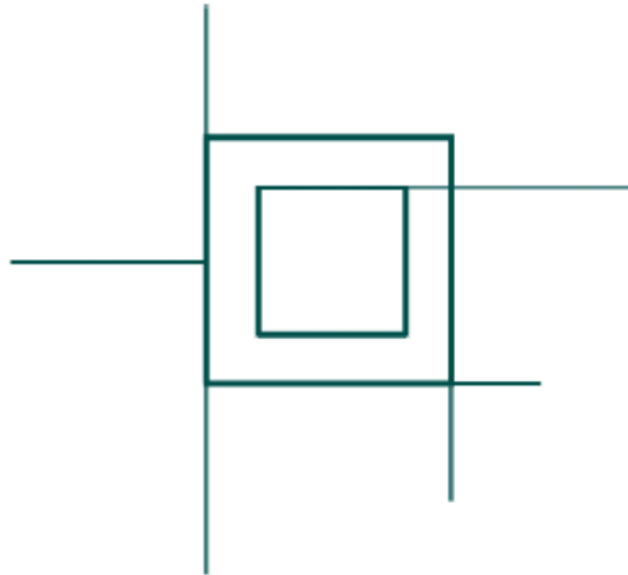


EQ In-Action Profile

A profile of you in relationship



Anonymous #1



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Introduction to Your EQ In-Action Profile

This unique assessment tool provides you with a "snapshot" of your internal experience or what goes on inside of you as you participate in relationships where you are being challenged and you feel some degree of stress. It is a picture of your "relational map" when stressed.

This profile presents a graphic presentation of what you reported as you watched the eight video segments. It is important to note that this may or may not reflect your behavior. Your ability to rely on a wide range of coping strategies and your ability to reflect on your internal experience, in the moment, will impact the degree you act out your profile in relationships. What we know is, the picture you see here is most apt to be acted out in those relationships that are most important to you, both personal and professional; when those relationships become quite intense; and where you experience some degree of dependence or risk in the relationship. As you read this through, it will be useful to identify the relationships in your life that are important to you and impact your well-being. This "snapshot" will show up most often in those relationships.

***As you read through this, remember this is a snapshot of
your internal experience when stressed.
It does not measure your behavior.***

The reason this EQ profile uses difficult conversations is that the resulting data clearly demonstrates how you tend to interpret yourself and the world around you when you are challenged. The value in this approach is it gives you a picture of your developmental edges and helps you target specific areas for your development.

The scientific evidence is quite clear that Emotional Intelligence is a learned capacity that can be strengthened. You can develop EQ Fitness just as you develop physical fitness or other complex skills. Becoming your best just takes focused, disciplined practice. You received an *EQ Fitness Handbook - You in relationship - 300 daily practices to build EQ Fitness* with this report. It is organized by each dimension measured. We encourage you to select one or a few practices from this handbook and make them a part of your daily living. The easy practices can be fun and can make a powerful difference over time.

This report has four components

- A description of the emotional intelligence capacities measured by the tool..
- Graphic displays of your profile for each of the capacities measured, which include:
 - a. Self-Reflection, b. Self-Regulation, and c. Empathy.
- An interpretive narrative on each dimension measured that includes implications for your professional and personal relationships. Implications for leadership are also presented.
- Questions for your reflection. Take time to read this in its entirety and reflect on when, where, and how this shows up in your life; in what types of relationships. Then answer the questions in the back. Completing this process will help make this profile useful to you.

Emotional Intelligence and This Tool

The research and body of literature on Emotional Intelligence have exploded since the mid 1990's and continues to grow and be refined. Considerable discussion and debate have taken place about the scope of competencies, skills, or traits that make up Emotional Intelligence. Research and learning from applications are deepening our knowledge and giving the field greater focus. Three primary constructs have emerged in the literature and assessment tools are based upon each with considerable overlaps. These include:*

- Personality trait model (Daniel Goleman)
- Ability or cognitive model (Mayer, Salovey, & Caruso) and
- Developmental model (Saarni)

Several other well-developed and researched disciplines inform and validate the construct of Emotional Intelligence. Some of these include Social Competence, Alexithymia, Social Intelligence, Resilience, Psychological Mindedness, and Levels of Emotional Awareness.* This tool uses a developmental model that is based upon developmental theory and neurophysiology, including the development of the brain, emotion and cognitive development, and attachment theory.*

This tool measures several dimensions of the three core capacities that provide the foundation for developing a wider range of competencies and skills to manage our emotions. These building blocks equip us to effectively manage ourselves in the midst of complexity and chaos, build our tolerance, resilience, and adaptability, and give us the ability to relate effectively with others.

Three Core Capacities Measured

• Self-Reflection - (See your ratings on the profile circle on page 4)

Self-Reflection is the ability to access and name our experience, including our feelings, thoughts, wants, intentions, and body sensations, and the ability to observe our thoughts, feelings, and behavior in the moment as we participate in life. This is the "observing self" or the "silent watcher" that can reflect on our thoughts and actions. Having the ability to first experience and name our experience, to differentiate our experience from others, and to reflect and learn from our experience is fundamental to emotional intelligence, the very driver of our capacity to learn and grow.

• Self-Regulation - (See your ratings on the graph on page 10 or 11)

Experiencing varying levels of distress and pain is a natural part of life. This causes us to feel some degree of disequilibrium. Self-soothing is the capacity to experience our distress and manage it in ways that help us reestablish our equilibrium or balance without requiring others to change. We all soothe ourselves and our emotions daily in a variety of positive and negative ways, both alone and in relationship. This tool measures four relationship strategies we rely on to help regulate our emotions.

• Empathy - (See your ratings on the profile circle on page 4)

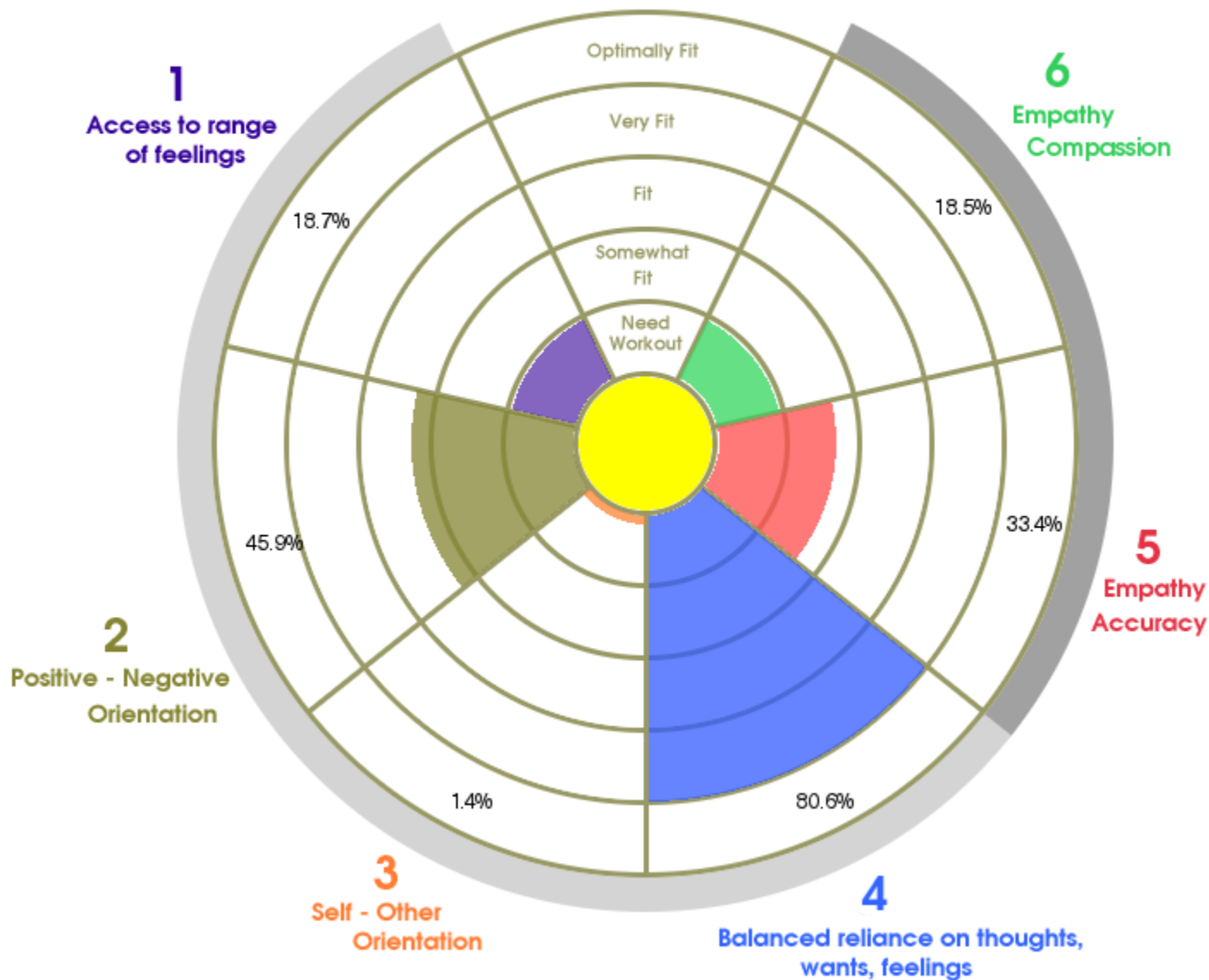
Empathy is the ability to identify what another person is experiencing and to know what that must be like; to "get into another's shoes." Empathy dimensions that are measured in this tool include accuracy and compassion.

* *The Handbook of Emotional Intelligence*, Reuven Bar-On editor, 2000, Jossey-Bass

Your EQ Profile for Self-Reflection & Empathy

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



1 - 4 Measure Self Reflection

5 - 6 Measure Empathy

2 Positive - Negative Orientation Focus: Positive -- (69.10% Positive, 30.90% Negative)

3 Self - Other Orientation: Self -- (59.76% Self, 40.24% Other)

4 Balanced Reliance on -- Thoughts: 31.21% Wants: 36.31% Feelings: 32.48%

Your Level of Engagement/Intensity when you took this instrument: Your mean rating 3.23 ; Your percentile ranking 93.80



ACCESS TO RANGE OF FEELINGS

(A graphic display of your distribution of feelings is provided below)

You Rate As "Needing A Workout" in Accessing a Wide Range of Feelings

Your responses to these work situations suggest that you have difficulty accessing a full range of feelings, particularly when you are in stressful situations in which you are being challenged. This tool includes a wide range of feelings (more than 100 feeling words) ranging from anger to love (positive relational words). Refer to the "Feelings Distribution Graph" that follows this section to identify your access to the seven feeling dimensions and how you compared with others who have taken this tool. Given the situations in which this tool placed you, the ideal is to have experienced feelings in each of the seven categories. You may easily access some feelings and not others, or you may find you are slower to access your feelings and tend to rely heavily on your thoughts and wants. Does this description fit you?

The impact of having much greater difficulty accessing your feelings than your thoughts and wants in your daily work depends, in part, upon the type of work you do. Positions that do not require working closely with others do not require good access to feelings. In contrast, having excellent access to a broad range of feelings is highly beneficial to anyone working as leader, manager, facilitator, or as a member of a team.

Feelings are the dimension of our experience that defines the importance of someone or something and gives meaning to our experience. They are important sources of information about how your work relationships are impacting you and others, and how underlying feelings are contributing to creativity and high performance or how they are creating serious obstacles to working together in effective ways.

The implications for you at work or in your personal life depend upon which feelings are dominant and which feelings you have more difficulty getting in touch with. For example, if you find that you have difficulty contacting anger feelings, you may miss opportunities to participate fully in discussions, strategies, directions, or the actions that are taken. Important information may not be uncovered, information that is critical to making the right choice. You may also find yourself feeling uncomfortable when it seems that people are taking advantage of you or are treating you poorly. In contrast, if you find you have trouble contacting feelings of joy, which is a measure of the vitality and energy you bring to a situation, you may find it difficult to maintain a sense of confidence, openness, vitality and enjoyment in your work and with the people around you.

Although organizations in our Western culture traditionally have ignored or actively dismissed emotions in the workplace, they are the primary drivers of our actions and decisions, whether we have conscious access to them or not. Thus increasing access to your feelings will expand your experience and your ability to make well-informed choices. Gaining good access to your feelings will also add richness to your life experience and will heighten your understanding and acceptance of others feelings. Feelings offer you a helpful guide, particularly in times of complexity, stress, and conflict.

We recommend you select "access to a range of feelings" for building your EQ Fitness. Refer to the *EQ Fitness Handbook* you received with this profile for easy and fun ways to strengthen this dimension of your experience.

You Reported Limited Access to Feelings of Joy and Vital Energy

Your ratings indicate that your level of energy is quite low. Joy measures a broad array of words that reflect vitality for living, the ability to maintain high energy (even in difficult situations), openness, commitment, and confidence. Your ratings reflect a level of depletion. This may be fatigue due to extended demands on your energy, fatigue related to depleting yourself in important relationships, or it may indicate some degree of depression. This measure relates to the degree you are experiencing your very life source right now. Does this description fit for you?

Building and retaining your vital energy is important for your wellbeing. Low vitality also makes maintaining relationships more challenging and can impact the quality of your relationships, at work and at home. You may find it useful to reflect on how this fits for you and what in your life may be depleting or draining your energy rather than being a positive resource for you. This may be an indicator that it is time to take care of yourself. We recommend referring to the Self-Soothing section in the EQ Fitness Handbook you received with this profile. Make it a priority to take care of yourself NOW, in ways that seem right for you.

You Reported Limited Access to Feelings of Love or Positive Feelings for Others

Your ratings indicate that your ability to feel positive feelings for others in difficult work situations is much lower than most of the individuals who have taken this tool. This may reflect a lifetime pattern, or it may result from living in a difficult, erosive work environment for an extended period of time where trust is low. Individuals who have been in erosive, low-trust work environments for extended periods often find themselves withholding themselves or protecting themselves in relationships as a way of coping. Does this characterization fit you?

Having the ability to feel positive feelings for others, even at times of stress, supports creativity, teamwork, positive energy, and commitment. Accessing positive feelings also contributes to empathy and building high-trust relationships.

You may want to reflect on when you feel positive feelings for others and when you do not. What triggers your tendency to withdraw from others or protect yourself in relationships? Does this reflect a powerful situation in your life now? You may find it useful to talk with a friend, family member, or colleague about this and focus on finding one or more relationships that are supportive and safe to heighten your access to feelings of love.

You Reported High Access to Shame

You quickly accessed a much higher level of shame in these interactions than most people who have taken this profile. Shame is an overall feeling of "not being good enough" or "being less than what is needed." In contrast to guilt, which says "I have done something wrong," shame says "there is something wrong with me." Guilt says, "I made a mistake," while shame says "I *am* a mistake." Individuals who quickly access shame tend to turn on themselves critically in difficult situations, blaming themselves for what went wrong rather than others. Does this characterization fit your experience?

How does this impact you in important work relationships as in your personal relationships? Individuals who are quick to experience shame often unfairly accept blame and responsibility and may work hard to make it better for the other person and work hard to improve so "I am good enough." Some individuals are cautious or extra careful to be thorough, thoughtful, and considerate of others so not to offend. Doing it right is very important. Some adopt a style that others experience as rigid and at times compulsive or obsessive. Practice listening to your interactions and the degree to which you dismiss yourself.

Shame can also signal a degree of sensitivity to others and acceptance of responsibility in healthy ways. How does this fit for you?

Practice being aware of your feelings and note what types of interactions and experiences trigger shame for you. Practice honoring your feelings, letting them float by without building upon self-negative thoughts that accompany the feelings.

You Reported High Access to Anxiety

Your responses indicate difficult work situations often generate a high degree of anxiety for you. Does this description fit your experience? Most likely certain types of situations trigger anxiety much more quickly than others.

Can you identify situations that are particularly challenging for you? How do you typically respond when your anxiety is triggered? Some individuals find that working within a predictable structure with limited interference and demands is useful. Others, whose primary work is with people, find it helpful to plan ahead and create their own structure, or to work closely with another person who can be helpful during intense and

confusing times that trigger anxiety. Anxiety creates psychological stress because the nature of anxiety makes it difficult to focus and respond in an informed and effective way.

Being intentional in noticing when you are feeling anxious can be very helpful in uncovering triggers from your past that are impacting you now. Notice the thoughts and wants that accompany your feelings and the degree to which they contribute to negative outcomes for you. Practicing identifying your anxiety and then focusing inside with self-acknowledgement, acceptance, and appreciation can be helpful for managing anxiety.

You Reported High Access to Fear

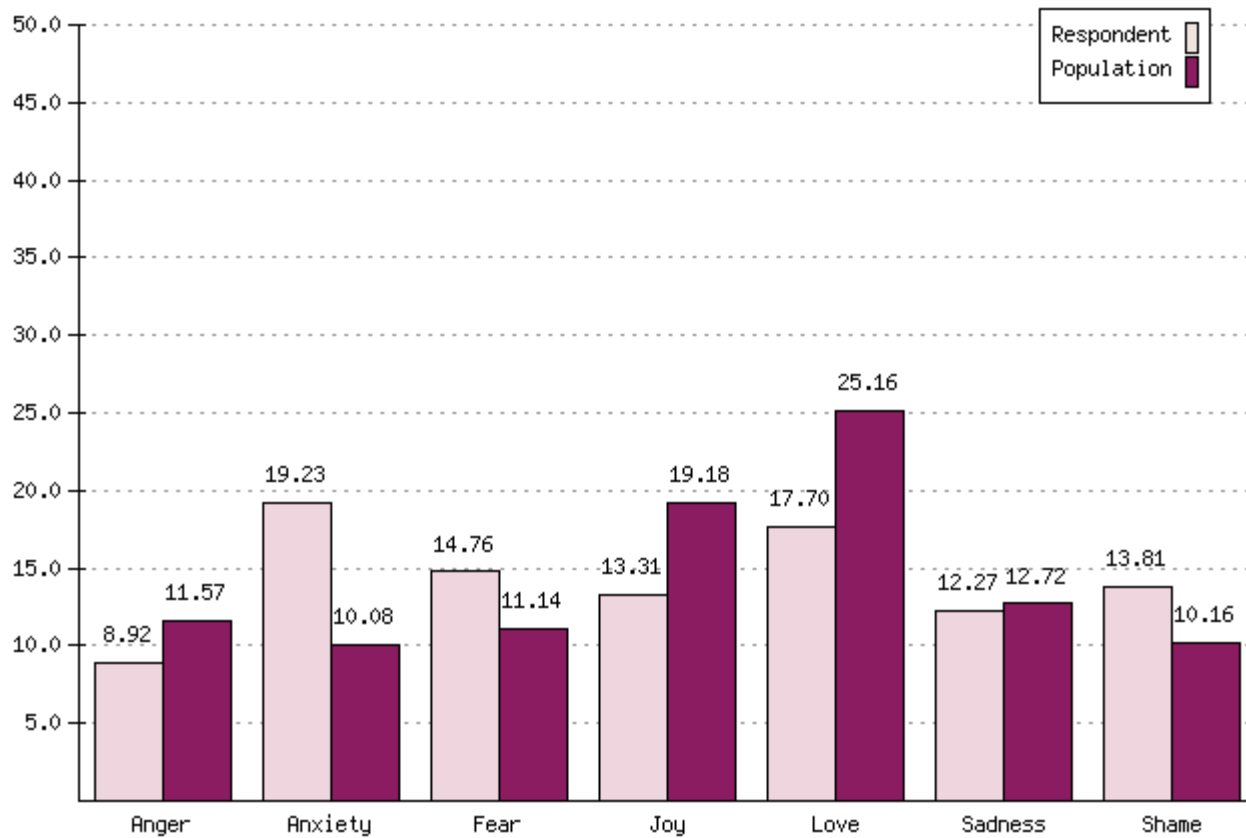
Your responses indicate difficult work situations often generate a high degree of fear for you. Does this fit your experience? Most likely certain types of situations trigger fear more than others.

Can you identify situations that are particularly challenging for you in which you feel fear? It could be fear of failure, fear of disappointing others, fear of physical or emotional abuse, fear of not living up to your own expectations, or various other things. How do you typically respond to fear? Do you tend to withdraw, become immobilized, and/or do you tend to work harder?

Intentionally noticing feelings of fear can be helpful in uncovering past experiences that are triggering fear now. Notice the thoughts that accompany your feelings of fear. Fear is a powerful and essential emotion for our own safety and survival. It also absorbs or saps energy and can be debilitating when experienced for extended periods of time.

Practicing observing feelings of fear and sorting out the real risk today, versus the past, can be most useful in letting the past go and increasing access to energy and vitality today. In addition, acknowledging your feelings of fear without judgment can reduce fear and heighten vitality.

Feelings Distribution



Percentile Rank

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
27.65%	98.79%	82.31%	14.86%	16.54%	41.52%	85.09%



POSITIVE AND NEGATIVE ORIENTATION

You Reported a "Fit" Positive-Negative Balance

Your ratings suggest that you are able to see both the positive and negative information in stressful, confrontational situations in which you are being challenged or when another is making demands on you. You may see the world positively, through "half-full glasses" or negatively through "half-empty glasses. Most likely this varies dependent upon the situation and the relationship you have with the other person in a given situation. Can you think of a time where you reacted positively when challenged and when you reacted negatively?

When you experience a threat or are being challenged by others you may find yourself seeing the positive and negative options, but tend toward the negative more often than many people around you. A healthy practice for you would be to notice your thoughts and wants, when you are negatively judging others and/or yourself, and when you are positively judging others and/or yourself.

The advantage of being more positive is that you can see the possibilities and move forward with action, rather than getting bogged down. The advantage of reacting more negatively is that you may be a good problem-solver and see the pitfalls in a situation more quickly than others.

It may be useful for you to notice what types of situations and interactions trigger strong negative responses within you and identify how that fits with past life experiences. It is also helpful to note what types of challenging situations tend to be easy for you.



SELF - OTHER ORIENTATION

Your Self-Other Balance "Needs a Work-Out"

Your ratings in this dimension suggest that maintaining a balance between a focus on yourself and on the other is a difficult challenge for you, especially when under stress or when you feel threatened by another person or by the situation. You either initially focus heavily on the other, or you tend to focus primarily on your own experience and what is happening to you. Does this description fit you?

Individuals with excellent balance in this dimension are able to take themselves and others seriously, trusting their own experience as well as listening to and honoring the experience of others. The capacity to move easily between a clear awareness of your own experience and that of others is perhaps the foundational competence for listening to internal and external information. This capacity is fundamental for managing diverse and complex information. An optimally fit balance helps individuals see, honor, and tolerate wide differences of attitudes, beliefs, values, expressions, and cultural differences. It facilitates seeking out the kernel of truth from a variety of sources and to use the wisdom of the whole. It gives the balance needed to listen, learn, and explore alternative interpretations and solutions.

You Focus Much More on Self Than Other

Your ratings suggest that when you are stressed you tend to focus much more on your Self than other, meaning you first look inside to your own experience and then to the other. Most likely you find it easy to identify what you are thinking, feeling, and wanting and have more difficulty identifying what the other person is experiencing, especially when you are being challenged and you feel like you are being dismissed or not valued. You also tend to focus on the impact on you and to personalize the impact more than most people around you. Does this description fit you?

The implication for you is that you most likely take yourself very seriously and expect a great deal of yourself. You have a high degree of self-responsibility and most likely feel discouragement and tend to blame yourself first when things go wrong in relationships and in work situations. When your relationships suffer, most likely you tend to take responsibility and feel guilty about what you must have done to create the problem. Thus most likely ruptures in your relationships are painful for you and you will do what it takes to repair them. When others blame you for being the cause of the relational problem, you tend to agree with them quickly and focus on what you can do to make it better.

The good news is you don't let relationship ruptures fester or run on too long. The bad news is you may find yourself taking more responsibility than is actually yours to take. Taking excessive responsibility is the Achilles' heel of those who are more self-oriented. Over time, you may build up resentment towards others who rely on your taking the lions share of the responsibility.

Individuals who are more self-oriented tend to struggle more with boundaries because they often take on responsibility for themselves, the other, the situation, and the world around them. This tendency can be detrimental to you when it allows others to say, "Yes, you created this problem, so you need to make it right". This is particularly true when a "Self" oriented person is in an important relationship with an "Other" oriented person. You most likely punish yourself when things go wrong with messages like "I should have. I could have. I must. I will..."

Practicing sorting out what is really your responsibility and what is not may be useful for you. It is an effective practice for gaining clarity about your boundaries.



BALANCED RELIANCE ON THOUGHTS, WANTS, FEELINGS

Your Balanced Reliance on Thoughts, Wants, Feelings is at the Optimally Fit Level

Your ratings suggest that you easily access your thoughts, wants, and feelings and quickly move between each dimension of experience with ease. That usually indicates an ability to easily understand and communicate with a wide variety of people. Does this description fit you?

Relying on your thoughts, feelings, and wants provides a wide range of information to help you learn from your interactions with others and to make well-informed decisions. Most likely others experience you as being stable, practical, safe, predictable, and reliable. Because you're so well balanced in this dimension, probably others also experience you as available to them, safe to be with, and easy to talk to. Perhaps others count on your stability during times of conflict and stress.

In a leadership role, the more access you have to your thoughts, feelings, and wants, the clearer you will be in your interchanges with your direct reports and your colleagues about how you experience yourself and others. Your feelings give you information about the importance and meaning of what is occurring internally; your thoughts are useful for analyzing the situation and problem-solving; and your wants provide you information about what action you want to take. Having excellent balance of your thoughts, wants, and feelings serves as a rudder that gives you and others a sense of stability when life and interactions become turbulent and challenging.



EMPATHY ACCURACY

Your Empathy Accuracy is at the "Moderately Fit" Level

Your ratings suggest that your ability to read what people are thinking, feeling, or wanting when they are challenging you or making demands on you is moderate but lower than that of most of individuals who have taken this profile. At times, you can read what people are experiencing. At other times it might be difficult to figure it out. When that happens, you may initially misjudge the other person's experience or intent. Does this description fit you?

The implication of this skill for you is that you probably need to make sure that you verify your perceptions with the other person when you are in a challenging interchange. This will help you accurately interpret what the other person is thinking, feeling, and wanting. Learning from our relationships is key to reducing conflict, error, and wasted time. One aspect of this learning process is to learn more about the other person as well as yourself. The pitfall you may encounter in the workplace, either with your colleagues or your direct reports, is that you may carry around your own perceptions and fail to verify them and live with more distortion than is necessary and useful to building positive, productive relationships.

The key here is acquiring excellent inquiry skills so you can easily seek out accurate information. There are fun "practices" in the EQ Fitness Handbook that will build this capacity. Meanwhile, give yourself grace and commit to positive inquiry of the other.



EMPATHY COMPASSION

Your Empathy Compassion is at the "Need a Workout" Level

Your ratings suggest that it is very difficult for you to have compassion for other people when you feel they are challenging you, threatening you, or making what feels like unfair demands on you. Empathy compassion is a challenge because it seems to disappear when we are feeling threatened. Do you find yourself dismissing the other person (saying to yourself "What an idiot" or "You don't know what you're talking about") rather than attempting to understand the other person when you believe you are being attacked, ignored or challenged? How does this fit for you? What types of situations trigger this type of response for you?

You may find that you need to pull away from an interaction that is threatening to "buy some time" so you can calm down and gain a better perspective on what is happening. If you are in a leadership position and people are challenging you and making what seem to be excessive demands, they often just want what is of primary importance to them: to be acknowledged and understood by you. When your capacity for empathic understanding has temporarily disappeared, they will often leave the exchange feeling dissatisfied, unseen, and undervalued. Their loyalty and trust in you may also be diminished. Does this description fit you?

There are two things you can do to build this critical competence. First, identify your own "triggers" about not being heard or valued. Then, practice listening to others. There are many specific models for listening and managing difficult conversations that may be very useful to learn and practice. At difficult times, it is often very helpful to call upon a learned and practiced skill to help calm yourself and handle challenging interactions in positive ways.

Self-Management Relationship Strategies

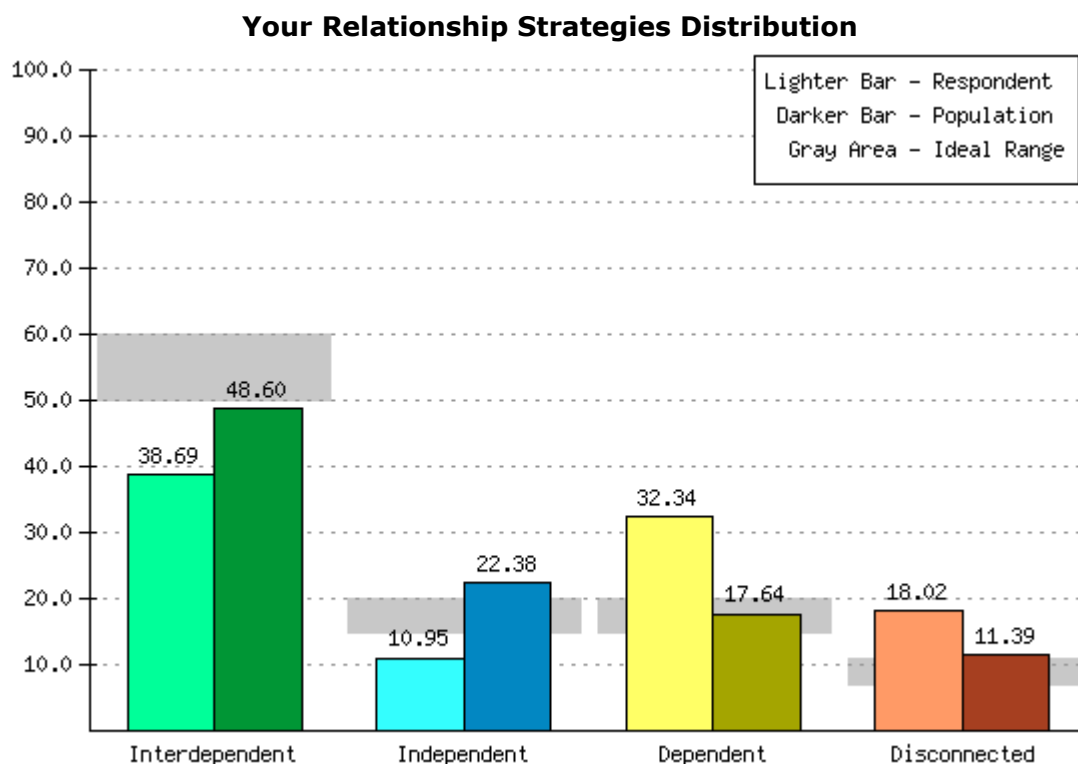
The four relationship strategies in this assessment tool measure self-regulation or how you manage yourself in challenging relationships. The following narrative provides a description of the relationship strategies you rely upon when challenged in a wide array of difficult situations and human interactions.

The strategies that are based upon your trust in yourself and others include:

- **Interdependent** - High trust in self and other (HSO)
- **Independent** - High trust in self and low trust of other (HSLO)
- **Dependent** - Low trust in self and high trust in other (LSHO)
- **Disconnected** - Low trust in self and other (LSLO)

All of the strategies have value, and all are appropriate depending upon the context and the relationship. The key is to have the flexibility to select the appropriate strategy. At times, it is desirable to function in an interdependent manner, which is highly collaborative. In other situations it is most effective to move to independence, where one works alone or to take direct authority of others. In other circumstances, it is most appropriate to give others authority, to be loyal, be dependent, and to be more vulnerable in relationships. Finally, there are times when it is right to "pull the plug" and emotionally leave a relationship whether it is a personal relationship, a job, a project, or whatever. At times, having the wisdom to know when to quit is essential for your overall ability to maintain healthy relationships.

The top of each bar, on the graph below, lists the percentage of time you relied on each of the four strategies.



Percentile Rank

Interdependent	Independent	Dependent	Disconnected
20.52%	2.14%	99.81%	86.99%

Interdependent Relationship Strategy

(HSO - High Trust of Self & Other) Relying on this strategy 50-60% of the time is the ideal

This strategy is highly interdependent, in which an individual moves towards others at times of stress in a positive, collaborative way. Individuals who rely heavily on this strategy typically enjoy people and enjoy working with others to get a job done. This strategy generally provides the greatest degree of flexibility and resilience. It requires open and direct communication, collaborative problem-solving, and decision-making. It is a strategy where individual differences are encouraged, acknowledged and accepted. It typically is related to a positive orientation, an ability to focus on self and other, empathy compassion, and well-developed listening skills, thus creating an open environment where individual contributions are intentionally used in a positive manner.

Leadership strengths are characterized by:

- A high degree of confidence in self and others
- An openness to others' ideas and input
- A high level of empathy towards others
- Valuing and enjoying working with others in a collaborative way
- Clear acknowledgment of self and others with positive regard
- Strong mentoring skills
- An ability to retain access to one's own experience in the midst of conflict
- An ability to listen to others and seek out information in conflict
- Promoting an overall positive emotional environment
- An ability to use different decision-making styles with ease

Leadership challenges are characterized by:

- When reliance on this strategy is extremely high, it may indicate an inflexibility to move to another strategy that may be more effective for the context. When this strategy is taken to excess, it may result in a deadlock, a feeling of "being stuck," and an inability to move forward. The outcome may be fatigue with a tendency to give up. Individuals may lose faith in the leader and the process.

Your Limited Reliance on an Interdependent Strategy places you at the "Needs Workout" to "Somewhat Fit" Level

Your low reliance on an interdependent strategy suggests that you find it challenging to rely on this strategy for any length of time. Most likely, you either avoid working collaboratively, or easily get frustrated, and fatigued, and find yourself emotionally pulling away. You will minimize active collaboration, whether it is a professional or in a personal relationship. Your low reliance on this strategy indicates that leaving this strategy gives you a sense of relief. You are more comfortable emotionally moving away from others and working independently, taking direct authority of others, or having someone else take authority. Your rating also indicates that clarity is very important to you and when this is missing you become fatigued and have a tendency to "drop out", whether that means staying but lowering your participation or actually leaving.

You may have low "joy ratings" which is a measure of emotional energy, and low empathy compassion ratings which reflects your ability to stay connected with others during times of conflict and stress. Is so, you may blossom professionally in an environment that has more order, structure, and clarity with less relational demands.

Independent Strategy

(HSLO-High Trust in Self & Low Trust in Other) Relying on the this strategy 15-20% is the ideal

When relying on this strategy, individuals move toward being independent, trusting themselves, and "going it alone". The ability to rely on oneself and make difficult decisions is an essential strategy for leadership. Individuals with highly developed emotional intelligence can discern when to rely on this strategy and use it with ease when necessary. They also know the limits of this strategy and the negative relationship consequences it can have when it is overused.

This is a strategy to rely upon in times of crisis when someone needs to take charge, make difficult decisions, handle resistance, and move forward with confidence. When overly relied upon, this strategy can constrict and obstruct direct reports or other key relationships, reducing the overall effectiveness of the relationship and the ability to achieve important goals.

Leaders who rely heavily on this strategy are often experienced as decisive and self-confident. They may also be experienced as aloof, arrogant, and closed to input from others. They are most comfortable in an authority role and enjoy "taking charge". These individuals often enjoy the independence of being an entrepreneur, where they can enjoy the risk and the rewards gained through individual advancement.

When under stress, impatience, anger, arguing, blaming others, needing to be right, and pulling away are typical behaviors. The internal dialogue may sound like, "If you want it done right, you need to do it yourself."

"My way or the highway" often describes a person's or leader's attitude when relying on this strategy. Loyalty and trust by others is paramount to the leader and is often rewarded by taking on a "protector" role. When relying on this strategy, leaders easily gain significant power at times of crisis because the "protector" role serves as a powerful, temporary antidote to organizational anxiety. This becomes a problem when leaders stop listening, stop delegating to others to the degree needed, and stop gathering critical information. An entire organization may be placed at risk. High performers who value active participation may become disillusioned and leave.

Your Limited Reliance on the Independent Strategy places you at the "Needs Workout" Level

Your data suggests that relying on yourself in a very independent manner is less comfortable for you. You prefer to be with others, both in work and in your personal life. You may find it difficult to take a stand on something, champion a cause, or move against strong resistance.

The capacity to use an independent strategy is an essential strategy to rely upon at times in our lives, particularly at times of crisis and disaster when someone needs to take charge now. This strategy reflects an internal ability to quickly sort out what you want and move to making it happen without pleasing others or worrying about what others will think.

As a leader or someone who actively works with others to achieve goals, others may experience you as indecisive with an inability to take charge when needed. People may lose trust in your ability to stand up for yourself and for what you know is right. You will tend to capitulate to others under pressure. You may find it useful to collaborate and partner with another person who can easily rely on an independent strategy. By working together you may enjoy the best of both of your skills and bring balance to a work situation.

Dependent Strategy

(LSHO - Low Trust of Self & High Trust of Other) Relying on this 15-20% of the time is ideal

Valuing relationships is a primary characteristic of this strategy. Individuals who rely on this strategy seek out relationships with a positive and hopeful attitude. They tend to be very loyal and supportive. At work, leaders who rely heavily on this strategy often do best in a secondary leadership position in which they provide primary support to another leader, often a leader that relies more heavily on an Independent strategy.

As a leader, this is an excellent strategy to rely upon when working with mature teams and in mentoring.

The gift of this strategy is the ability to easily give others authority, to listen, and often to be sensitive and compassionate towards others. At times of stress, the pattern is to move towards others with a strong commitment to the relationship. The challenge is one may easily fall prey to self-doubt, give away personal and/or legitimate authority, and be diminished in the process. The internal dialogue becomes "You must be right, I must be wrong". The high self-orientation, shame and anxiety that often are associated with this strategy may well contribute to giving up what one thinks and wants when under pressure. Over time, one may feel taken for granted and become resentful.

Leaders who rely heavily on this strategy may have difficulty handling resistance when they believe it jeopardizes an important relationship. These leaders tend to struggle more with setting appropriate boundaries and have a natural tendency to give away their authority. The challenge is to discern when this strategy is appropriate and when it is not.

Leaders who rely heavily on this strategy tend to go the extra mile to ensure that everyone has input and the process is inclusive and fair. However, the decision-making process may be derailed by one or two strong individuals who disagree and make their wants and judgments clearly known to others. This makes the leader more vulnerable to be diminished and even displaced by others who are competitive and who are seen by others as "bright and decisive."

In organizational contexts, this strategy tends to be more productive and rewarding in a bureaucratic or highly participative management context than in an entrepreneurial, or a competitive context.

Your Excessive Reliance on a Dependent Strategy places you at the "Needs Workout" Level

Your data indicates that you rely heavily on this strategy when you are challenged. This says you are able to easily trust others and give them authority when they have more knowledge than you. Your ratings also suggest that relationships are very important to you and you work hard to maintain stability in a relationship and not place the relationship at risk. You will go the extra mile, attending to keeping the relationship intact and safe.

The risk for you is that you may have a tendency to give away your personal and professional power when you are challenged. Because relationships are important to you, you may give in or capitulate to others for the sake of protecting the relationship. Giving away personal or professional authority often leads to resentment over time because you give and make room for others over yourself. This can lead to a strong sense of unfairness and being taken advantage of. You may be so focused on maintaining the relationship that you fail to take care of yourself in healthy, life supporting ways. That can lead to depletion of emotional energy and a feeling of having less value than others.

As a leader, relying on this strategy is effective in mentoring or in leading mature teams where others can take on the leadership role or where it can be shared. When you rely on this strategy excessively others may not seek out your opinion because they expect you to follow them. This can be devastating for a leader who needs to be decisive at times.

Disconnected Strategy

(Low Trust of Self and Other) Relying on this strategy 7-11% of the time is the ideal

A feeling of hopelessness and helplessness is characteristic of this strategy because individuals literally lose faith in themselves and the other and have difficulty identifying any healthy ways to make it better.

When reliance on this disconnected strategy is high, individuals tend to emotionally disconnect with others. Behaviorally this can mean simply leaving the relationship all together. The message is, "I'm out of here." Leaving becomes the most tolerable response.

Another behavioral response to disconnecting is to leave the relationship emotionally but physically stay. This often reflects an inability to see alternatives. When one emotionally disconnects, but chooses to stay, it often includes the tendency to withdraw from others with blame and anger. In organizations, individuals stuck in this pattern often seek out others to join them in fault-finding. Individuals go from one negative incident to the next. Positive problem-solving is next to impossible.

While this strategy is difficult, at some point in our lives most of us experience an occasional relationship in which, despite our best efforts, trust is absent. At these times, feeling the pain directly can provide valuable guidance. Those who do not allow themselves to experience this loss of hope may have a tendency to stay in relationships longer than serves them well.

Leadership challenges of this strategy:

Individuals who rely on this strategy to any significant degree will have difficulty managing people. However, they can be excellent, productive employees in stable environments where their complex interactions with others are limited. Ideally these individuals will not be put in leadership or management positions, in intensely interdependent work groups or teams, or in positions of direct customer service.

Your Excessive Reliance on the Disconnected Strategy places you at the "Needs Workout" Level

Your rating indicates you tend to easily move away from others and emotionally disconnect when challenged or faced with difficult relationships. Your tolerance in staying emotionally engaged with others is significantly less than others and indicates low tolerance for difficult relationships. This withdrawal from relationships is typically acted out in one or two ways.

First, you may tend to say to yourself "I'm out of here and simply leave the relationship, the job, or whatever. If you tend to be highly independent this is most likely what you do in these situations because it is easy for you to move away from relationships and rely upon yourself. The risk is that you may leave relationships prematurely with a tendency to move from one relationship to another, hoping next time it will be better. If this fits your pattern, it would be wise for you to take time to thoughtfully reflect on your decision to leave and ask yourself one more time about the wisdom of this prior to taking action. Talking with another person that you trust may bring value and insight to your decision so it is clear that the decision to leave is right for you

The other behavior is to physically stay in the relationship but leave emotionally. If relationships are very important to you and your reliance on the Dependent Strategy is higher, most likely this is what you do. Your choosing to stay in what may be termed a dysfunctional relationship may reflect a loyalty to relationships and a strong sense of responsibility. So you stay out of a sense of responsibility even though you stay in the relationship in a demoralized, helpless way. Staying can increase your tendency to blame and dismiss others, reduce your ability and to engage in conversations in a helpful manner. In a work setting you may look for others who are also disgruntled but who also are staying. You may not see that you have options and do not

feel a sufficient level of internal strength to make another choice. You may find that working with a coach or counselor can help you gain clarity about what you want to do and then help you act on that in healthy ways.

Your Reflections--

with implications for your development

Now you have reviewed your profile including the 7 EQ dimensions for Self-Reflection and Empathy and your Relationship Strategy profile. What does it all mean? Does it fit your experience of yourself?

This tool presented several hundred of pieces of information to you, while your life experience has presented millions of pieces of information. We encourage you to be open to explore any insights this profile has provided you. At the same time, it is your life. You are in charge of determining the degree to which this fits and how to use the information.

The questions below are intended to guide your reflection. The goal is to affirm and provide a guide for selecting "daily practices" that will build your EQ fitness.

Review your 7 EQ Fitness measures...

What stands out for you?

What is consistent with your experience?

What is your experience right now as you look this over? (Your thoughts, feelings, wants)

What fits with how others experience you? Do you know?

What do you find satisfying and affirming?

What areas would you like to strengthen?

Review your Relationship Strategy Profile...

What stands out for you?

What is consistent with your experience?

What fits with how others experience you? Do you know?

Can you identify the types of situations in which you rely on one strategy or another?

What are the "triggers" that move you from one strategy to another? (i.e. from an Interdependent strategy to an Independent or a Dependent strategy?)

Think about situations in your personal and work life that you find most satisfying and affirming. How does that fit with your relationship strategies?

What areas would you like to strengthen?

EQ Profile Feeling Words within each Category

More than 100 feeling words were included in the profile. The feeling words that were included are organized by the seven categories below; each category includes a variety of words of different intensity. No individual feeling is more heavily weighted than another. For example, rage and annoyed are weighted the same as aspects of Anger. All the words in a given category are added together and divided by the total number of words allocated to that category to find the mean score.

The feeling distribution chart in each profile represents 100% of individual's feelings. Each bar lists the percentage of feelings that was in that particular category. The percentile ranking is created by comparing an individual's feeling distribution on a given feeling category to the entire group population on that same unique dimension. For example, the entire group population's mean for Anger response may be 12% of all the feelings registered. An individual's rating may be 15% of total feelings.

Feeling Words Organized by 7 Categories: (Listed in alphabetical order)

Anger	Anxiety	Fear	Love	Joy	Sadness	Shame
Agitated	Confused	Alarmed	Attention	Alive	Crushed	Ashamed
Anger	Distant	Defensive	Caring	Bold	Disappointed	Burdened
Annoyed	Dread	Doubtful	Comforting	Brave	Discouraged	Condemned
Appalled	Dulled	Dread	Compassion	Capable	Distraught	Culpable
Disgusted	Frantic	Fearful	Concerned	Comfortable	Distressed	Despised
Frustrated	Helpless	Frightened	Encouraged	Confident	Empty	Disgrace
Irritated	Impatient	Reluctant	Engaged	Curious	Grief	Dread
Outrage	Intense	Startled	Gentle	Delighted	Lonely	Embarrassed
Rage	Nervous	Suspicious	Honored	Dynamic	Lost	Guilty
Spiteful	Numb	Tense	Open	Eager	Miserable	Harassed
Upset	Overwhelmed	Worried	Respect	Elated	Mournful	Humiliated
Vindictive	Paralyzed		Secure	Energized	Remorseful	Inept
	Perplexed		Tender	Excited	Resigned	Inadequate
	Queasy			Glad	Sadness	Regretful
	Skeptical			Gleeful	Sorry	Shame
	Stressed			Hopeful	Terrible	
	Uneasy			Joyful		
				Optimistic		
				Passionate		
				Peaceful		
				Relaxed		
				Safe		
				Self-assured		
				Surprised		
<i>Learning In Action Technologies, 2003</i>						