

## **INTERPRETIVE GUIDELINES**

### **EQi:**

It is desirable to have a balanced emotional profile. Avoid the trap of thinking that a high number is good and a low number is bad. Any strength taken to the extreme may become a weakness, especially if the balancing competency is low. For example: assertiveness is a great leadership skill, but if it is high and empathy is low, you may be perceived as someone who doesn't listen, doesn't ask for input or opinions, and is a know-it-all. Look at the highs and lows of your EQi and see the following descriptions of the way people may perceive you.

### **SELF PERCEPTION COMPOSITE**

#### ***SELF-REGARD***

**High:** Arrogant, full of yourself.

**Low:** Shy, lack confidence.

#### ***SELF-ACTUALIZATION***

**High:** Have a clear plan for your future, feel good about the direction of your life.

**Low:** No plan, aimless, no clear vision for future, unhappy in present situation, you may see no way out.

#### ***EMOTIONAL SELF AWARENESS***

**High:** Overly sensitive to comments, to others, and possibly to your environment.

**Low:** Unaware of others, your surroundings, and even your body, you "check out" often.

### **SELF EXPRESSION COMPOSITE**

#### ***EMOTIONAL EXPRESSION***

**High:** Easy to win the trust of those who appreciate exuberant expressiveness, though may alienate those who are more reserved.

**Low:** The opposite: more likely to fail to connect with those who are expressive - but generally better received by emotionally reserved types.

#### ***ASSERTIVENESS***

**High:** Bowl people over, don't take into account others' feelings or input - often perceived as aggressive.

**Low:** Don't speak what is on your mind, don't stand up for yourself, aren't clear in setting expectations or declaring own needs.

## ***INDEPENDENCE***

**High:** Would rather work alone and be alone, not comfortable in groups or teams or social settings.

**Low:** Dependent on others for self worth, would rather be told what to do, thrive in groups and teams.

## **INTERPERSONAL COMPOSITE**

### ***INTERPERSONAL RELATIONSHIP***

**High:** Gregarious, have a lot of friends, create instant rapport, stay in touch.

**Low:** Uncomfortable in social settings and meeting new people, do not stay in touch, may come across as a wallflower.

### ***EMPATHY***

**High:** Very sensitive to the needs of others and their feelings.

**Low:** Oblivious to others and their needs and feelings.

### ***SOCIAL RESPONSIBILITY***

**High:** Great team member, good neighbor, joiner, like to interact with groups, very social.

**Low:** You do not do well in groups or teams, not social; don't like to be a member of groups.

## **DECISION MAKING COMPOSITE**

### ***PROBLEM SOLVING***

**High:** Able to arrive at workable solutions to problems quickly and understand how emotions can affect problem solving.

**Low:** You struggle with defining problems and arriving at solutions and are often overwhelmed emotionally by the problem-solving process.

### ***REALITY TESTING***

**High:** You see things as they really are despite emotions surrounding the situation.

**Low:** See all of the possibilities, do not investigate or reflect on the specific facts of a situation, live in a world where objective reality is unclear.

### ***IMPULSE CONTROL***

**High:** 'Paralysis of analysis,' over-thinks things, won't pull the trigger.

**Low:** You may have compulsive or addictive behavior such as eating, drinking, gambling, smoking, sex, spending, talking, etc., in which there is a consistent 'hijacking' of your long-term best interests - resulting in possible profound physical as well as emotional effects.

## **STRESS MANAGEMENT COMPOSITE**

### ***FLEXIBILITY***

**High:** Trouble saying no, take on too much, float from one thing to the next, trouble finishing things. Physical correlation: Sugar Handling.

**Low:** Very rigid in your approach to things, want to maintain control.

### ***STRESS TOLERANCE***

**High:** Have the ability to handle a lot of stress, good coping skills. **Note:** We have found that some people with very high stress tolerance may first start to show physical signs of stress like fatigue, headaches or other pains, stomach issues, trouble sleeping, irritability, diminished sex drive, lowered immune response, and depression.

**Low:** Cluttered, harried, hurried, reactive, unable to stay on top of things, probably have symptoms of stress, feel overwhelmed.

### ***OPTIMISM***

**High:** You consistently see your future as bright and sunny, sometimes to your own detriment. - Glass half full.

**Low:** The curmudgeon who always looks on the dismal side of life. - Glass half empty.

## **WELL BEING INDICATOR**

### ***HAPPINESS:***

**High:** Shiny, happy person who always seems to be in a good mood and full of joy.

**Low:** Always seem down and out, life is not fun, you find no joy,

**If you see these relative emotional highs and lows, ESPECIALLY the underlined competencies, you have the**

**SELF SACRIFICE PROFILE:**



**High: empathy, self awareness, interpersonal relationships, social responsibility, flexibility**

**Low: assertiveness, independence, emotional expression, stress tolerance, self-regard**

**How does this Self Sacrifice Profile affect the following?:**

**Time Management:** Because you may not set proper limits and boundaries and are reluctant to say no, you will likely take on too much and be pulled into other people's agendas. This adds to stress levels and your work suffers.

**Relationships:** You may have scored lower in relationship skills because your relationships may not be mutually satisfying. You may give more than you get. Self sacrificers think that when they start setting better limits and boundaries, that people won't like them anymore. The opposite is true. These limits create clear expectations and communication.

**Team Interaction:** You are a great team member, but you may not speak up and contribute your ideas.

**Communication:** Because you may be reluctant to say what you are thinking and feeling, there may be miscommunications. You may overpromise and under-deliver because you don't want to say no.

**Presentation Skills:** You may be reluctant to "put yourself out there" and connect with the audience.

Stress Management: Because you say yes a lot and don't set limits, you will likely take on too much and be overwhelmed much of the time. Stress levels stay high.

Things to Work On: Assertiveness is the key to this profile. Be clear in your communications. Set better limits and boundaries. Begin each day with YOUR list of things to accomplish and don't be pulled off track by others. Have times when your door is closed. When these communications are clear, there is a deeper level of understanding.

**If you see these relative emotional highs and lows, ESPECIALLY the underlined competencies, you have the**

**ALPHA PROFILE:**



**High: assertiveness, self regard, and/or independence**

**Low: empathy, self awareness, social responsibility, interpersonal relationships, impulse control, emotional expression, flexibility**

Note: Alphas also tend to have the Control/Puppet Master/Perfectionist profile. See the next pages for that profile definition.

**How does this Alpha Profile affect the following?:**

Time Management: You may take on way too much because you don't think anyone can do it as well as you can. You may have trouble delegating.

Relationships: Doesn't listen, doesn't ask for opinions or input from others. Takes charge, takes over. If coupled with high self regard, may be seen as arrogant.

Team Interaction: Has a tendency to take over and not work in a collaborative way.

Communication: Poor listening skills. Lack of understanding of others and their needs.

Presentation Skills: Usually good presenters, but lower empathy prevents a connection with the audience and understanding what they want.

Stress Management: Alphas are frequently stressed and hurried. They rarely take the time for themselves or build in daily reflection and recovery time.

Things to Work On: Empathy is a big key for alphas. By tuning in more to the needs of others, you create more intimate connections with others, which will help with your success both personally and professionally.

### **Abrasive: A sub-profile of the Alpha Profile**



For alphas, if you see a difference of 2 to 4 points or more between assertiveness and empathy, you may be perceived as abrasive, abrupt, and without tact. You likely don't listen well, don't ask for opinions or input from others, and tend to take charge or take over. If coupled with high self regard, you may be seen as arrogant. At its most extreme, these ultra alphas can be seen as aggressive, abusive, or bullying.

**High: Assertiveness**

**Low: Empathy**

**If you see these relative emotional highs and lows, ESPECIALLY the underlined competencies, you have the**

**CONTROLLER /PUPPET MASTER/PERFECTIONIST PROFILE:**



**High: reality testing, problem solving, impulse control**  
**Low: flexibility**

Look at self-regard. If self-regard is **low**, you may be a perfectionist who beats yourself up because you don't live up to your own standards. If self-regard is **high**, you think that no one else can do it better than you. Either way, people with this profile have a hard time letting go of control and delegating. You tend to be a workaholic, but are rarely seen as a leader. **This is one of the biggest stumbling blocks to moving past a middle management position.**

**How does this Control/Puppet Master/Perfectionist Profile affect the following?:**

**Time Management:** Trouble delegating. You tend to work a lot, but never get everything done. You won't let others do things their way. You won't let them make their mistakes. You are the go to problem solver. You stay in the details.

**Relationships:** You may try to control too many things in relationships, which leads to conflicts. Remember, you can be right or you can be happy.

**Team Interaction:** You tend to try and control the process and control the direction of the team. Negatively affects collaboration and the team process.

**Communication:** Preconceptions on how things should be may prevent understanding and connection with others.

**Presentation Skills:** May be rigid in your approach to presenting. Try being more spontaneous and improvisational. You don't have to have a perfect speech.

Stress Management: Overwhelmed because of lack of delegation. Works too much. Wants to be in on all decisions and know all information and details.

Things to Work On: Flexibility: with yourself, with others, with outcomes. By having a more flexible approach. Delegate more. Ask yourself: Is it wrong, or is it just different? Also, better stress tolerance can be helpful.

**If you see these relative emotional highs and lows, ESPECIALLY the underlined competencies, you have the**

**ANGER, FRUSTRATION, IMPATIENCE PROFILE:**



**High: Assertiveness,  
Low: Impulse Control, Flexibility**

**How does this Anger, Frustration, Impatience Profile affect the following?:**

**Time Management:** When experiencing anger, your thinking brain shuts down. This cognitive impairment reduces efficiency.

**Relationships:** Explosions directed toward others creates negative experiences and diminishes relationships. People won't come to you with anything negative for fear of an explosion.

**Team Interaction:** Team members may not connect with you. Your explosive nature diminishes interactions.

**Communication:** Anger, frustration, and impatience limits your communication skills. People will avoid you and not share information because of your over-reactions.

**Presentation Skills:** May have trouble settling into a calm, easy presentation.

**Stress Management:** This is a huge factor that adds to stress levels. You are in a low level fight or flight most of your day, which wears you out. By the end of the day, you are likely exhausted.

**Things to Work On:** Work on impulse control and empathy. Empathy will decrease assertiveness and impulse control will help with the reactions. Remember, respond instead of react.

**If you see these relative emotional lows, you have the**

**BURNOUT PROFILE:**



**Low: self-regard, interpersonal relationships, self-actualization, stress tolerance, optimism**

*Four or five out of five = total burnout. Three out of five = highly stressed. Two out of five = pay attention.* These five competencies contribute to an overall level of happiness and well being. Your happiness score may be low as well.

Low **stress tolerance** indicates an inability to handle stressful situations, especially when there are strong emotions involved. You feel overwhelmed and hurried.

**How does this Burnout Profile affect the following?:**

Time Management: Don't have the energy to get all of your work done. Overwhelmed, in fight or flight, cognitive processes impaired.

Relationships: Very little time and energy for the relationships in your life and work. May come across as withdrawn and disinterested.

Team Interaction: In survival mode, don't create connections and interactions, also too tired to contribute, you do the minimum.

Communication: Cognitive impairment reduces communication ability. Also, because you are exhausted, you may come across as disinterested.

Presentation Skills: Great presentation is all about energy. When your energy is low, there is no connection with the audience.

Stress Management: Self explanatory.

Things to Work On: Stress Management is a key here. Build in recovery throughout your day. In addition, if your emotional self-awareness is low, that is the place to begin. You must be able to identify when you are tired, overwhelmed, etc. You must know what is happening in your body.

**Racing Toward Burnout, a Sub-Profile of the Burnout Profile:**

NOTE: If you have high stress tolerance, but also are experiencing the physical symptoms of stress (trouble sleeping, headaches or other pain, fatigue, stomach problems, diminished immunity: frequents colds or flu, diminished sex drive, diminished cognitive ability, melancholy or depression) you are racing toward burnout. Just because you have the capacity to cope with stress emotionally doesn't mean it's not taking its toll on your body.

**If you see these relative emotional highs and lows, you have the**  
**CHAOS, REACTIVE MANAGEMENT PROFILE:**



**High: Stress Tolerance**  
**Low: Impulse Control**

**How does this Chaos/Reactive Management Profile affect the following?:**

**Time Management:** You get a lot done, but are just reacting to things. You do not plan proactively. You will usually have low problem-solving skills as well. Work place usually cluttered and cramped.

**Relationships:** No time for meaningful relationships. Reacts to everything.

**Team Interaction:** Living in a world of chaos, team interactions are usually frantic and frazzled.

**Communication:** You don't take the time to cultivate relationships. You may be trying to check emails and work while you are interacting with others.

**Presentation Skills:** Disorganization contributes to poor presentations.

**Stress Management:** Always feeling behind, on the treadmill. Feeling stress constantly.

**Things to Work On:** Increase impulse control while working on managing stress. Remember, respond instead of react.

## **OVERLY OPTIMISTIC PROFILE: Glass half full**



**High: Optimism**

**Low: Reality Testing**

### **How does this Overly Optimistic Profile affect the following?:**

**Time Management:** You think you can get more done than you actually can, so you tend to try to schedule too much.

**Relationships:** People like to be around optimistic, upbeat people. Sometimes over-commitment can lead to misunderstandings and not honoring promises.

**Team Interaction:** Unrealistic expectations that cannot be met.

**Communication:** May over-reach with expectations and not communicate clearly with details.

**Presentation Skills:** Good for presenting. Optimistic, upbeat energy is a magnet.

**Stress Management:** Mostly good for stress management. Optimistic people tend to cope with stress better, but over-committing and taking on too much may add to stress.

**Things to Work On:** Would benefit from reality checks with someone you trust. Try to temper your optimism with reality checks.

**PESSIMIST OR REALIST PROFILE: Glass half empty**



**High: Reality Testing**

**Low: Optimism**

**How does this Pessimist Profile affect the following?:**

Time Management: Negative attitude may reduce performance and results. May get mired down in all of the things that are impediments to progress.

Relationships: People shy away from negative people.

Team Interaction: Bring the team down. Be the curmudgeon who always looks at the negative side.

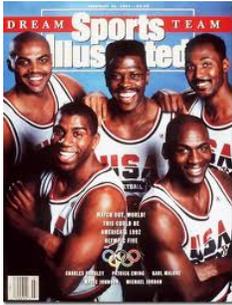
Communication: May take communications down a negative path by focusing on the negative.

Presentation Skills: Audiences may not connect with a negative presentation of a message.

Stress Management: Pessimistic people have higher levels of stress.

Things to Work On: Increase optimism and create more balance. Would benefit from reality checks with someone you trust.

## **TEAM PLAYER PROFILE:**



**High: Social Responsibility**  
**Low: Independence**

### **How does this Team Player profile affect the following?:**

**Time Management:** You may take on too much for the team and not be able to complete your own work.

**Relationships:** Generally good at relationships, especially in a team setting.

**Team Interaction:** Excellent with team and collaboration. But may be reluctant to contribute your own ideas.

**Communication:** Your lower independence may hinder good communication if you hold back saying what is on your mind. But generally, these folks are good communicators.

**Presentation Skills:** Good presenters. Good connections with audiences.

**Stress Management:** You may take on too much, which adds to stress levels.

**Things to Work On:** If there is a large gap between independence and social responsibility (2 to 4 points or greater), you may want to work on independence to create some balance. Assertiveness would also be helpful to create the balance.

## **THE LONER PROFILE:**



**High: Independence**  
**Low: Social Responsibility**

Would benefit from reality checks with someone you trust. Glass half empty.

### **How does this Loner profile affect the following?:**

**Time Management:** Watch isolation that may lead to overwhelm and not relying on others for help.

**Relationships:** Generally, relationships are not strong. Can be held back by a lack of relationships and social networks.

**Team Interaction:** Sometimes a good contributor, but usually behind the scenes.

**Communication:** Without meaningful connections and relationships, sometimes communication is on a superficial level.

**Presentation Skills:** Generally low energy for presentations and not a great connection with the audience.

**Stress Management:** Stress levels can be high, especially if you don't ask for help.

**Things to Work On:** Work on social responsibility and relationships (especially if there is a difference of 2 to 4 points or greater)

**If you see these relative emotional highs and lows, you have the**

**CHASES SHINY OBJECTS PROFILE:**



**High: Flexibility**

**Low: Impulse Control**

**How does this Chases Shiny Objects profile affect the following?:**

**Time Management:** Generally cluttered work space. You start more than you finish and go from one thing to the next.

**Relationships:** You may come across as scattered and unfocused. This may negatively affect relationships.

**Team Interaction:** Scattered and unfocused, team members may not trust you to complete and contribute.

**Communication:** Hard to pin down. Unclear communication at times. Unfocused.

**Presentation Skills:** Presentations seem to be scattered. Goes down rabbit trails and loses the audience.

**Stress Management:** Stress levels can be high. You rarely slow down and build in recovery.

**Things to Work On:** Increase impulse control and assertiveness, which will reduce flexibility. Would benefit from learning rhetoric for communication and presentations.