



EQ-i 2.0®  
assess. predict. perform.

# LEADERSHIP REPORT

## How is leadership affected by EQ?



### EI in Action: Leadership

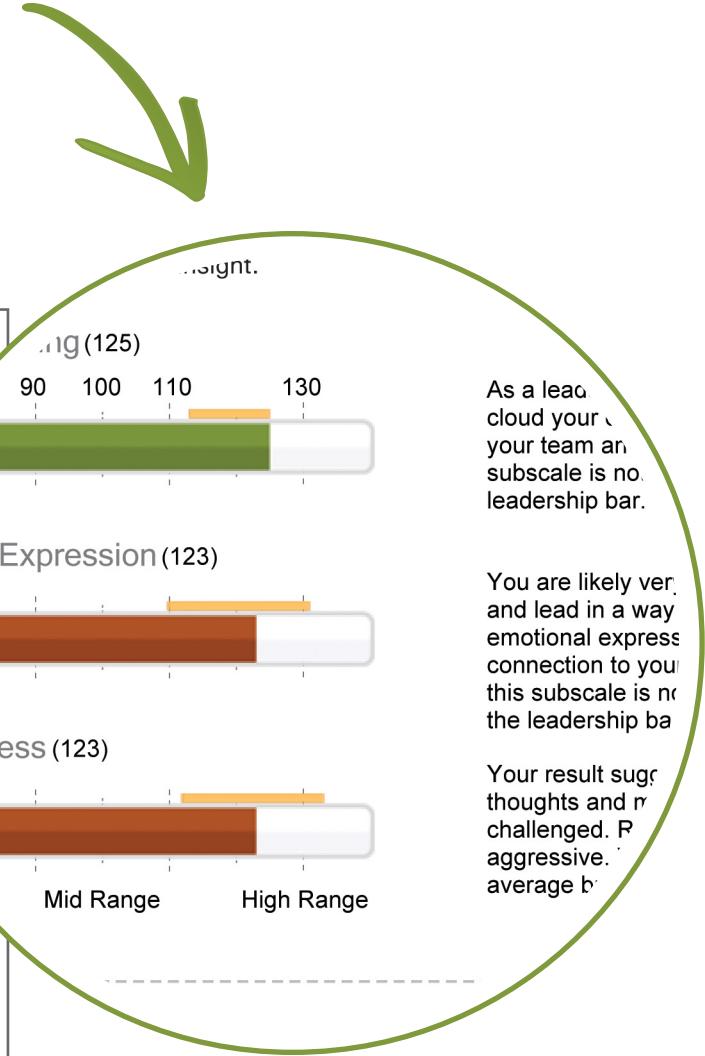
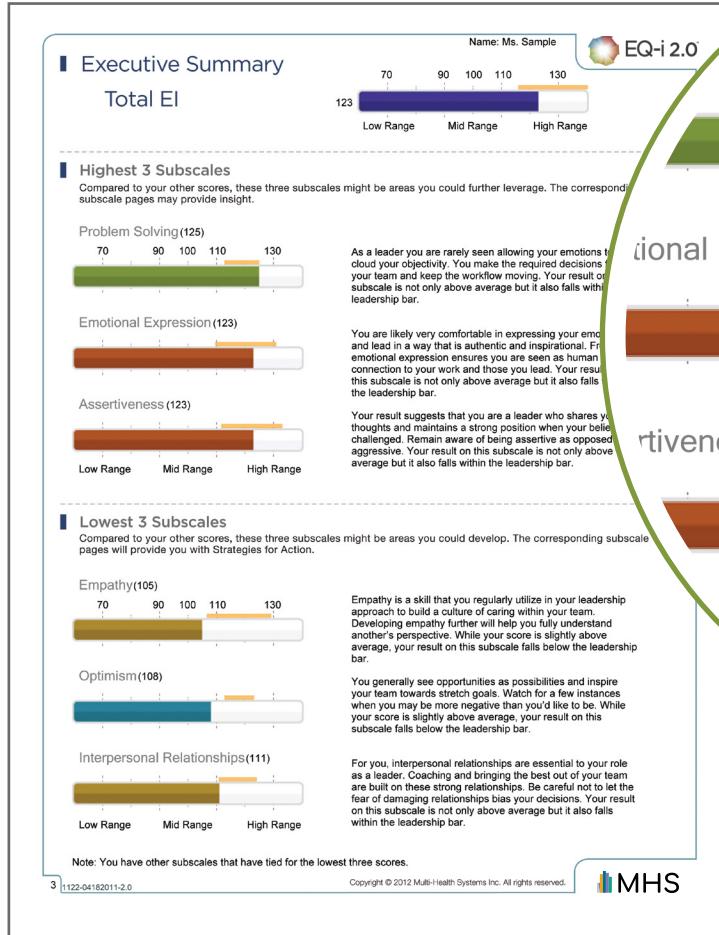
#### Brian is a successful

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 three highest and three 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. A company can find 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

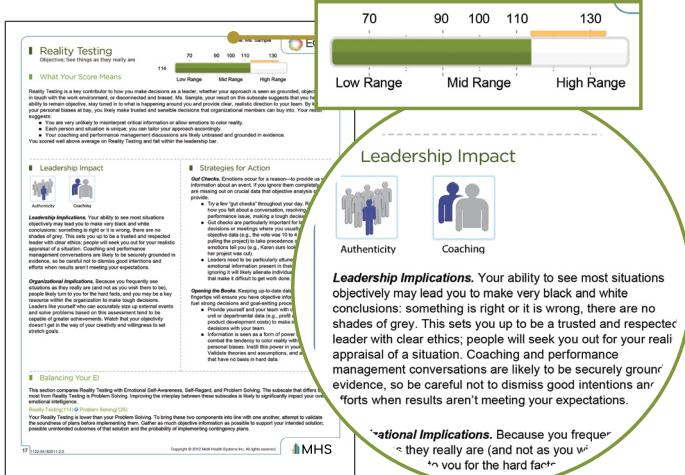
development and coaching, and developing high potential leaders. The Leadership Report examines results through four key dimensions: Authenticity, Coaching, Insight, and Innovation. The report also contains insights on the possible implications of results, and which skills have the highest potential of becoming leadership derailers. 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 four 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 whose EQ-i 2.0 scores were in the top 50% of the leader sample).

- Using this bar, your client can compare their 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

<p><b>Leadership, Emotional Self-Awareness and Emotional Intelligence</b></p> <p>Managing conflict of any kind can be easily managed by the norm rather than the exception. Use your EI skills to manage conflict management skills.</p> <p><b>Leadership, Self-Awareness and Emotional Intelligence</b></p> <p>The increased need for clear communication of your leadership style, as well, can prevent conflict and increase productivity.</p> <p>As a leader, you may find the tips below can help you manage your leadership style.</p> <p><b>Manage yourself first.</b></p> <p>1. Listen to yourself with purpose.</p> <p>Leverage Emotional Self-Awareness and Emotional Intelligence to manage your own behavior regarding the conflict at hand. What are your thoughts and feelings about the conflict? What have you learned that it will be what can be done to get things done? What are your own personal beliefs about it? Furthermore, even though it may seem like you are the only one who can make things happen, pay attention to how you feel and bring to light your own personal beliefs.</p> <p>2. Timely expressions of yourself.</p> <p>As a leader, your emotional expressions are a key factor in how your team perceives you. For example, if you are not fully expressing yourself, most require a leader to be more expressive. Your team will be more likely to accept your leadership if you are more expressive and more positive.</p> <p>3. Manage others second.</p> <p>3. Empathy in conflict management</p> <p>Tell us so much that without empathy, conflict management is not possible. Use your Empathy skills to manage the conflict and increase your effectiveness. Use your Empathy skills to manage the conflict and increase your effectiveness. Use your Empathy skills to manage the conflict and increase your effectiveness.</p>	<p><b>A Leadership Guide to the Optimal Balance</b></p> <p>Meet Harriet, Senior Vice President of Content with stakeholders in different time zones, her daily routine is filled with many different tasks, often interrupted with bursts of interruptions and is extremely time-pressured. She is asked to complete an analysis of competing priorities and make recommendations to her stakeholders and expectations of leadership coming together in the company stage. By leveraging her EI skills, she can manage her time effectively and increase productivity.</p> <p>Harriet's situation is evidence through organizational research that leaders who are able to manage their time effectively are more successful leaders to sacrifice their health to complete a task. This is a common mistake that leaders make. For today's time-pressured leaders, the following:</p> <p><b>Keep work in perspective</b></p> <p>Leaders need to understand what is reasonable. Use <b>Reality Testing</b> skills to prioritize what is important.</p> <p><b>Temper unrealistic expectations</b></p> <p>Leaders are only capable of being on so much ground at once. Use <b>Flexibility</b> skills to manage an irregular heating, headaches, and aches and pains.</p> <p><b>Set boundaries and leave work at the office</b></p> <p>Leaders need to be able to leave work at the office. It is important to be able to leave work at the office to be able to secure breaks at lunch and in the evenings.</p> <p><b>Change your mindset</b></p> <p>Leaders need to be able to let go of the shoulder organization. Use <b>Problem Solving</b> skills to identify what is important and what is not.</p> <p><b>Mediate and exercise</b></p> <p>When pressure mounts, leaders often have the need to make things happen. Use <b>Empathy</b> skills to be more effective.</p> <p><b>Delegating</b></p> <p>Leaders need to be able to delegate things, and use <b>Teamwork</b> skills to make things happen.</p> <p><b>Prioritize responsibilities</b></p> <p>Leaders must ensure that duties are prioritized and completed in a timely manner. Use <b>Time Management</b> skills to make sure that you have time to plan a day to do tasks.</p> <p><b>Ensure proper rest and communication</b></p> <p>Leaders need to ensure proper rest and communication. Use <b>Self-Awareness</b> skills to make sure that you are not overextended.</p> <p><b>Indulge in your passions</b></p> <p>Leaders need to be able to indulge in their passions or even cultivate an interest in something new. The project. Use <b>Intelligence</b> and <b>Curiosity</b> skills to make things happen.</p>	<p><b>Leading a Multigenerational Workforce</b></p> <p>Name: Ms. Sample EQ-i 2.0</p> <p>Take a quick survey of the people you work with on a daily basis. Chances are you interact with people representing every generation. Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps are often a source of conflict, there are ways to manage these differences in order to increase productivity and the expectations of leadership coming together in the company stage. By leveraging your EI skills, you can capitalize on the strengths of each generation and increase productivity. Here are some suggestions:</p> <p><b>Empathy</b></p> <p>• View your leadership style from the perspective of each generation. Then from the perspective of each individual.</p> <p>• Be tolerant of different tactics/techniques for communication. Consider what is best for using different methods for communication.</p> <p>• Accommodate different learning styles amongst your team members. For example, e-mail, e-learning, hands on training.</p> <p>• Keep an open mind to alternative or innovative ideas. Your way may not always be the only way.</p> <p><b>This generation...</b></p> <table border="1"> <tr> <td>Baby Boomers</td> <td>• born between 1946-1964</td> <td>• prefers communication that is...</td> <td>• values things like...</td> <td>• approaches work by...</td> </tr> <tr> <td>Generalist X</td> <td>• born between 1965-1981</td> <td>• structured and systematic, like rules and norms</td> <td>• efficiency</td> <td>• separating professional and personal life</td> </tr> <tr> <td>Millennials/Gen Y</td> <td>• born after 1981</td> <td>• face to face</td> <td>• clear, direct, and to the point</td> <td>• social contributions</td> </tr> <tr> <td></td> <td></td> <td></td> <td>• they tend to be slightly less formal</td> <td>• working independently</td> </tr> <tr> <td></td> <td></td> <td></td> <td>• fast-paced work</td> <td>• learning on the job</td> </tr> <tr> <td></td> <td></td> <td></td> <td>• instantaneous answers</td> <td>• empowerment</td> </tr> <tr> <td></td> <td></td> <td></td> <td>• about strategy and vision</td> <td>• innovation, investment</td> </tr> <tr> <td></td> <td></td> <td></td> <td>• technology based, like instant messaging</td> <td>• hyper-connectivity</td> </tr> </table> <p>Copyright © 2012 Multi-Health Systems, Inc. All rights reserved. MHS</p>	Baby Boomers	• born between 1946-1964	• prefers communication that is...	• values things like...	• approaches work by...	Generalist X	• born between 1965-1981	• structured and systematic, like rules and norms	• efficiency	• separating professional and personal life	Millennials/Gen Y	• born after 1981	• face to face	• clear, direct, and to the point	• social contributions				• they tend to be slightly less formal	• working independently				• fast-paced work	• learning on the job				• instantaneous answers	• empowerment				• about strategy and vision	• innovation, investment				• technology based, like instant messaging	• hyper-connectivity
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## ADDITIONAL RESOURCES

### EMOTIONALLY EFFECTIVE LEADER WORKSHOP

Put your EQ-i 2.0 certification in action with a comprehensive program that equips certified users with a ready-made workshop that includes the tools to facilitate an interactive one-day session for leaders, all in a digital format. Leveraging results from participants' EQ

Leadership Reports, participants of the session will learn the importance of EI in effective leadership and leave them with a better understanding of their strengths and areas to develop to enhance their leadership skills, as well as an action plan on how to increase their effectiveness.



## 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.

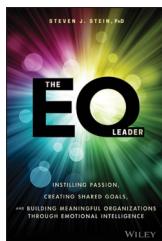
**"The Leadership Report delivers exactly what leaders today need to be successful in a changing and complex environment. The ability to create genuine influence, build other leaders, inspire towards a shared vision, and embrace the risk of change are revealed to a leader along with strategies for development."**

ED HENNESSY, FORMER OWNER OF LEADERSHIP CALL, LLC

### EMOTIONALLY EFFECTIVE LEADER WORKSHOP CONTENTS

Facilitator's Kit (Facilitator Guide, PowerPoint slides, and Participant Workbook)

### FOR FURTHER INSIGHTS INTO DEVELOPING AND IMPROVING LEADERSHIP SKILLS, SEE THE EQ LEADER BY DR. STEVEN STEIN.



The EQ Leader provides an evidence-based model for exceptional leadership, and a four-pillar roadmap for real-world practice. Data collected from thousands of the world's best leaders—and their subordinates—reveals the keys to success: authenticity, coaching, insight, and innovation. By incorporating these methods into their everyday workflow, these leaders have propelled their teams to heights great enough to highlight the divide between successful and not-so-successful leadership. This book shows you how to put these key factors to work in your own practice, with clear examples and concrete steps for improving skills and competencies.

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## Brian's EQ-i 2.0 results

from the EQ-i 2.0 assessment, he was able to use his EI strength (Interpersonal Relationships and Decision Making) to create a development plan along with his coach, that helped him reframe and better engage the EI elements with which he most often struggled with: Happiness and Self-Actualization. He decided to reach out and create a close professional relationship with a senior researcher who works for him to serve as a mentor, helping to build the specific content knowledge that Brian may have lacked. The action plan Brian derived used his relative strengths while enhancing his lesser-engaged elements and moved him effectively and quickly from insight to action.

surprised him but due to the insights gained from the EQ-i 2.0 assessment, he was able to use his EI strength (Interpersonal Relationships and Decision Making) to create a development plan along with his coach, that helped him reframe and better engage the EI elements with which he most often struggled with: Happiness and Self-Actualization. He decided to reach out and create a close professional relationship with a senior researcher who works for him to serve as a mentor, helping to build the specific content knowledge that Brian may have lacked. The action plan Brian derived used his relative strengths while enhancing his lesser-engaged elements and moved him effectively and quickly from insight to action.



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