

“Your EQ review”



“Your secret advantage”



Protostar
Leadership Development



LEADERSHIP DEVELOPMENT AND SUPPORT CONSULTANCY

Introduction.

“The rules for work are changing. We’re being judged by a new yard stick: not just by how smart we are, or by our training and expertise but also by how well we handle ourselves and each other. This yard stick is increasingly applied in choosing who will be hired and who will not, who will be let go and who will be retained, who passed over and who promoted.”

Daniel Goleman

“Working With Emotional Intelligence “

This 360° feedback report has been designed to give you some specific and structured feedback on your current performance against a “Mixed Emotional Intelligence” model. It gives you a benchmark of how others perceive you and compares that to how you see your own performance.

By making this comparison you can start to identify key areas for development and you will be provided with a development planning document along with this report.

The ratings and comments provided in this report, were given in good faith and with the purpose of helping your self development. Even if you disagree with low ratings or negative comments, you should recognise that it is their perception and work to change it.

A Protostar consultant should be meeting you to go through this report however in any event, if you have questions relating to the report, please email info@protostar-uk.com

Now, start reading the feedback and remember that this is the start of a journey to becoming an even more effective leader.





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360° review prepared for **Michael Coates**

Feedback from the people who work with you

September 2009

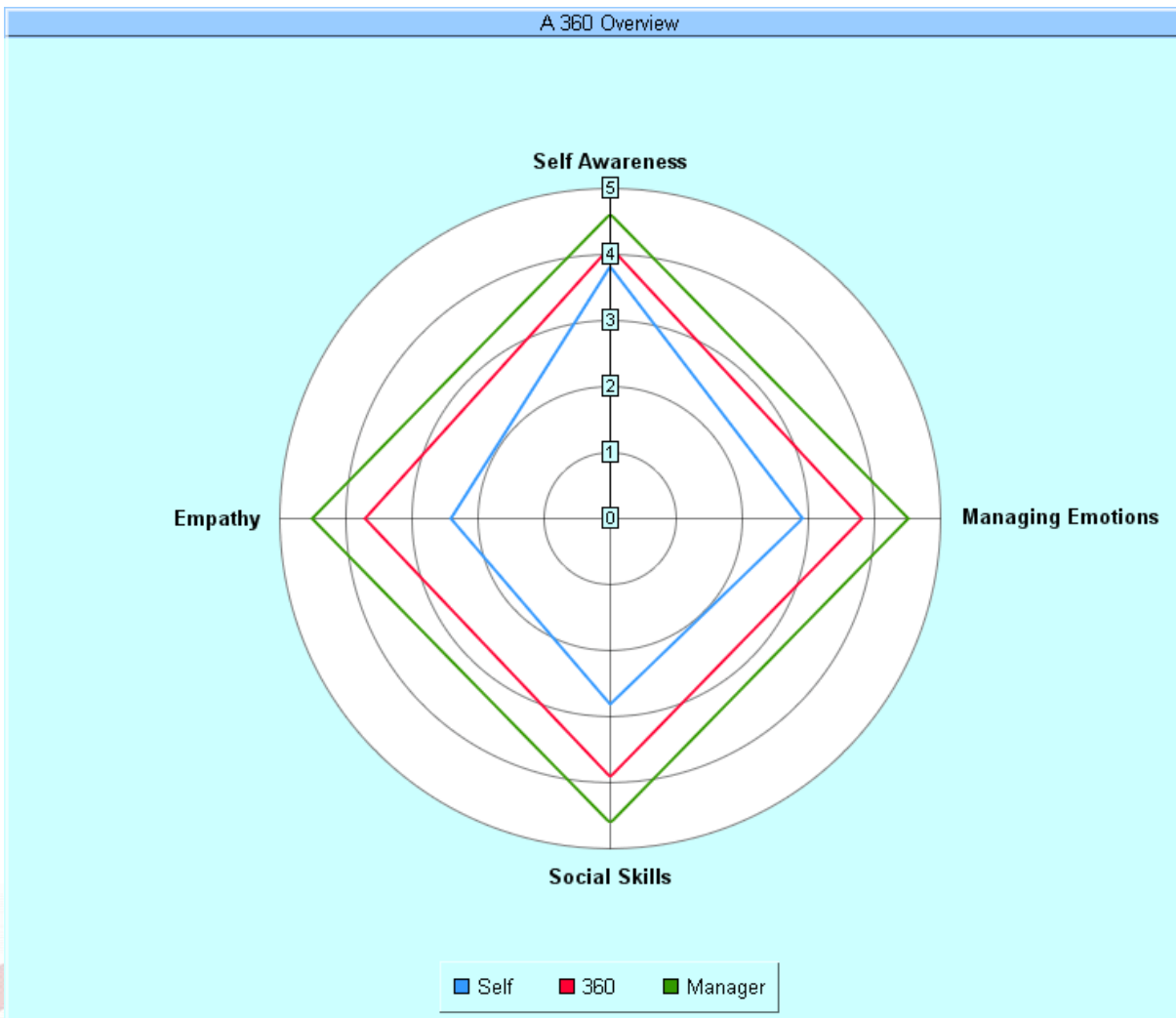
- Alan Marshall
- Fe Foreman
- Fred Flinstone
- Gill Main
- Selene Nieto



A 360° Overview

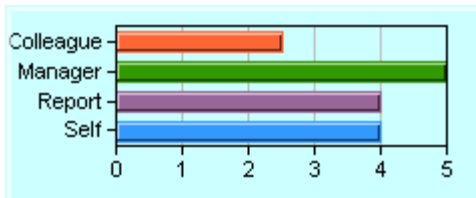
The following radar plot shows the opinions of yourself, your manager and the 360° average of all participants (including your manager, but not yourself). This aims to provide a visual 360° reference of the contrasting views of your performance against the agreed competencies.

0	I do not have enough data to comment on this behaviour indicator
1	Requires significant development
2	Requires some development
3	Demonstrates this to a satisfactory level
4	Demonstrates this well
5	Consistently demonstrates this very well
6	Acts as an outstanding role model for others

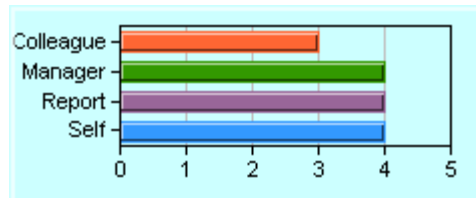


Self Awareness

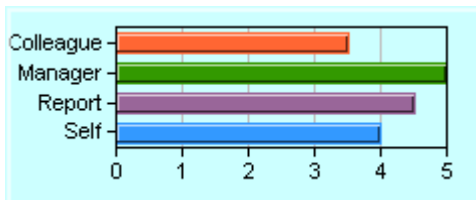
Emotional Self Awareness: Recognises the impact of their emotional response upon working relationships



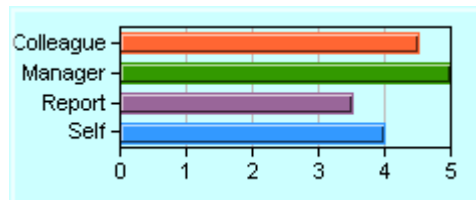
Accurate Self Assessment: Is realistic and open about their personal strengths and limitations



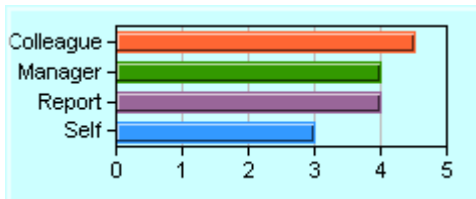
Self Confidence: Has a strong and positive sense of self worth



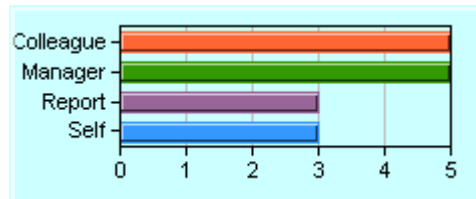
Self Control: Keeps disruptive emotions and impulses under control



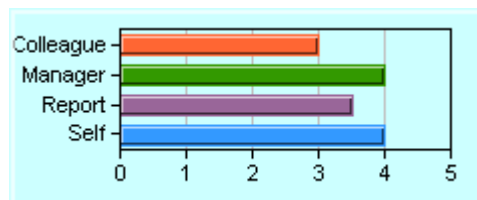
Trustworthiness: Acts with honesty and a very high personal integrity



Conscientiousness: Manages personal performance and behaviour appropriately in stressful situations

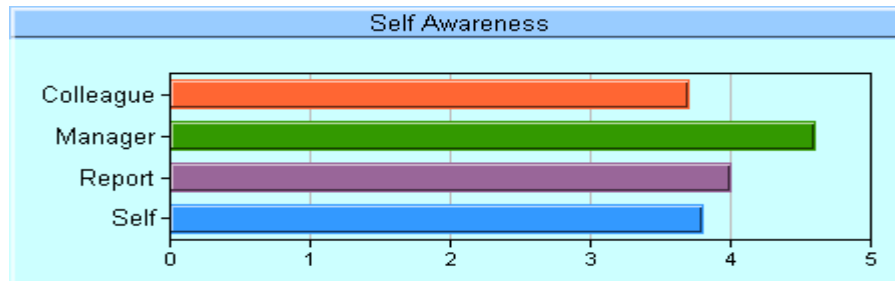


Current State: Can accurately describe their current emotional state and behaviours that reflect that state





Self Awareness



In the box below please describe, what, in your opinion, Michael Coates does well in this area. Please give examples to back up your comments.

Very self aware and clearly knows his own strengths and weaknesses.

Is the first to point out his own flaws, very self aware

On a number of occasions when a lesser person could be led to temptation, Michael has displayed great integrity. This particularly applies to handling confidential information about employees.

Has demonstrated in short time I have known him an awareness of own strengths and current limitations e.g coaching style. Has been open in ideas for developing upon own / others business taking into consideration needs.

In the box below please describe what, in your opinion, Michael Coates could do differently to improve their performance in this area.

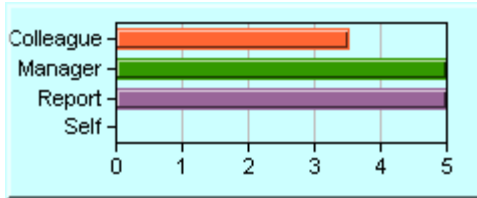
Sometimes , he can show a lot of negativity when things are not going well. While he is aware he is doing it, I am not sure that he appreciates the effect it has on others. For instance when the last company re-organisation was announced

I think some of the areas where Michael considers himself to be weak are in fact not weaknesses by anyone else's standards. Possibly he is a bit hard on himself.

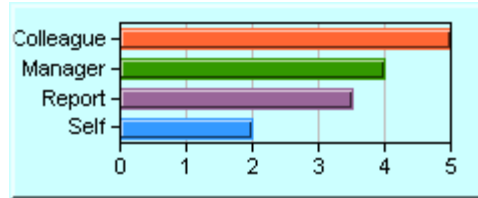
Absolutely nothing. current actions re developing coaching approaches already in hand. Open communication re expectations in business already well underway with various individuals in team / expanding team.

Managing Emotions

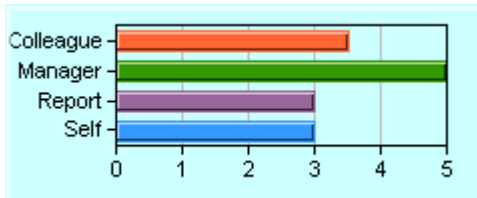
Resilience: Keeps determined and focused when the going gets tough



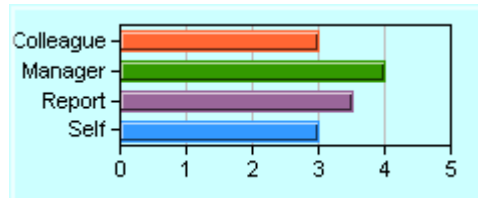
Drive: Perseveres in order to achieve results



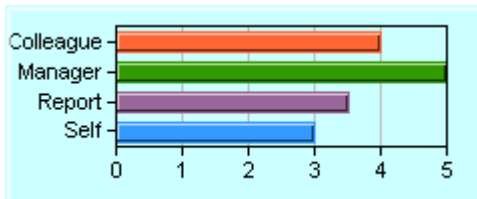
Adaptability: Adjusts to challenging situations and overcomes obstacles



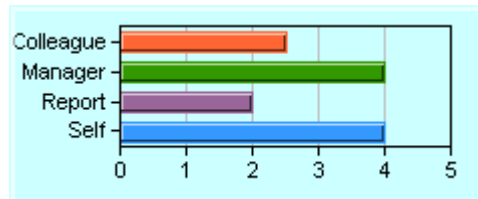
Organisational Awareness: Understands and skillfully navigates the politics of organisational life



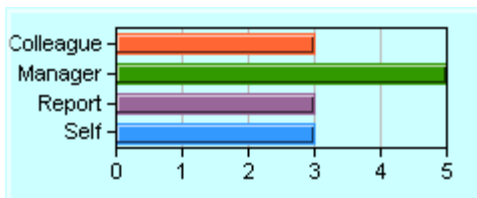
Service Orientation: Publicly recognises and consistently meets customer needs



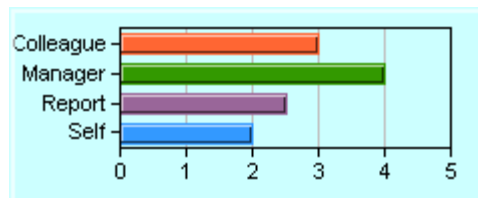
Judgement: Uses feelings and emotions appropriately when making decisions or prioritising actions



Understanding Complexity: Understands the complexity and the inter relations of emotions

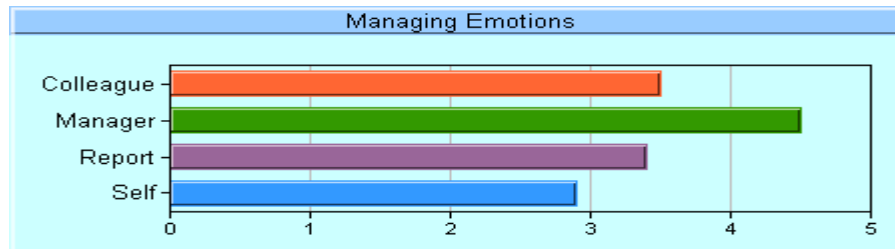


Comfort: Appears comfortable in emotional situations





Managing Emotions



In the box below please describe, what, in your opinion, Michael Coates does well in this area. Please give examples to back up your comments.

Michael is very resilient and while he can get quite down when things are touch he pushes through to the end and always delivers a great result.

It is easy to follow Michael as you know he will get you to the target.

I have limited experience of working with Michael therefore can only apply above to few context. Based upon what I have seen e.g. development of website / materials / questionnaires etc determination and desire to achieve results evident.

In the box below please describe what, in your opinion, Michael Coates could do differently to improve their performance in this area.

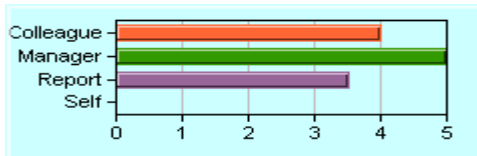
While Michael is very comfortable in positive emotional situations, he looks ill at ease when people are crying for instance when James had a death in the family.

He doesn't like people crying in his meetings!

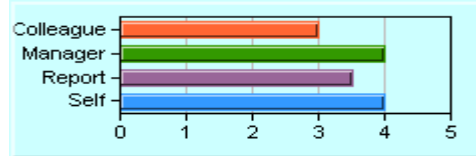
Not able to comment because of my limited experience of seeing Michael in situations and with individuals. I can only assume at this stage and assumption is Michael is already very skilled re above, particularly because of extensive 360 work.

Social Skills

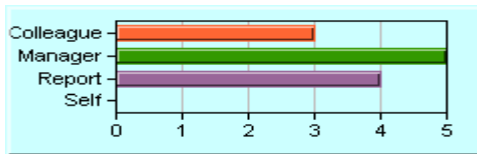
Influence: Skillfully negotiates and employs a wide range of persuasive tactics to achieve results



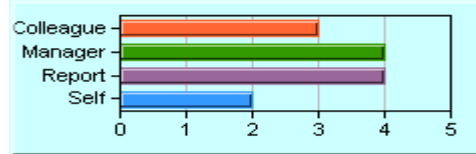
Developing Others: Is systematic and supportive in the development of the team



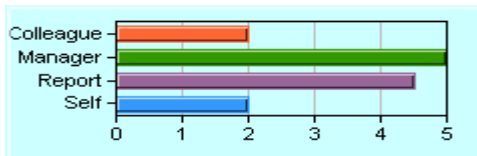
Listening: A good listener, giving full active and undivided attention



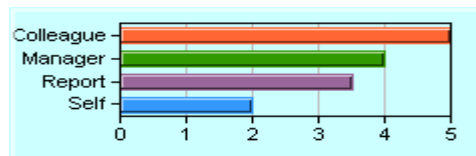
Communicator: Skillfully communicates flexing style and language to ensure that the message is clearly understood by the whole audience



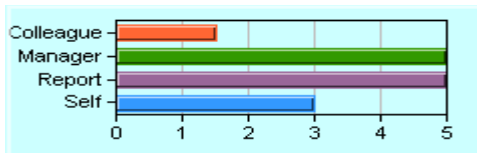
Change Catalyst: Initiates new ideas proficiently and builds upon the ideas of others



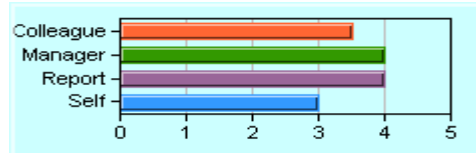
Building Bonds: Cultivates and maintains a wide network of relationships



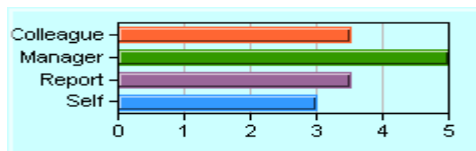
Teamwork and Collaboration: Leads and promotes excellence in all aspects of teamwork and interdepartmental co-operation



Observant: Can easily identify symptoms/behaviours that are warning signs of emotional states

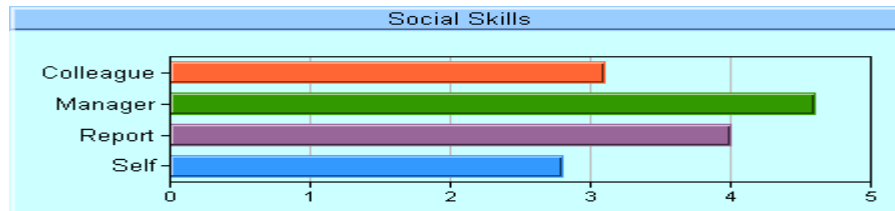


Positive Approach: Makes others feel positive about themselves even when providing constructive feedback or bad news





Social Skills



In the box below please describe, what, in your opinion, Michael Coates does well in this area. Please give examples to back up your comments.

This is clearly his greatest strength. He has the ability to get on with everyone or at least it seems that way.

Customers love him and this mainly comes down to his social skills. Even Mr Smith likes him and he doesn't like anyone.

In the context of the situations I have been with Michael in I would say his social skills re above behaviours are excellent. It is because of many of the above behaviours that I am happy to work with this individual and in his business.

In the box below please describe what, in your opinion, Michael Coates could do differently to improve their performance in this area.

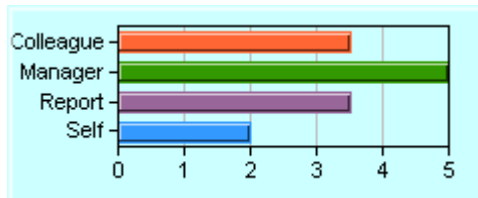
It is sometimes obvious if he is bored with someone or he considers them to be foolish. He doesn't suffer fools gladly, for instance a certain person in the accounts department.

He is even more sociable if they are intelligent and vibrant. Not all of us are.

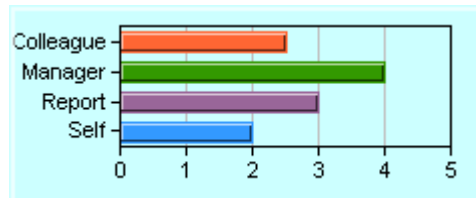
Keep doing what he is doing. As business expands it is difficult to maintain the skill levels as time constraints and complexities in business increase.

Empathy

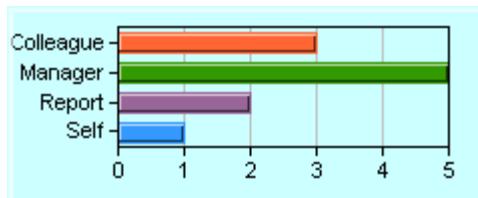
Recognition: Recognises how others are feeling in different situations



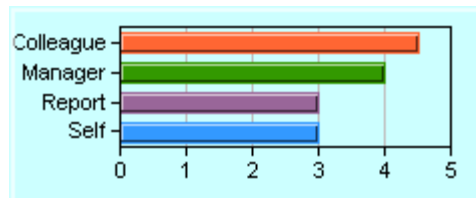
Adaptation: Adapts behaviour to respond to the different emotional states of others



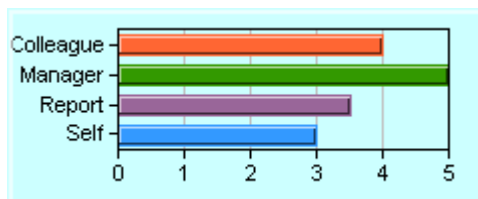
Avoiding Manipulation: Recognises behaviours and emotions that might be manipulative or dishonest



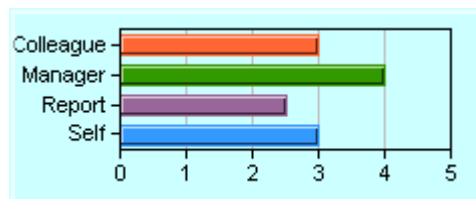
Timely Actions: Says just what is needed in awkward or emotional situations



Consideration: Does not rush to judge comments or actions that may have been fuelled by emotion

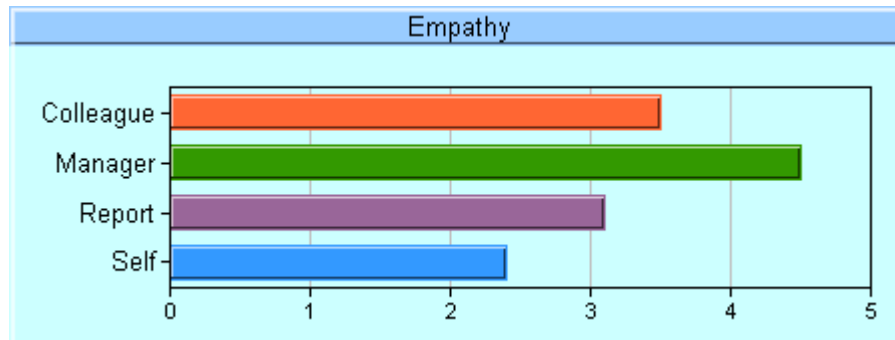


Questioning: Asks appropriate questions to help identify the emotional states of others





Empathy



In the box below please describe, what, in your opinion, Michael Coates does well in this area. Please give examples to back up your comments.

During the recent re-organisation Michael displayed great empathy to my situation and this helped me to get through it.

He is not easily fooled and can recognise a “player” well before we do.

In the recent investigation meetings there was a uncomfortable silence and Michael new exactly how to break it.

Not easy to answer based on limited experience. I can only think of 3 specific occasions I can apply this to where I have seen these behaviours demonstrated. It would be useful to do this again in about a years time.

In the box below please describe what, in your opinion, Michael Coates could do differently to improve their performance in this area.

Michael’s empathy skills sometimes go when he is under pressure or stressed.

There are times when all we want is for him to listen but he insists on offering solutions.

I feel unable to make comment due to limited experience of working with Michael.

And Finally

And finally. What one suggestion would you give that would significantly improve Michael Coates' EQ (people skills) over the next 12 months?

To listen more and offer less solutions

To try mixing more with the junior members of staff

To coach others on EI as clearly it is a strength

Increase curiosity about others and their motivations.

To sum up I would say that Michael is already a highly skilled individual when it comes to EQ. The challenge will be an expanding business / associate base / communication & feedback / involvement of his team / managing projects & outcomes / performance of associates / time constraints etc. That will demand of all his skills and more!



Gap Analysis

The following table shows the greatest variance between your perception and those of your colleagues and peers. Figures in red indicate that you have rated yourself higher than your colleagues/peers/manager on a particular competence, and those in blue indicate that you have rated yourself lower than your colleagues/peer/manager.

Competence	Element	Gap Analysis
Managing Emotions	Judgement: Uses feelings and emotions appropriately when making decisions or prioritising actions	(23.34 %)
Social Skills	Developing Others: Is systematic and supportive in the development of the team	(10 %)
Self Awareness	Current State: Can accurately describe their current emotional state and behaviours that reflect that state	(10 %)
Self Awareness	Accurate Self Assessment: Is realistic and open about their personal strengths and limitations	(6.67 %)
Self Awareness	Emotional Self Awareness: Recognises the impact of their emotional response upon working relationships	(3.34 %)

Competence	Element	Gap Analysis
Empathy	Avoiding Manipulation: Recognises behaviours and emotions that might be manipulative or dishonest	(46.66 %)
Social Skills	Building Bonds: Cultivates and maintains a wide network of relationships	(43.33 %)
Managing Emotions	Drive: Perseveres in order to achieve results	(43.33 %)
Empathy	Recognition: Recognises how others are feeling in different situations	(40 %)
Social Skills	Change Catalyst: initiates new ideas proficiently and builds upon the ideas of others	(36.66 %)
Social Skills	Communicator: Skillfully communicates flexing style and language to ensure that the message is clearly understood by the whole audience	(33.33 %)

Strengths and Weaknesses

Most Successful Traits			
Rank	Competence	Trait	%Score
1	Managing Emotions	Resilience: Keeps determined and focused when the going gets tough	90 %
2	Self Awareness	Self Confidence: Has a strong and positive sense of self worth	85 %
3	Self Awareness	Self Control: Keeps disruptive emotions and impulses under control	85 %
4	Social Skills	Influence: Skillfully negotiates and employs a wide range of persuasive tactics to achieve results	83.34 %
5	Self Awareness	Conscientiousness: Manages personal performance and behaviour appropriately in stressful situations	80 %
6	Social Skills	Listening: A good listener, giving full active and undivided attention	80 %
7	Self Awareness	Trustworthiness: Acts with honesty and a very high personal integrity	77.5 %
8	Self Awareness	Emotional Self Awareness: Recognises the impact of their emotional response upon working relationships	77.5 %
9	Managing Emotions	Service Orientation: Publically recognises and consistently meets customer needs	77.5 %
10	Empathy	Consideration: Does not rush to judge comments or actions that may have been fuelled by emotion	77.5 %

Least Successful Traits			
Rank	Competence	Trait	%Score
1	Empathy	Avoiding Manipulation: Recognises behaviours and emotions that might be manipulative or dishonest	55 %
2	Managing Emotions	Comfort: Appears comfortable in emotional situations	57.5 %
3	Empathy	Adaptation: Adapts behaviour to respond to the different emotional states of others	57.5 %
4	Empathy	Questioning: Asks appropriate questions to help identify the emotional states of others	62.5 %
5	Managing Emotions	Judgement: Uses feelings and emotions appropriately when making decisions or prioritising actions	62.5 %
6	Social Skills	Communicator: Skillfully communicates flexing style and language to ensure that the message is clearly understood by the whole audience	65 %
7	Social Skills	Change Catalyst: initiates new ideas proficiently and builds upon the ideas of others	67.5 %
8	Managing Emotions	Organisational Awareness: Understands and skilfully navigates the politics of organisational life	67.5 %
9	Managing Emotions	Understanding Complexity: Understands the complexity and the inter relations of emotions	70 %
10	Empathy	Recognition: Recognises how others are feeling in different situations	70 %