



Thomas Sample

Trait Emotional Intelligence

19/04/2010

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This report provides you with information and guidance which can help you become more aware of your emotional intelligence. It provides a basis for development and training activities.

Before going any further please read this introduction. It provides the background you need to understand your report and to act on it.

## What is emotional intelligence and why is it important?

How well do we understand ourselves and other people? How do we approach crucial relationships? These are issues in every aspect of our home, social and work life.

Much of our work success is based on our skills, knowledge and experience; but another part depends on how we get on with colleagues, managers, staff who report to us, suppliers and customers. We need to understand ourselves and how we appear to other people, as well as understand what makes other people tick. We can then use this knowledge to achieve our goals. Emotional intelligence is not about being nice or soft. It involves interacting effectively with other people to get a job done or to achieve the kind of life we want.

Emotional intelligence is important in work areas as varied as leadership and management, team and project work and all types of customer relationship. It affects our family and social life.

The Trait Emotional Intelligence Questionnaire measures our understanding of ourselves and of other people, and our ability to use this knowledge to achieve our goals.

## How to think about your report

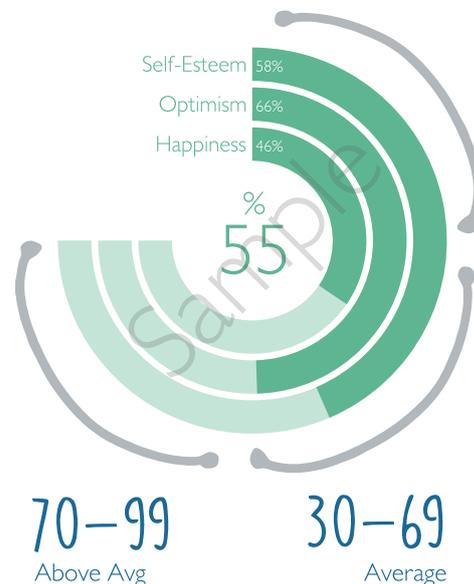
Put the scores and these comments in the context of your life and work when you're thinking about them. Ask questions like: what am I trying to achieve?; where do I have problems in relationships with other people?; what aspects of my emotional intelligence are particularly important in my work or personal life?

Scores on the Thomas Emotional Intelligence Questionnaire tend to be very stable over time; as stable as your basic personality. But like your basic personality, work or life events may cause certain aspects of your emotional intelligence to fluctuate. The scores in this report are therefore not carved in stone. They will assist in your own assessment of how effectively you interact with others. This report should be seen as the beginning of an investigation which can result in an improved understanding of how to interact with other people. This will have benefits in both your work performance and social life.

## Scores

Your scores are reported in three different banding categories:

1-29  
Below Avg.



The use of the word 'average' does not imply that you can achieve good or bad scores on this questionnaire. The percentages indicate how you responded as compared with the other people who filled in the Questionnaire during its development.

There is no right or wrong way of using emotional intelligence. There are positive and negative implications for all the different scores on this questionnaire. These are explained in the report.

## Uses

The Trait Emotional Intelligence Questionnaire is used for a number of purposes. Examples of these are:



It is important that you understand why you have been asked to fill in the Trait Emotional Intelligence instrument and how the scores will be used to benefit you.

This report has been produced by Thomas International website. Further information can be obtained <http://www.thomasinternational.net>

The Trait Emotional Intelligence Questionnaire was developed by K.V. Petrides, PhD at the London Psychometric Laboratory in University College London (UCL).

## Factor and Facet scores

Below are your scores on the four Factors of the Trait Emotional Intelligence Questionnaire. Trait emotional intelligence comprises four broad categories called 'Factors' ('well-being', 'self-control', 'emotionality', and 'sociability') that help summarize people's scores on the 15 different Facets. Factors represent a level of measurement that is broader than that of the Facets, but more detailed than that of global trait EI. The trade-off between the various levels of measurement (Facet – Factor – Global) concerns breadth versus depth. At the Facet level, descriptions are detailed and focused, whereas at the global level, descriptions give a broad overview. The Factor level provides a useful level of intermediate measurement and description.

## Global score

The Global score gives you a snapshot of your general emotional functioning. This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores.

These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

## Background

This report is based on your responses to the questionnaire. It therefore reflects what you think of yourself. Your scores have been compared to the responses of a representative working population sample then reported under the headings of four main, broad Factors. These are made up of fifteen more focused Facets.

There are also two independent Facets that do not contribute to a Factor:

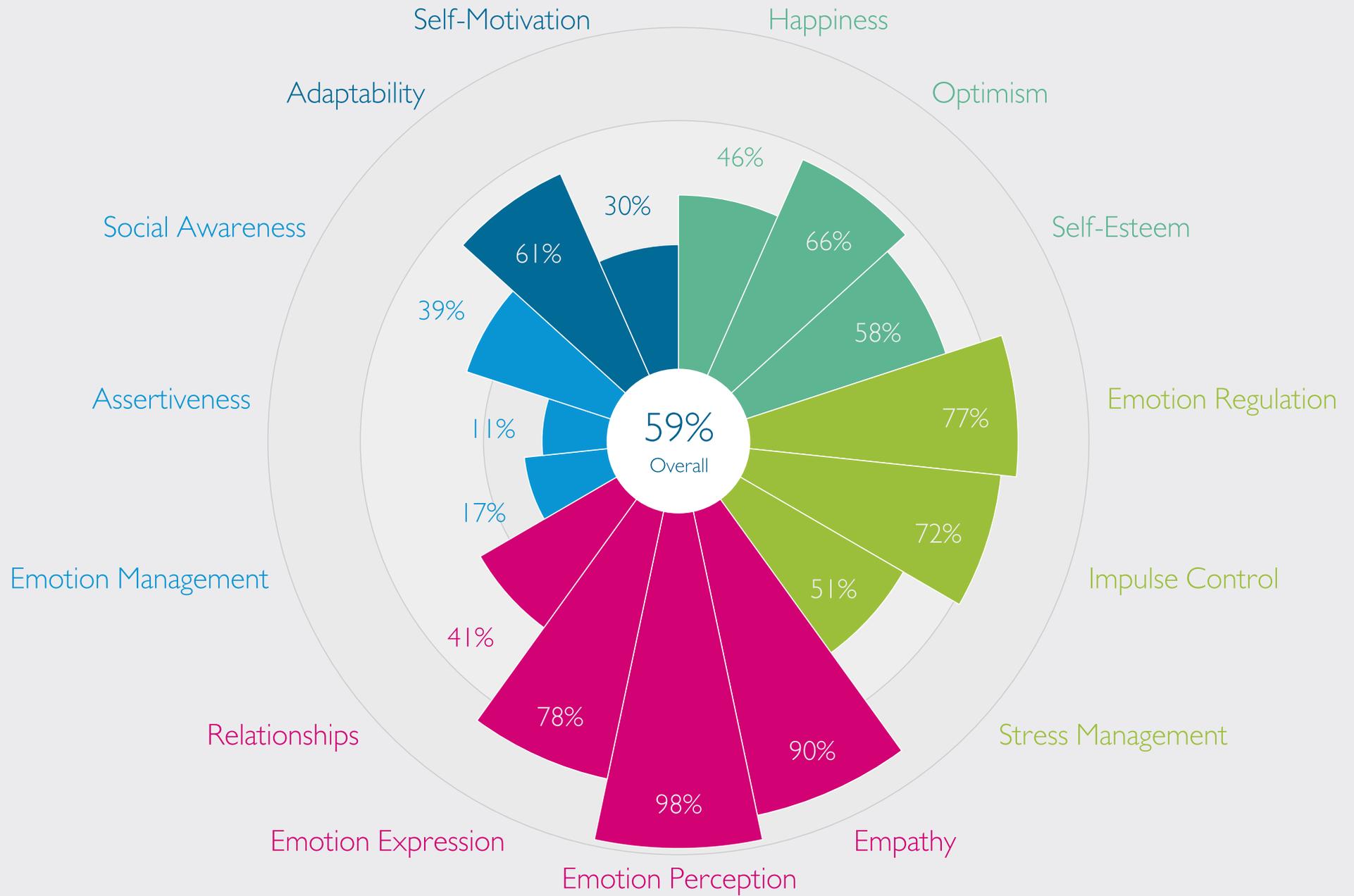
Adaptability and Self Motivation



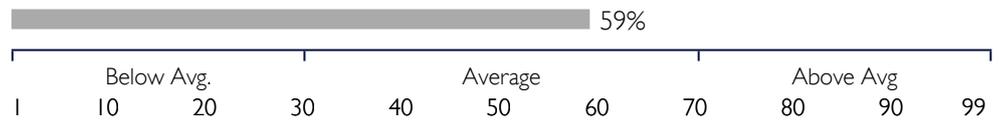
View the full interactive TEIQue Guide online at [www.thomasinternational.net](http://www.thomasinternational.net)

*"Difficult to manage relationships sabotage more business than anything else – it is not a question of strategy that gets us into trouble; it is a question of emotions."*

Professor John P. Kotter, Harvard Business School



Global score



Well-Being Factor

Happiness



Optimism



Self-Esteem



Self-Control Factor

Emotion Regulation



Impulse Control



Stress Management



Emotionality Factor

Empathy



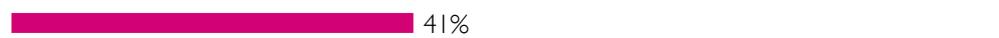
Emotion Perception



Emotion Expression



Relationships



Sociability Factor

Emotion Management



Assertiveness



Social Awareness



Independent Facets

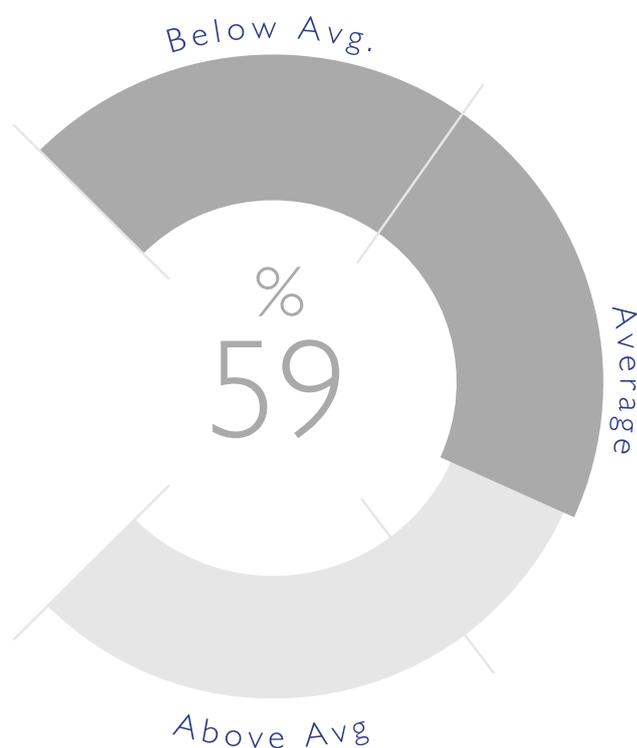
Adaptability



Self-Motivation



## GLOBAL SCORE

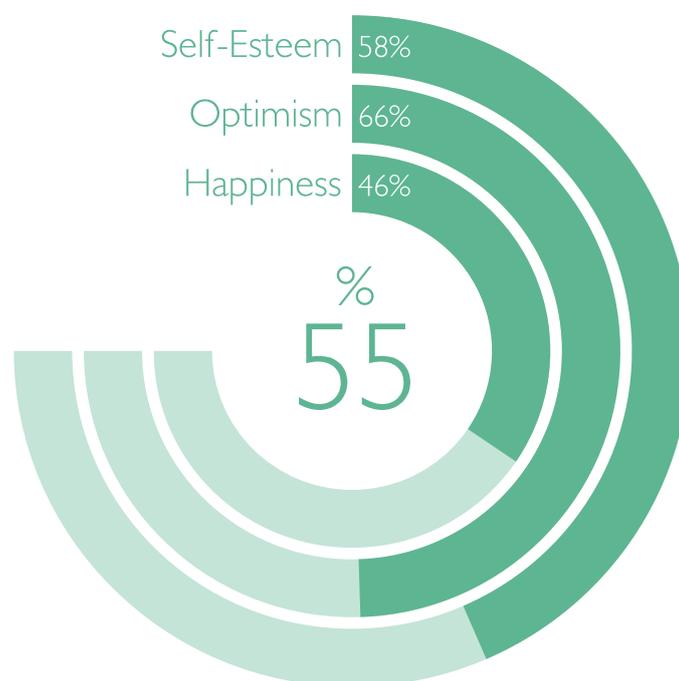


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This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores.

These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

# Well-Being Factor



## This Factor describes your overall well-being.

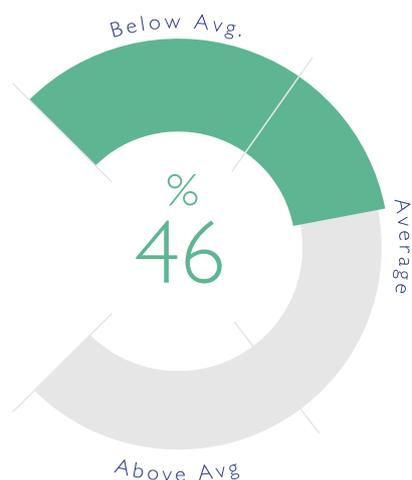
It is made up of three Facets:

**Happiness:** how content and how good you feel about the present;

**Optimism:** how positive you feel about the future;

**Self-esteem:** how confident you are and your levels of self-respect.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



Happiness is a widely-used word. This report uses a specific definition:

Happiness measures pleasant emotional states in the present.

This is different from the Facet Optimism, which measures how you view the future. How you view your past might be indicated by a term like life-satisfaction.

So, the Facet Happiness measures which state naturally reasserts itself. Obviously specific events may affect your happiness for a while but, at any given time, are you usually cheerful and content or are you dissatisfied and unhappy?

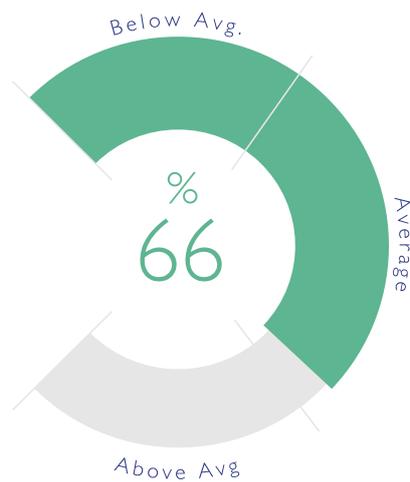
# Happiness

## Average scores

Your responses suggest you feel as cheerful and content about yourself as most people, although at times you feel negative. This reflects how most of us view life: it has moments that make us happy but other times when it's natural and right to feel sad.

Here are some issues you can think about and work on.

- You may have little patience with naturally happy or naturally sad people. You might view the former as not taking things seriously enough, the latter as rather difficult. Both of these attitudes have positive points.
- In particularly stressful times you might find yourselves sad for a long period. Equally, continual excitement and success could make you almost hysterically happy. If you sense a long term change in your basic mood, take time to sit down and think why that is. The causes may or may not be obvious, but identifying them helps you to manage them.



Whereas Happiness looks at pleasant emotional states in the present, Optimism measures the extent to which we view the future positively.

You hear this kind of measure applied all the time when people talk about a 'glass half full or a glass half empty' kind of person.

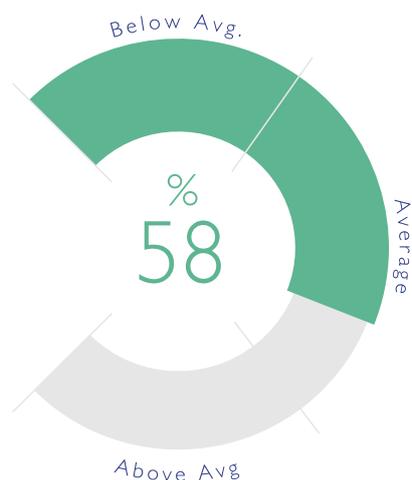
# Optimism

## Average scores

Your score indicates that you are as optimistic as other people. You alternate between feeling positive about the future and viewing it with anxiety. You take a fairly realistic and balanced view.

Here are some issues you can think about and work on.

- You may consider yourself (and others may view you in the same way ) as a realist. But your view doesn't mean you're always realistic: you might mistake the signs in some cases and be pessimistic when optimism is the correct response or vice versa.
- When you do feel very positive or negative seek other people's point of view to check your outlook.



Self-esteem measures how you evaluate yourself: your abilities, your achievements, and other aspects of your life.

Low self-esteem is often used as an excuse for mistakes or socially unacceptable behaviour.

There is a kernel of truth in this interpretation: self-esteem is an important driver of achievement and well-being.

Good levels of self-esteem are important in all aspects of our lives and very low levels can cause problems to your well-being. However, even here the situation is not absolute. People with low levels of self-esteem can do demanding jobs well, create satisfying relationships and enjoy their lives. Too high a level of self-esteem can cause as many problems as a very low level.

# Self-Esteem

## Average scores

You have an average level of self-esteem. You are as positive as most people about yourself, your achievements, what you have been given in life, what you have worked to achieve and who you are.

This score suggests you will not be tempted by two extremes. One is to be over-confident and arrogant. The other is to doubt your ideas so much that you are unable to do your job effectively or take a full part in social and family life.

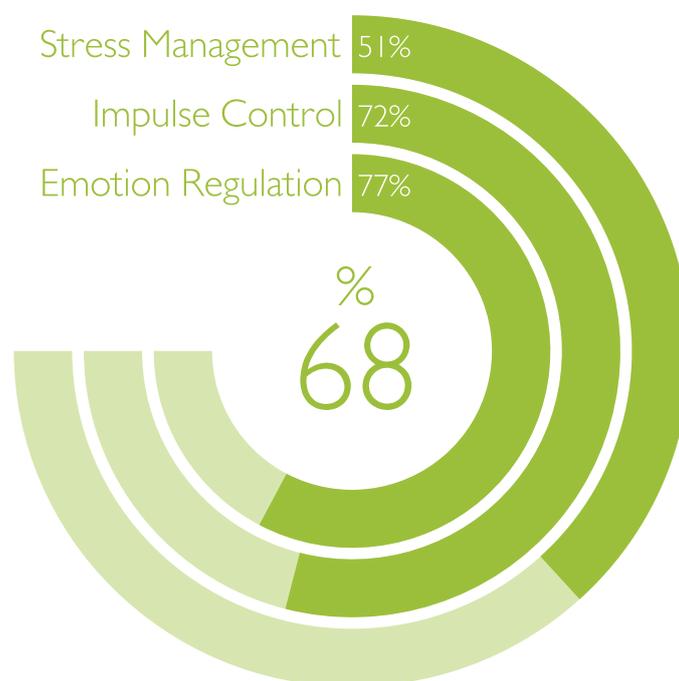
Of course, you will doubt yourself at certain times and in specific circumstances. But these can be useful learning experiences.

You'll flourish in roles which are pretty well-defined, but where you also need to back your own judgement.

Here are some issues you can think about and work on.

- Try to identify and note triggers such as an unguarded comment or a personal confrontation that cause a sudden drop or rise in self-esteem. By thinking about such events you can develop ways of coping with damaging effects and building on positive ones.

## Self-Control Factor



This Factor describes how well you regulate external pressure, stress, and impulses.

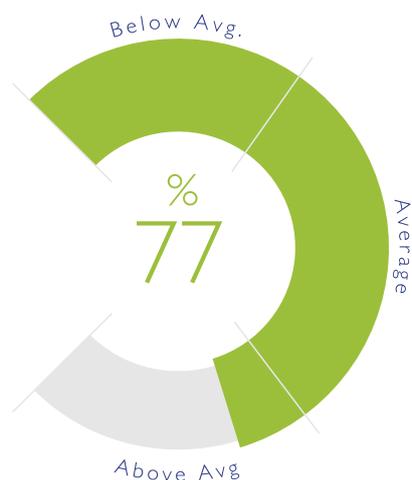
It is made up of:

**Emotion Regulation:** your capacity to regulate your emotions, stay focused and remain calm in upsetting situations;

**Impulse Control:** whether you think before you act, if you give into your urges, or make hasty decisions;

**Stress Management:** how well you manage pressure and stress.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.



Emotion Regulation measures how you control your feelings and internal states in the short, medium and long term. Emotion Expression, another Facet in this report, measures how you communicate your feelings and emotion to other people. The two areas will affect each other: what you feel and think may affect how you act. But Emotion Regulation concentrates on your internal states rather than their outward expression.

Emotion Regulation concentrates on such issues as your ability to stay calm and focused even in upsetting situations. Negative thoughts and disruptive emotions get in the way of our concentration and affect our performance. What are seen as positive emotions can be as disruptive as negative ones. For example, you may get too happy or excited to think straight: these feelings may cause you to jump to conclusions rather than take into account all the factors of a problem. Dwelling on the way emotions have affected us for too long may serve to make a problem worse, rather than better.

# Emotion Regulation

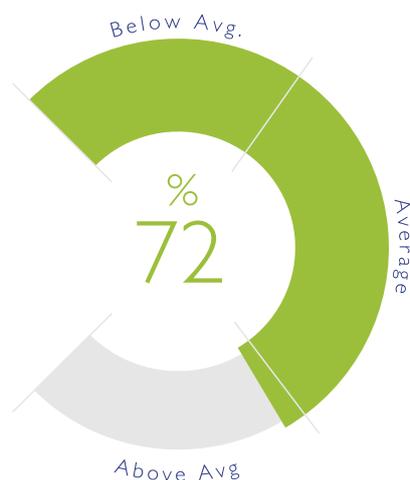
## Above Average scores

Your score suggests you understand and control your emotions. You may well have strong emotions but you are able to control them to achieve what you want, rather than let them dominate you.

You will be particularly good at roles where there is frequent contact with people who may be demanding or upset, for instance in customer service and advisory areas. Your score suggests you can be a good negotiator and can control feelings such as anger or irritation as you process the information you need to.

Here are some issues you can think about and work on.

- Emotion is important in relationships, not least in giving cues to others so they can judge your attitude to them. Beware of being so in control of your internal emotions that you appear self-absorbed.
- Emotion is also important in individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.
- Controlling your emotions can be an effort. This can cause internal emotional pressure. If you need to keep firm control of your emotions in one part of your life, search for harmless ways – such as competitive sport - for letting them out in other areas.



This Facet measures the characteristic way we act: with forethought and planning or unthinkingly, quickly and on the spur of the moment.

We are taught to think before we make decisions or act. We are supposed to weigh up evidence and arguments. Yet work and life change so fast that there isn't always time to think things through. Decisions have to be made based on incomplete information. Sometimes it is more important to act than to weigh up the options. Many people will admit, when pressed, that they at times act on gut instinct, on pre-existing beliefs, on impulse or for reasons they find hard to explain.

Many senior leaders say that one of their most important jobs is to make decisions quickly, based on minimal evidence. They claim that making a decision and acting is usually better than sitting around and over-analyzing a situation.

Both thinking things through and acting on impulse have their positive and negative aspects.

# Impulse Control

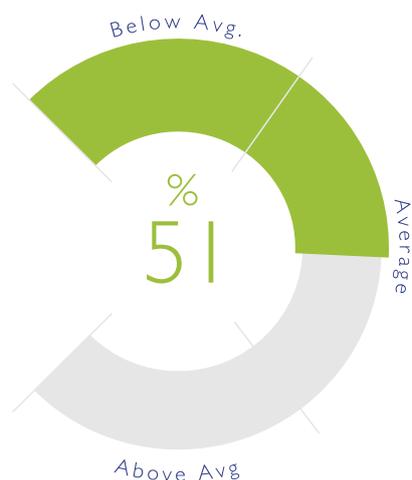
## Above Average scores

You prefer to plan ahead, to take your time to gather evidence and evaluate arguments before deciding on any course of action. More than most people, you can control impulses to just do things without a worked out reason.

You will enjoy jobs where there is enough information, expertise and time to immerse yourself in data and construct a careful argument from it. At home you will want to weigh up the risks and implications of any course of action.

Here are some issues you can think about and work on.

- You risk paralysis by analysis. This involves getting so involved in looking at the evidence that you never come to a decision.
- You cannot have absolute certainty before acting or making every decision. Business problems rarely have a single correct answer. It would look odd if you treated every decision in your private life like a scientific experiment.
- If you love planning then always make sure you have one or more people around you who are more impulsive. Recognize that their way of thinking is not wrong or careless, but a different, complementary way of facing the same problem.
- Planning reduces risk, but it can result in lost opportunities.



Stress Management measures how well you handle pressure and stress. These are inescapable aspects of work and home life. A certain amount of pressure is essential for achieving what we want and enjoying many activities. Past a certain point pressure and stress have psychological and physical effects which prevent us doing our best work, finding pleasure in our life or, in extreme cases, staying healthy.

Many people try to develop ways of coping with the pressure and this Facet looks at whether you feel you cope well.

Stress has received a lot of attention in recent years. There are many books and training courses that describe ways of living a less unhealthy pressured life, including methods to prioritize work and relaxation techniques.

# Stress Management

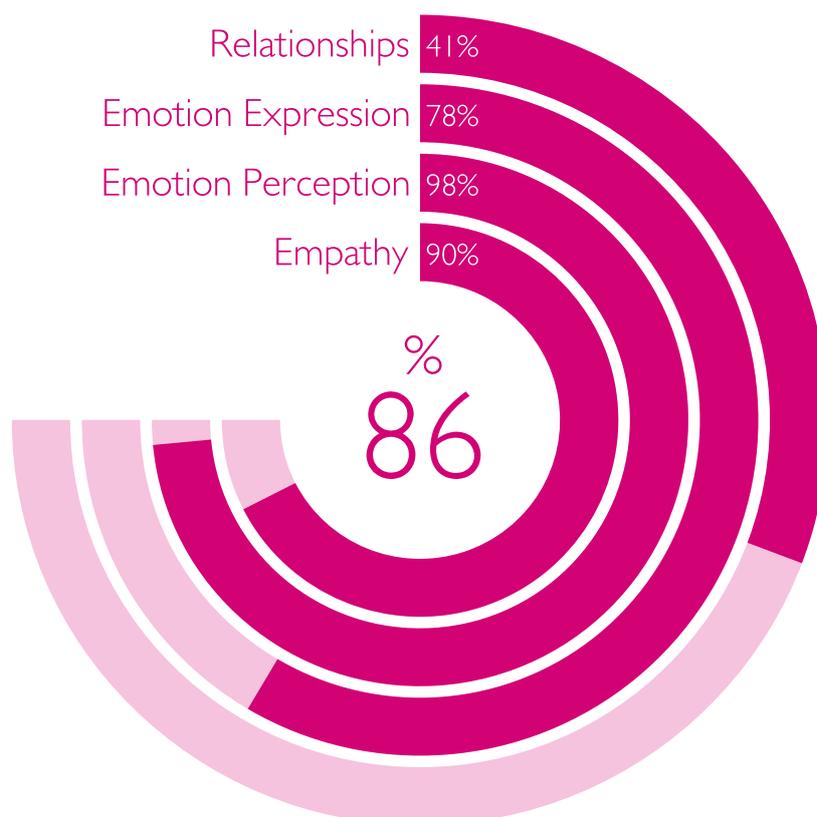
## Average scores

Like most people, you are capable of handling pressure much of the time, although there are occasions when you get stressed and anxious. Watch out for these. Some stress or pressure can help you perform at the optimum level; past a certain point your performance will suffer.

Here are some issues you can think about and work on.

- Watch out for inconsistency: times when you are fairly relaxed but suddenly feel pressured. Consider using relaxation and other techniques to reduce stress levels.
- Try to identify those situations, people and tasks which raise and reduce stress. Note these down as they occur. This will help you avoid the former and use the latter.

## Emotionality Factor



This Factor describes your capacity to perceive and express emotions and how you use them to develop and sustain relationships with others.

It is made up of:

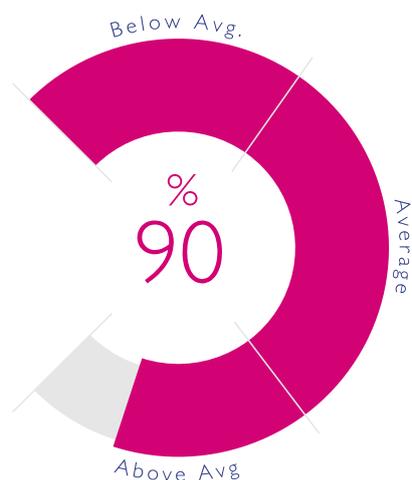
**Empathy:** your capacity to understand other people's viewpoints and if you take their feelings into account;

**Emotion Perception:** your capacity to understand your own and other people's emotions;

**Emotion Expression:** your capacity to express your emotions;

**Relationships:** your capacity to forge and sustain fulfilling relationships both in and out of work.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



This Facet measures whether you understand other people's viewpoints and their reasons for feeling and acting the way they do. It also looks at how far you take their motives and feelings into account when considering how to respond to them.

If you understand why someone is doing or thinking something, you are in a better position to communicate with them effectively.

Therefore, empathy is a key element in work roles, from management and supervision to selling and customer support. It also helps in personal relationships.

Empathy is important with colleagues. Understanding someone's reasons for doing something can avoid misunderstandings and arguments at work. People often attribute the wrong motives to each other.

Empathy does not imply agreement or sympathy. It can lead you to judge someone more harshly because you've put yourself in their shoes and found their thinking sloppy, their motives dubious or their reasons for acting in a certain way inadequate.

Empathy has downsides: it can lead you to focus on individuals and their concerns, rather than on a wider picture or the goal you have in mind.

# Empathy

## Above Average scores

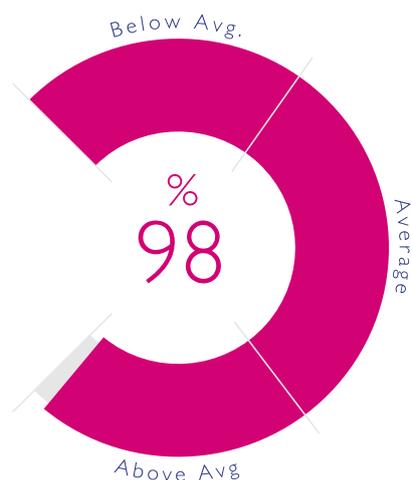
You are more empathetic than most people: you are aware of and appreciate other people's feelings, and are able to take their views into account. Taking the time to listen to others and making an effort to understand their motives, feelings and needs is something you do more than most people.

This score suggests you would consider yourself suited to jobs involving counselling, listening, negotiation and mediation and will take time to listen to other people's concerns. In fact, empathy is a crucial attribute in most jobs since most work involves co-operating with other people.

You may be seen as a good and sympathetic listener and people will tend to seek you out to talk to you.

Here are some issues you can think about and work on.

- You can lose sight of wider objectives. Sometimes understanding the person in front of you becomes an end in itself. Understanding people should be a stage with a larger aim in view. This may be improving bad performance, making a major sale, counselling someone to help them change their life or improving organizational efficiency.
- You may get a reputation as someone who is easily influenced. Avoid getting pulled into a disagreement which is outside your area of responsibility.
- You may find people take up all your time, leaving you behind on other priorities.



Emotion Perception measures your emotional literacy: how good you are at understanding your and other people's emotional feelings. Empathy measures how easy you find it to put yourself in others' shoes. Emotion Expression is your ability to make your emotions clearly understood. By contrast, Emotion Perception looks at how well you can read emotions in any situation.

Research shows that inability to recognize emotions, coupled with a lack of sensitivity to social situations (which is measured in Social Awareness) can cause anti-social behaviour and avoidable disagreements. These can hinder organizational effectiveness and happiness in relationships, among other things. Emotion Perception contributes to the smooth running of any group of people.

# Emotion Perception

## Above Average scores

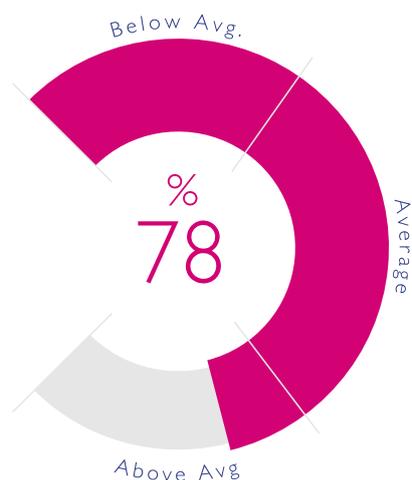
Your score indicates that you are better than most at understanding your own and other people's feelings and expressions. You rarely feel emotionally confused and find it easy to decode emotional signals as well as what you're feeling.

You may find it hard to realize that other people find this a difficult area.

You are ideally suited for positions or situations that require lots of people-contact, where working effectively with others – colleagues, suppliers, and managers – is the main way you achieve your aims.

Here are some issues you can think about and work on.

- Emotion perception can fascinate people to the extent that it becomes an end in itself. This can take your eye off other important tasks or give the impression that you're being intrusive.



The Facet Emotion Regulation concerns control of your internal states. By contrast this Facet, Emotion Expression, measures how fluent you are at communicating your emotions to others.

We express our emotions in many different ways: through our facial expressions; through our posture and bodily actions; through written and spoken words. We can express our emotion deliberately to create a desired effect, or naturally without any forethought.

Emotion is not a soft side-issue at work or outside it. It contributes to work culture, problem solving, motivation, trust and building effective teams. Being able to express how we feel can prevent misunderstandings in relationships.

# Emotion Expression

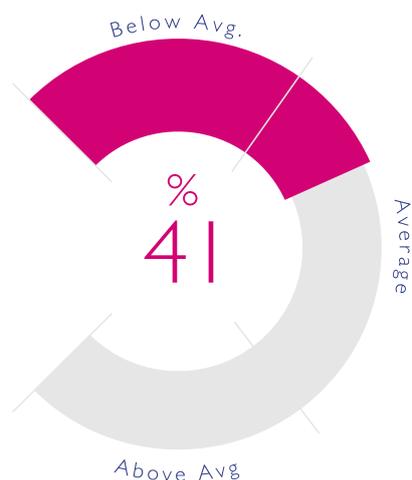
## Above Average scores

You're happier than most people in communicating your feelings to others. You seem to be able to find the right words and actions to get your feelings across in a way that you're satisfied with.

This is a very important skill in a variety of leadership positions. Emotional commitment by leaders creates followership and a feeling among staff that such a leader is authentic. This is sometimes expressed as 'what you see is what you get'. In relationships, clear emotional communication can help stop minor issues getting out of control – though Emotion Perception also plays a part here.

Here are some issues you can think about and work on.

- Make sure you don't talk about your emotions all the time. This can become wearing for others and may cause them to stop listening.
- You may view as 'cold' people who aren't as comfortable as you with expressing their emotions. Lack of expression, however, doesn't mean lack of emotion.
- There are unwritten social, organizational and even gender rules about feeling, admitting to and displaying emotion. Yet emotion helps people achieve what they want in work and life. Understanding the emotional rules at home, at work, and in any social situation is very important.
- In difficult times – say your organization is having a lean sales patch, or a relationship is going through a difficult phase – constantly talking about your own emotions can seem self-serving and indulgent.
- We give a lot away about ourselves when we're emotionally expressive. In very political, competitive situations, this may be exploited by others.



This Facet measures how effective you are at starting and maintaining relationships with others.

Attitudes to relationships can be looked at in many ways. To some people relationships are a priority. To others their own thoughts and the jobs they have to do are more important. People can be more or less skilled in starting relationships and continuing them. Numbers of relationships differ from person to person, as does their depth.

We use the language of relationship management at work all the time without realizing it. It helps us to explain why people work the way they do and what projects or roles they're best suited to. You may find people characterized as:

- good networkers – people with a large number of not particularly deep relationships;
- a good team member – who has deeper relationships with a small group; or
- loners – people who don't seem to need relationships with others and may be concentrated on specific tasks.

This way of describing people also fits how we function outside work: some people have lots of friends and keep in touch; some have a few close friends.

# Relationships

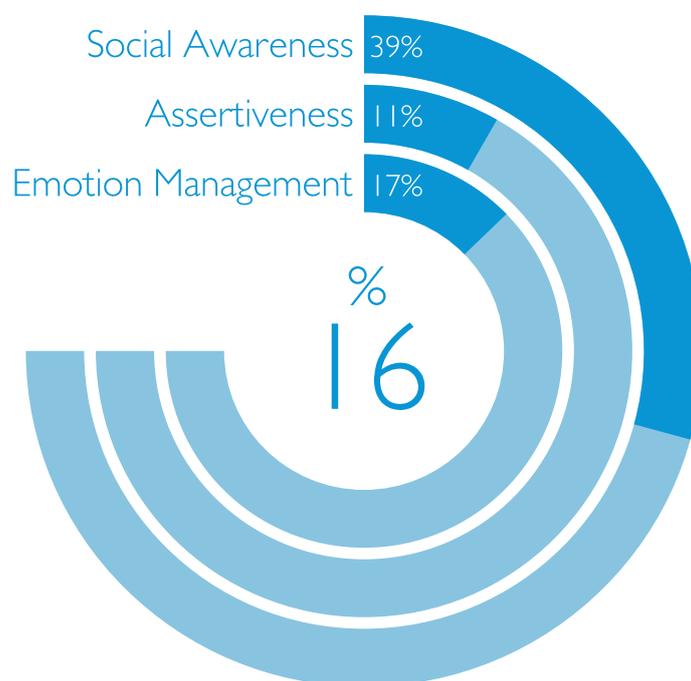
## Average scores

Your responses suggest that you believe you are as good as most people at starting and sustaining fulfilling personal relationships in and out of work. Most of the time, your personal relationships will have no adverse impact on your work and your work will not get in the way of your relationships. You are flexible and balanced. However, you may occasionally experience friction that interferes with your productivity, overall well-being and social life.

Here are some issues you can think about and work on.

- Be careful about getting close to someone, then dropping them. This can cause problems both in and outside work.

## Sociability Factor



This Factor describes your capacity to socialize, to manage and to communicate with others.

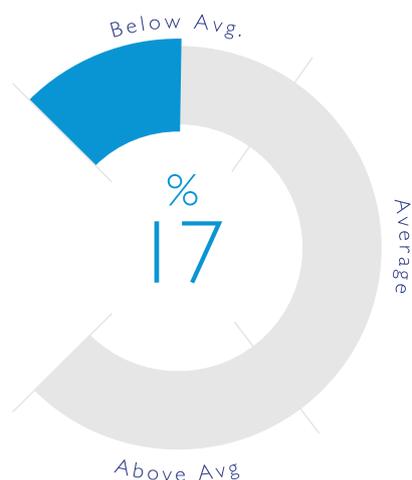
It is made up of:

**Emotion Management:** your capacity to manage other people's emotional states;

**Assertiveness:** how forthcoming you are and the degree to which you stand up for your own rights;

**Social Awareness:** your capacity to feel comfortable in social contexts and how you behave in the presence of people you do not know well.

In order to learn more about the specific aspects of this factor, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.



As opposed to Emotion Regulation, which deals with your ability to control your own emotions, Emotion Management measures your ability to manage other people's emotional states. It looks at how effective you believe you are in influencing how other people feel. You can do this by sympathizing with them, calming them down and motivating them. At times you will want to make people feel better but Emotion Management is not just about instilling positive emotions in other people.

It is about the wider issue of getting other people to act in a way that achieves a goal. You may want to instil a variety of emotions in employees if you feel that will help you to, for instance, improve underperformance. In some personal situations, people's emotions can get out of control and prevent a problem being solved: we may want to calm things down.

# Emotion Management

## Below Average scores

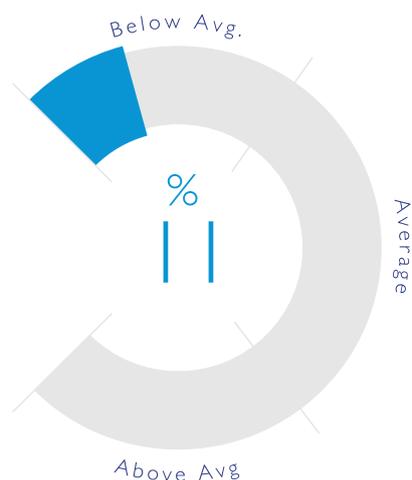
You believe you are less effective than most people at influencing how others feel.

This suggests that you should avoid, wherever possible, jobs where other people are prone to emotional confessions or outbursts (e.g., counselling). You may feel you do not have the natural skills or the interest to manage an irate customer or a friend who is too angry to think clearly.

On the other hand, you won't let other people's emotions sidetrack you from your key aims and, consequently, you are more likely to stay focussed.

Here are some issues you can think about and work on.

- Try to predict possible flash points which occur when you meet people face-to-face. You can use techniques – such as delegation of certain tasks and written, rather than spoken, communication - to avoid these situations.
- Emotion management is important in senior management roles. If you get promoted, think about learning some of the main techniques, such as reflective listening, that are available to cope with highly emotional situations.



Assertiveness measures how forthright and frank you are in putting your views across. It also looks at whether your views are based on your beliefs, on an objective analysis of data, or simply on emotional reactions. It suggests how far you will stand up for what you perceive as your rights.

Assertiveness is different from aggression, though the two qualities are sometimes confused. Aggression involves hostile acts or feelings; assertiveness is a tendency to stand up and argue for your views.

# Assertiveness

## Below Average Scores

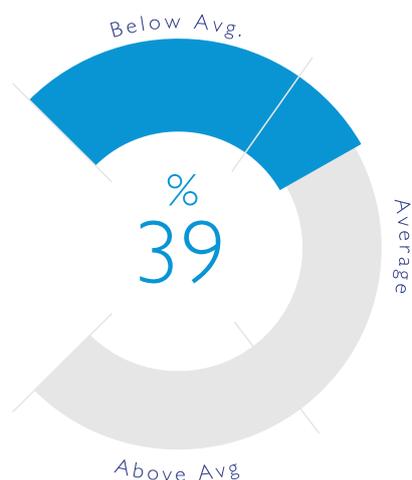
You are less assertive than most people and tend to back off even when you believe you are right. You may have difficulty saying no when someone asks you to do a job or demands something from you. This can lead to you doing things you have no time for or disagree with.

Assertiveness is often seen as a good thing in modern business and society. But if everyone in an organization, a team or a marriage were assertive, nothing would ever get decided. Groups of people would be in a constant state of debate and argument. Your ability to accommodate other views helps to defuse difficult situations and move discussions on from disagreement to action.

Discussions and arguments are often won by the most assertive, skilled arguer, rather than the person who is right: there are other ways of getting your views accepted than simply airing them in meetings or discussions.

Here are some issues you can think about and work on.

- Your lack of assertiveness may be viewed as weakness. If you really feel you should be more assertive, there are plenty of training courses, books and techniques to help you.
- Beware of feeling resentment when you have agreed to an action you thought was wrong. In extreme cases this can lead to behaviours through which you try to subvert decisions and initiatives after the event. Resist this temptation.
- Look at other ways of getting your views across. If, for instance, you feel you perform poorly in meetings, use written documents to marshal your arguments and communicate them. This can even work in close relationships. Putting something down on paper allows you to be more assertive and shows the other person that you have spent time thinking things through.



Social situations bring their own pressures and we are more or less good at noticing and then adapting to them. There are unwritten and sometimes formal rules about how we dress, act or even speak differently at work, at home and in certain types of social situations. Some of us make efforts to adapt; some of us make a point of being ourselves.

Social Awareness measures your perception of how aware you are of different situations and how you adapt your behaviour based on this awareness.

# Social Awareness

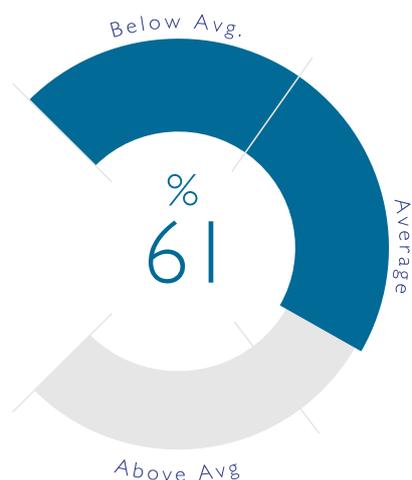
## Average scores

Your score indicates that you generally notice and adapt to different social contexts as much as most people, but there are times when you are unsure about how to behave in the presence of people you do not know well.

You may be more conscious of your behaviour in certain social contexts and need to plan more about fitting in certain situations than someone who perceives themselves as higher on this scale.

Here are some issues you can think about and work on.

- You may get upset if you feel you have misjudged and not adapted to a social situation correctly. People often think about this and feel embarrassed. In fact, others notice it less than we think.
- If you want to improve your social skills there are plenty of techniques around in areas such as active listening, asking and giving help. This can enhance both your personal and your work relationships.



Adaptability measures how flexible you are in your approach to life. It reflects how you adapt to new environments, conditions and people, and how you deal with change. Your score indicates whether you will welcome and even seek out new experiences or will prefer a more stable environment and work.

Understanding your score on this Facet will help you cope with different situations at work, such as a reorganization, a new job or a long, mundane project. It will also help you address personal changes, such as moving house or breaking up with a partner.

# Adaptability

## Average scores

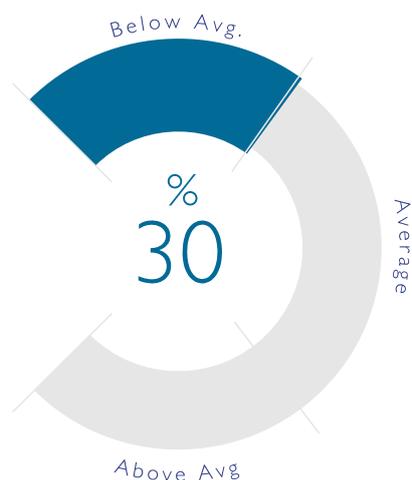
Your responses suggest you are as adaptable to new environments as most people. You can cope with changes in your work and home life. You also need certain stable elements whether these are people, systems, habits or ways of working.

You will like jobs with some stability – a predictable workload or a core system – but which do involve change. You will tend not to flourish in conditions of creative anarchy or tight bureaucracy.

You are in a good position to see both the advantages and disadvantages involved in changing a situation or leaving it as it is.

Here are some issues you can think about and work on.

- You may see other people's natural tendency to embrace change or resist it as simply irresponsibility or obstruction. You can help by seeing both sides of an argument.



Research shows that individuals are motivated by many different things in their work. These include financial rewards, status, praise, and social interaction.

Self-motivation measures the extent to which a person is intrinsically motivated. People motivated in this way have their own internal standards which they apply to any task. Their motivation comes from achieving those standards.

# Self-Motivation

## Average scores

You are driven by your internal standards as much as most people. At times you will get pleasure just from doing something well. At other times you will need additional incentives to get going, keep going and see a project through to the end. You will be reasonably flexible in how you judge your own work: sometimes your own judgement will be most important; sometimes the views of managers or colleagues.

Here are some issues you can think about and work on.

- You may become critical of people who are totally driven by their own standards or people who need lots of external motivation to get going. You might view the former as self-obsessed and unrealistic, the latter as lazy or undisciplined. Both attitudes have strengths and weaknesses.



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