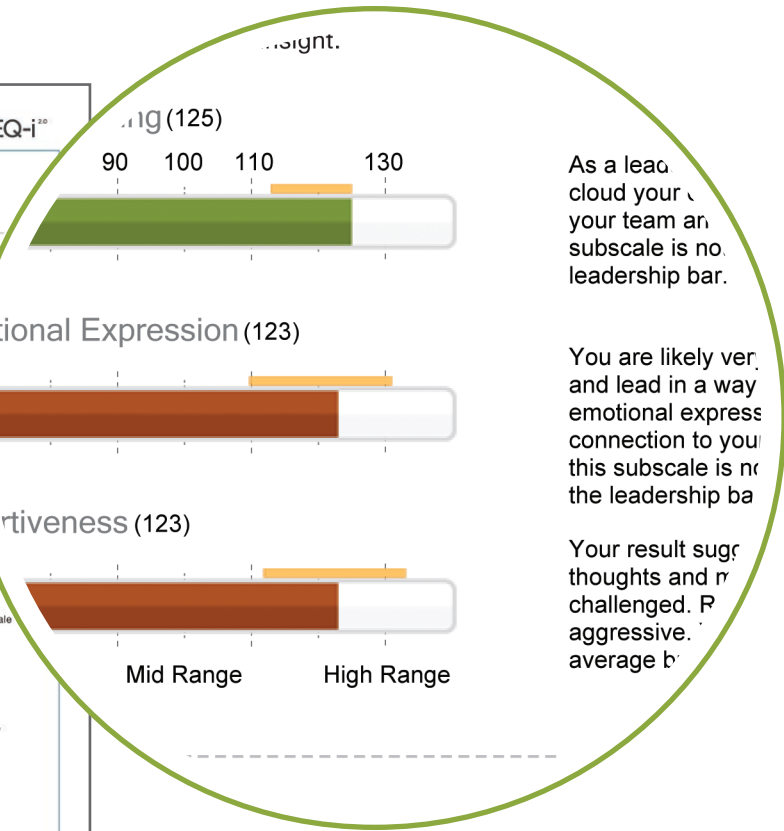
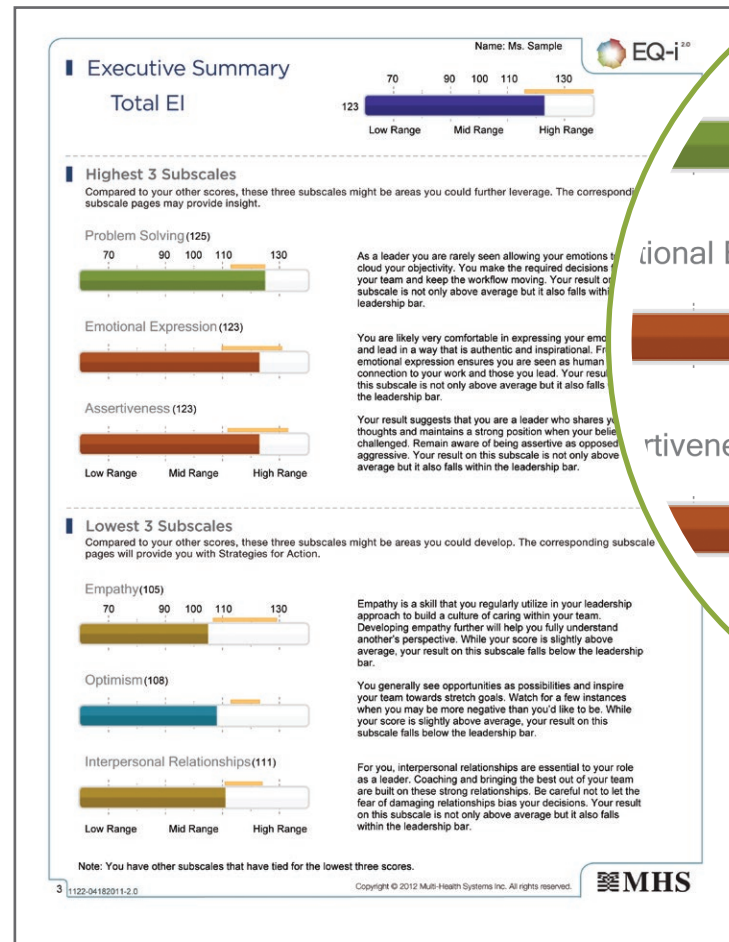
41-year-old executive newly hired to a consulting firm that works exclusively with the United States Department of Defence. Most of Brian's direct reports are about 10 to 15 years his senior with advanced degrees. Brian's insecurities about his age, lack of a post graduate degree and inexperience with advanced research projects have been a cause of great stress since he's started his new job. He's been waiting for his colleagues to call his bluff about how far in over his head he is and this internal query has been playing on a continuous loop within Brian's head hindering his ability to perform at his best. Seeing the EQ-i 2.0 as an opportunity to sharpen his self-awareness and relationship building skills, Brian eagerly engaged in the EI process.

see page 14



# KEY FEATURES

In addition to features found in the Workplace Report (p. 15), the Leadership Report also includes the following:



## EXECUTIVE SUMMARY PAGE

View your client's 3 highest and 3 lowest scoring EI subscales:

- Identify areas in which your client excels and helps fuel organizational and personal performance.
- Flag skills in need of development in order to prioritize strategies for growth.

## WHEN TO USE THE EQ-i 2.0 LEADERSHIP REPORT?

Every company has experienced instances where a leader within the organization shows strengths in core competencies necessary for the role, but may be exhibiting EI blind spots of which peers are taking notice. Or, a company finds an employee that exhibits great work ethic and is an emerging star amongst his/her peers, while showing comparable traits to leaders within the organization. In both scenarios, the Leadership Report can be used when honing in on leadership development, executive

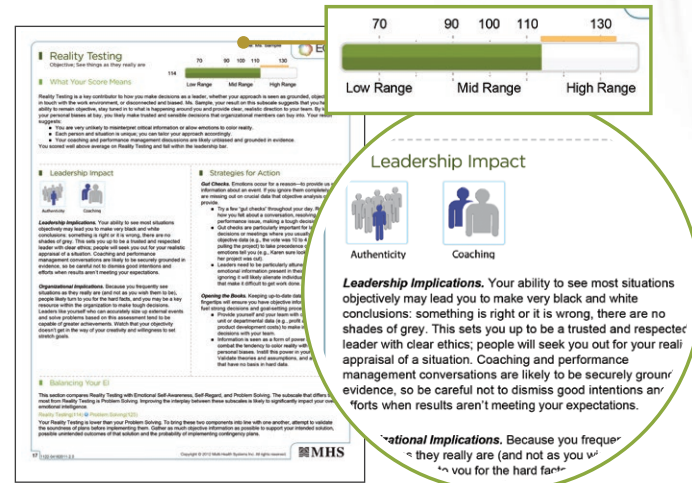
development and coaching, and developing high potential leaders. The Leadership Report examines results through four key dimensions: Authenticity, Coaching, Insight, and Innovation. The report also contains insights on the possible implications of results, and which skills have the highest potential of becoming leadership derailleurs. Strategies for development will be provided with the aim to attain true leadership potential, while being able to compare results against top leaders as a benchmark.



## LEADERSHIP POTENTIAL PAGE

This section provides you with a leadership lens through which to view your client's EQ-i 2.0 results. A leader who embodies higher EI through the 4 key dimensions of leadership is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

- If the Leadership Potential page is turned on, graphical icons will appear on every subscale page linking the subscale to the four leadership competencies.
- Leadership derailer section examines how low scores for specific EI skills may hinder leadership success.



## LEADERSHIP BAR

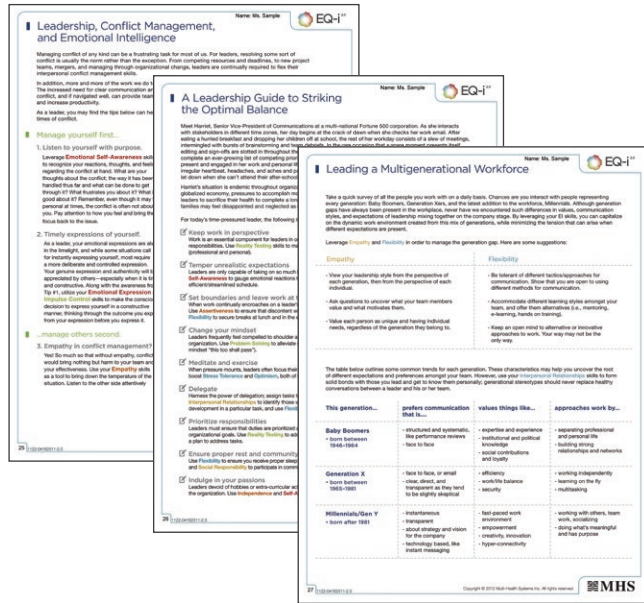
A gold leadership bar appears on the Overview of Results page, and above all bar graphs on every subscale page. This bar represents the range of scores of the top leaders (those who EQ-i 2.0 scores were in the top 50% of the leader sample).

- Using this bar, your client can compare his or her results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI.
- Focus development efforts in areas where your client scored lower than other leaders, in order to improve leadership capabilities.

## SPECIFIC APPLICATIONS FOR THIS REPORT ARE:

- ➔ LEADERSHIP DEVELOPMENT
- ➔ EXECUTIVE DEVELOPMENT AND COACHING
- ➔ DEVELOPING HIGH POTENTIALS
- ➔ SENIOR LEVEL SELECTION AND SUCCESSION PLANNING





## LEADERSHIP TOPICS

Three current leadership topics are explored using the EQ-i 2.0 model. These optional topics can be selected depending on organizational leadership issues. We've researched evolving topics like conflict resolution and multi-generation workforces to show the connection between EI and the challenges your clients are dealing with every day.

"I have seen and worked with Emotional Intelligence across three continents and more than fifteen countries, and to that end, I have witnessed how fundamental it is to have effective leadership, and the larger role it continues to play in the success of organizations."

MARGARETA SJÖLUND, PHD.,

CHIEF PSYCHOLOGIST AND FOUNDER,

KANDIDATA ASIA



# WORKPLACE REPORT

How can EI help my employees manage their careers?



## EQ-i in Action: Workplace

### The Ottawa Hospital's

Leadership Academy has incorporated the use of the EQ-i 2.0 to promote and enhance self-awareness and other essential leadership skills. Emotional Intelligence development is viewed as an integral element of professional development and the hospital focuses on EI coaching for people leaders, physicians and support staff. Hospital staff face unique challenges every day in providing patient services while managing typical workplace situations and stressors. The Hospital recognized that although doctors are good at their craft, they sometimes lack the communication, empathy, and interpersonal skills necessary to become better leaders and provide patient-focused healthcare. Research has illustrated the importance of incorporating emotional intelligence in medical admission systems above cognitive intelligence.

see page 18



# KEY FEATURES



**Interpersonal Relationships** mutually satisfying relationships

**Empathy** understanding, appreciating how others feel

**Social Responsibility** social consciousness; helpful

**Decision Making Composite**

**Problem Solving** find solutions when emotions are involved

**Reality Testing** objective; see things as they really are

**Impulse Control** resist or delay impulse to act

**Stress Management Composite**

**Flexibility** adapting emotions, thoughts and behaviors

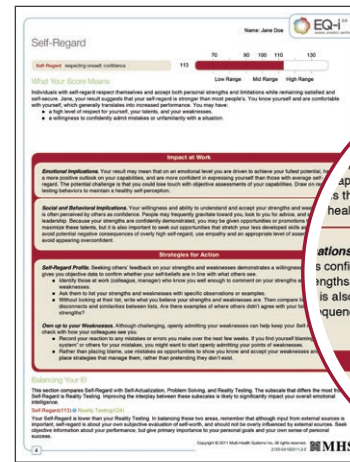
**Stress Tolerance** coping with stressful situations

**Optimism** positive attitude and outlook on life

## OVERVIEW OF YOUR CLIENT'S RESULTS

Get an overall picture of your client's complete EQ-i 2.0 results along with definitions of each subscale:

- Quickly identify patterns in your client's profile.
- Give your client a clear, organized understanding of their strengths and weaknesses in a constructive way.
- Effectively measure where your client is and wants to be by comparing results against sample groups of general population (based on geographic location, gender, and age) or professional respondents (based on education, occupation, gender and age).



**Impact at Work**

... may mean that on an emotional level you are driven to ... abilities, and are more confident in expressing yourself th... that you could lose touch with objective assessments of your healthy self-perception.

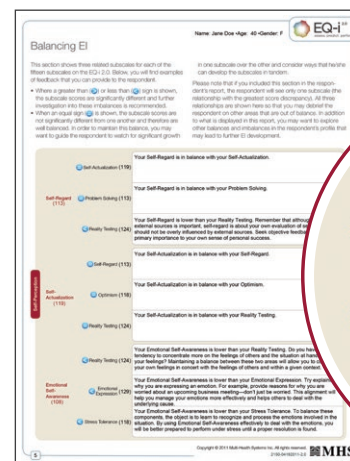
**Strategies for Action**

... feedback on your strengths and weaknesses demonstrates that your self-beliefs are in line with what others (your manager) who know you well enough to coach you with specific observations.

## INDIVIDUAL SUBSCALE PAGES

Gain deeper insight into how each subscale impacts your client's work performance (i.e. conflict resolution, change management, teamwork, decision making and more) - with suggested strategies customized based on your client's individual results:

- This section is the foundation for making relevant links between your client's behavior at work and emotional skill set.
- Get specific and actionable strategies to drive your client's success in each subscale.
- Give your client helpful information on each EI skill in language that enables your client to utilize strengths.



**Your Self-Actualization is**

Optimism (118)

Reality Testing (124)

Reality Testing (124)

Emotional Expression (129)

## BALANCING EI

Take interpretation further by making important links between key scales with the Balancing EI section:

- Make instant connections between related subscales and help your client leverage EI strengths and improve EI weaknesses.
- Get started on feedback with pre-designed narratives explaining the common traits of imbalanced emotional intelligence skills.
- Save preparation time as much of the interpretation is done for you based on your client's results.

## SPECIFIC APPLICATIONS FOR THIS REPORT ARE:

- ➔ INDIVIDUAL DEVELOPMENT
- ➔ TEAM DEVELOPMENT
- ➔ SELECTION/RECRUITMENT
- ➔ CAREER COUNSELING/ OUTPLACEMENT SERVICES

Transfer your SMART goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure
Listen to others	In team meetings starting from today	Other people will listen to me I will get to hear everyone's views	Feedback team to say listening to Take action other peer suggests

### ACTION PLAN

The steps your client takes toward achieving his or her goals is key to realizing success.

- An Action Plan, using SMART\* goals, is provided for you to track your client's progress toward achieving EI development goals.
- Take advantage of a consistent, standardized format that is easy to follow for you and your client.

\* SMART: Specific, Measureable, Attainable, Relevant, Timely

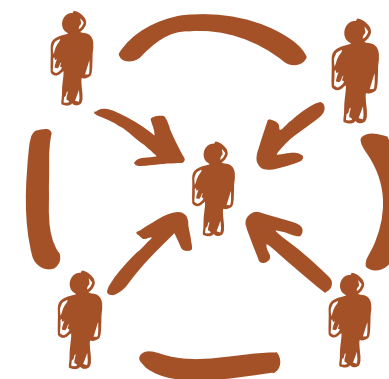
“What does it cost you when your employees are in survival mode rather than thrive mode? What does it cost if they have no access or support to be courageous and creative? Emotional Intelligence assessments address these questions and help identify key areas where you can improve.”

BOB ANDERSON, 1HEROSPORTS

# EQ 360<sup>®</sup> REPORT

LEADERSHIP | WORKPLACE

How can EI help our company manage a four generation work force?



#### EI in Action: EQ 360

### Alberta Energy employs

thousands of workers, while overseeing the development and wise use of the province's energy and mineral systems. Its multi-generational, highly-diverse Executive Team identified a need to address old and new perspectives, while encouraging “thought leadership”. To do this, an Emotional Intelligence Workshop was introduced with two cohorts of experienced Managers, Vice-Presidents, and Directors, with 100 participants in total. Through initial discussion, a few key problems were identified – a lack of trust, and a general apprehension within the Executive team. These two areas lend themselves to subjective interpretation, challenging conversations and sometimes combustible outcomes.

see page 22

continued from page 15

### The importance of EI

in the medical community is echoed in the interest of using EI to select medical students or as an integrated training component of medical degrees. Progressive surgical programs have begun implementation of assessment and training as an established component of their curricula. The EQ-i 2.0 tool has proved to be very effective in assisting staff in non-leadership roles that may be technical experts, but struggle with personal insight. In short, understanding and dealing with one's emotions and the emotions of others in an often stressful environment is at the heart of the skills and competencies involved in EI.



# KEY FEATURES

## LEADERSHIP EQ 360 REPORT WORKPLACE EQ 360 REPORT



LEADERSHIP EQ 360 REPORT



WORKPLACE EQ 360 REPORT

## PROFILE GAP ANALYSIS

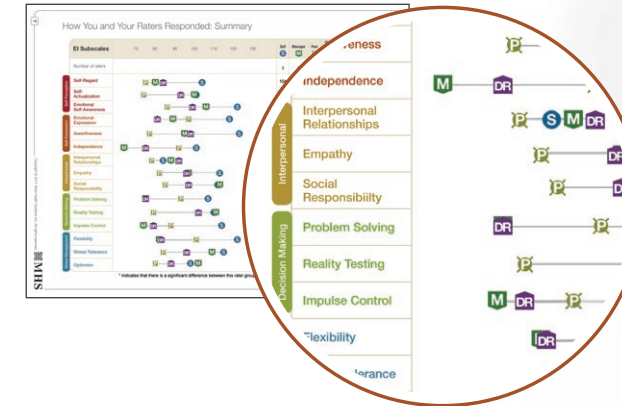
This innovative interpretation tool identifies blind spots, allied strengths, and developmental opportunities.

- Save hours of interpretation and preparation time reviewing raters' responses and graphs.
- The Profile Gap Analysis can easily highlight where raters agreed with the individual's assessment and where they did not, in one snapshot.

## EASY ADMINISTRATION AND SUPPORT

The EQ 360 multi-rater report is completely aligned with the EQ-i 2.0 self-assessment providing a seamless user experience.

- Both use the same EQ-i 2.0 model.
- Import EQ-i 2.0 results directly into the EQ 360.
- Add up to five custom open-ended questions relevant to organizational goals, situations, and desired outcomes.



## RATER RESPONSE SUMMARY

A one-page summary of all responses - easy to interpret and understand.

- No need to flip pages to find subscale responses. Save time and effort with this one-page summary of results.

EQ 360 Reports provide in-depth analyses by having those who work with your client and know your client personally provide feedback in addition to your client's self-assessment. Allowing for unlimited raters (Managers, Peers, Direct Reports, Friends and Family), these observer ratings are compared with the self-assessment in order to provide your client with a 360 degree view of his or her effectiveness. These reports are designed to provide valuable insight and opportunities for development.

## WHEN TO USE THE LEADERSHIP EQ 360 REPORT?

When looking at a potential, new, or existing leader within an organization, it is not only important to gain an understanding of their performance in the workplace; but also for them to gain insights into their performance as a leader by peers, direct reports and supervisors. Similar to the Workplace EQ 360, the Leadership EQ 360 Report allows for an unlimited number of raters to provide feedback and provides insights into opportunities for development. The Leadership 360 report lends itself well to a follow-up with the same group of evaluators to compare results and track progress.

## WHEN TO USE THE WORKPLACE EQ 360 REPORT?

When working in an organization, it's important to be cognizant of the impact of one's actions on colleagues. The EQ 360 report offers an in-depth analysis by having those that work with an individual and know them personally provide feedback in addition their self-assessment to provide a 360 degree view of his or her effectiveness and EQ competencies. This report can be used for results specific to a workplace context, enabling career and organizational development. It identifies blind spots, strengths, and developmental opportunities in the workplace. The Workplace 360 report lends itself well to a follow-up with the same group of evaluators to compare results and track progress.

## EACH SUBSCALE INTERPRETED FROM TWO DIFFERENT PERSPECTIVES

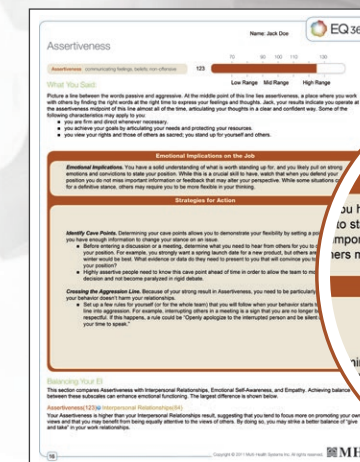
The EQ 360 report is designed to allow your client to view both the self-report and rater group results for all fifteen subscales including the Well-Being Indicator.

### SELF PERSPECTIVE

- Strategies for Action - The interpretation and development support section provides relevant strategies for development.
- Balancing Your EI - Understanding the implications of having a balanced EI profile can help your client get to issues and potential solutions faster.

### RATER PERSPECTIVE

- Interpretive Results for the Biggest Gaps and Closest Agreements - Understand where the raters agree and disagree within the ratings, and what the implications might be.

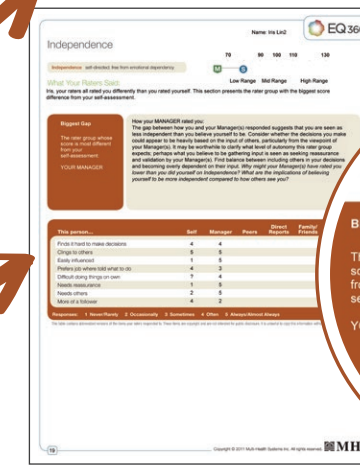


**Emotional Implications on the Job**

You have a solid understanding of what is worth standing up for, and to state your position. While this is a crucial skill to have, watch the important information or feedback that may alter your perspective. Others may require you to be more flexible in your thinking.

**Strategies for Action**

Understanding your cave points allows you to demonstrate your flexibility to change your stance on an issue. Before a meeting, determine what you need to hear from your manager. You strongly want a spring launch date for a new product. Do you have the data or resources they need to present to you?



Features	Leadership EQ 360 Report	Workplace EQ 360 Report
360 Degree Feedback	✓	✓
Profile Gap Analysis	✓	✓
Rater Response Summary	✓	✓
Leadership Bar*	✓	
Leadership Potential Information*	✓	
Executive Summary*	✓	

\* See pages 10 & 11 for feature description



continued from page 19

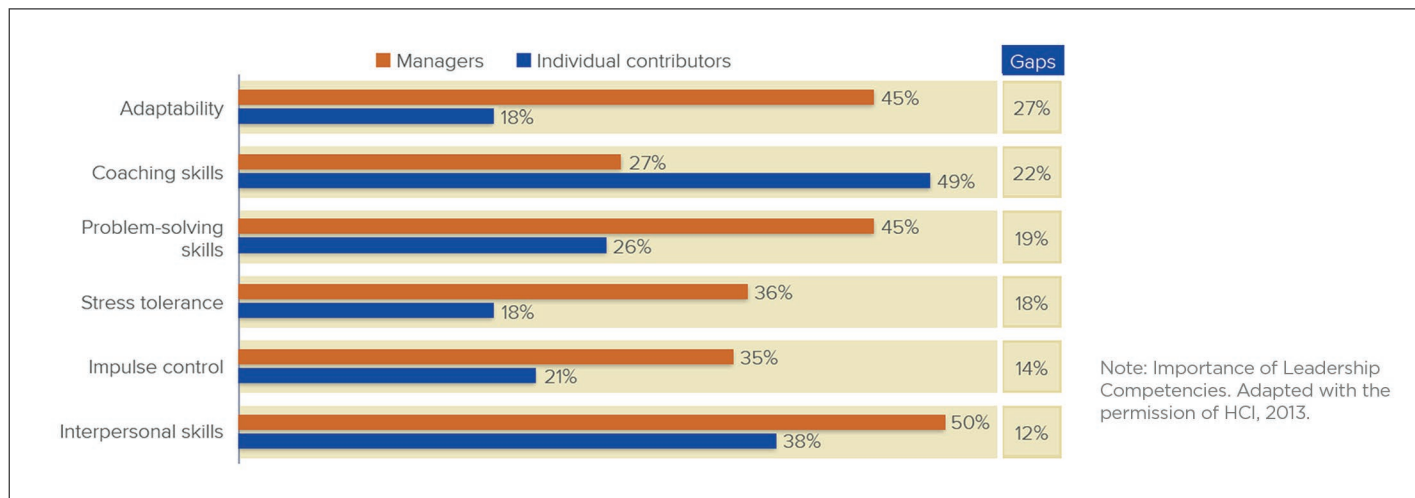
### The tool used to provide

further insight was the *EQ 360 Leadership Report*, where based on the results, two critical areas required attention – Emotional Awareness and Self-Expression. By being able to leverage normative data from a scientifically validated tool that pulled from peer, subordinate, and supervisor input, Alberta Energy was able to introduce a formal leadership program that led to developmental opportunities in the areas of stress-management and resiliency, among other key areas.

## MANAGERS AND INDIVIDUAL CONTRIBUTORS DON'T ALWAYS SEE EYE-TO-EYE WHEN IT COMES TO EI

According to an HCI Research study conducted in partnership with MHS Inc., a key research insight found that individual contributors and managers disagree about what leadership behaviors are most important in today's environment. While managers feel coaching skills are not very important, nearly twice as many individual contributors surveyed disagree.

Adaptability, problem solving, and stress tolerance are also behaviors with the largest gaps in perceived importance between individual contributors and managers. To download the full research study, go to [info.mhs.com/glstudy](http://info.mhs.com/glstudy) (*Leadership and Emotional Intelligence: The Keys to Driving ROI and Organization Performance*, 2013).



# GROUP REPORT

How can EI help teams to work more cohesively?



### EI in Action: Leadership

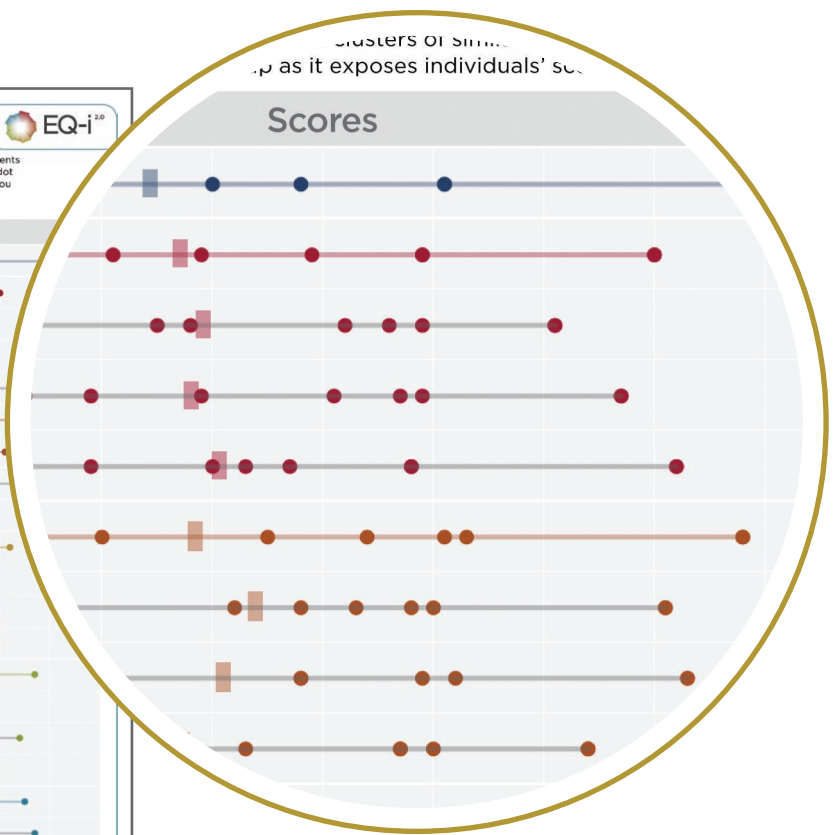
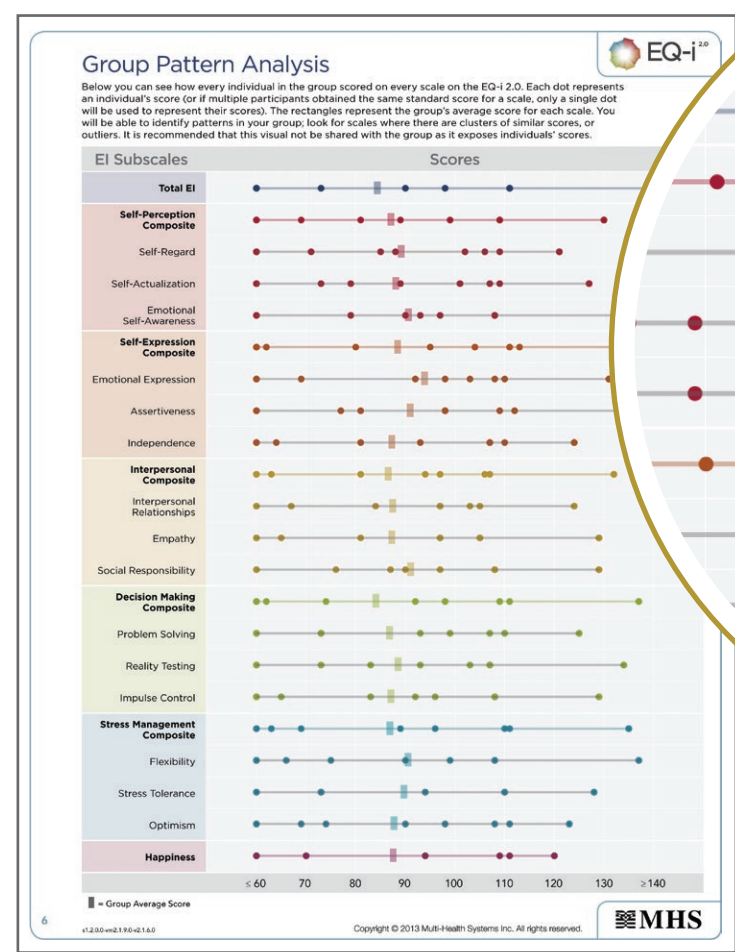
#### Oklahoma Gas & Electric (OGE)

implemented the EQ-i 2.0 by dividing the company into five groups: Executives, Directors, Managers, Supervisors, and Employees. The findings were very beneficial in understanding company dynamics and shed light on certain areas of improvement. The overall emotional intelligence scores, although not a cause for concern, showed some interesting things to the OGE group. All average self-report scores for each group fell within the Average or High range with Executives rating themselves higher than Employees in EI. The top results of the group on both self-report and rater-feedback scores were Problem Solving, Impulse Control and Self-Actualization. These scores are beneficial in a corporate setting because those who possess a high Problem Solving score tend to tackle problems head-on without getting distracted by their emotions and it's a crucial skill towards certain leadership traits and is correlated with transformational leadership behaviors.

see page 26



# KEY FEATURES



## GROUP PATTERN ANALYSIS PAGE

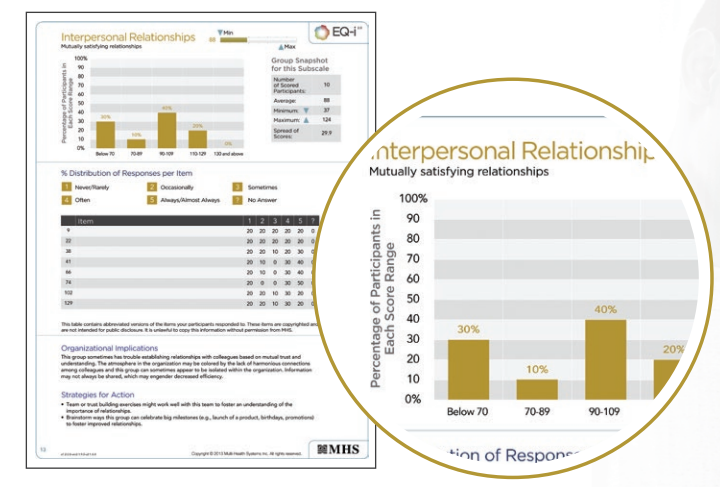
View the relationship between individual scores and group averages in a visually appealing and easy to interpret graph.

- This page provides a visual representation of the spread of scores, which describes how close or far apart each individual group member's score is to the group's average score.
- Easily identify EI patterns in the group, helping you determine which common skills need further development.

## WHEN TO USE THE EQ-i 2.0 GROUP REPORT?

Regardless of whether a group works harmoniously with great collaboration and cohesion, or finds itself with conflicting opinions and strategies that can affect the balance of a group, this report can be used when looking for deeper insights into a group's strengths as well as areas where the

group can be more effective. Implications at an organizational level can be examined and strategies for action can further develop the group's potential. The EQ-i 2.0 Group Report combines the scores of individuals that take the assessment in a manner that enables interpretation at a group or team level.

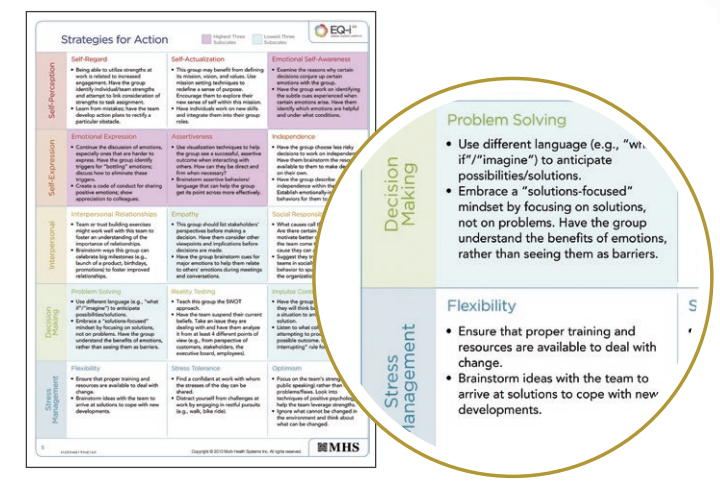


## OVERVIEW OF EACH SUBSCALE

Information about each subscale is compiled onto a single page enabling you to see detailed information regarding the group's subscale score and response tendencies, along with implications and developmental strategies associated with the group's subscale score.

- Implications and strategies are specifically focused on the effects that group EI scores have on either a group's immediate work environment or on the organization as a whole.
- Includes a download graphs feature: download bar graphs as an image file for inclusion in your group feedback coaching materials.
- Each EI skills page shows the distribution of scores for the group, allowing you to see trends not as noticeable when using averages alone.

Easily download and drop graphs from the report into PowerPoint presentations



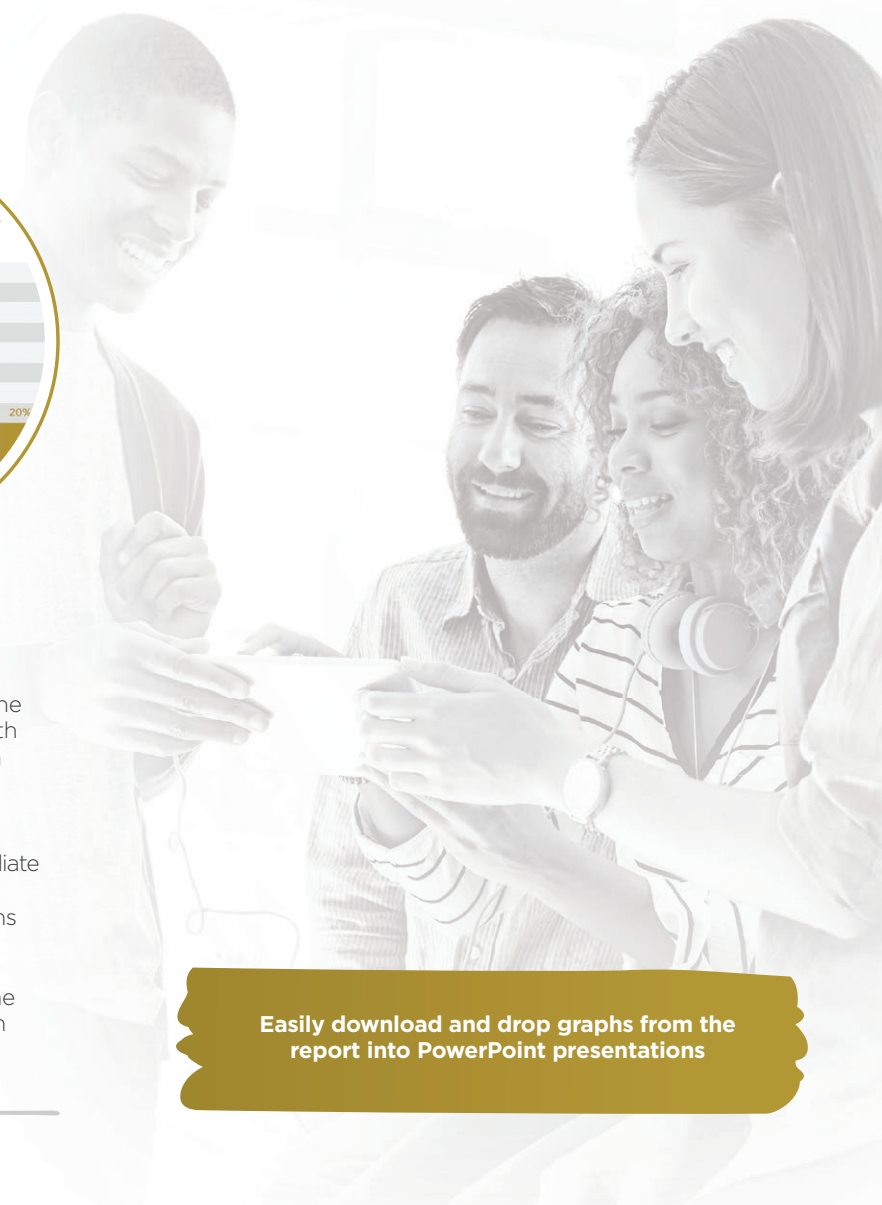
## STRATEGIES FOR ACTION

This page provides recommended strategies:

- Use as a tool to gain group members' commitment to agreed upon action plans.
- The 3 highest and 3 lowest EI skills are highlighted.

## SPECIFIC APPLICATIONS FOR THIS REPORT ARE:

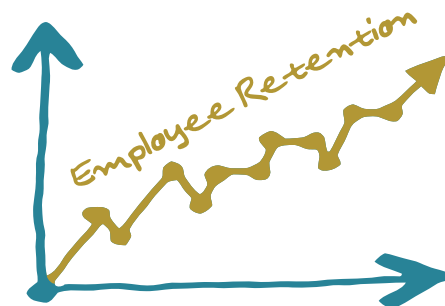
- ➔ PROVIDING GROUP OR TEAM FEEDBACK ON EQ-i 2.0 RESULTS
- ➔ TEAM BUILDING
- ➔ IMPROVING GROUP DYNAMICS
- ➔ PROVIDING AN ORGANIZATIONAL SUMMARY OR REPORT OF AN EQ-i 2.0 PROGRAM



How does IQ  
compare to EQ?



How does EI  
impact ROI?



How  
meas

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