



Acme Consulting  
CONSULTANT SUMMARY REPORT

*Sample Sales Team*  
1 January 2020  
Strictly Confidential

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## **ABOUT THIS REPORT**

This report presents the results of a survey for Acme Consulting that reflects how well a number of their employees demonstrate emotionally intelligent behaviours in the workplace. The information contained is sensitive, private and confidential.

Every effort should be made to ensure that this report is stored in a secure place, provided only to the intended recipient(s) and used only for its express purpose. The survey and this report were designed by Genos International based on sound scientific theory and research. The results presented in this report are, however, based on individual's responses to the survey questions. As such, Genos International makes no warranties regarding the accuracy or reliability of the results. No advice or information contained in this report shall create any warranty not expressly stated herein. No person(s) should act or fail to act on the basis of the results contained in this report. Intended recipients should consult professional advice about any matter affecting them.

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We help leaders facilitate high performance in organisations. To learn more about our unique approach and the improvements we are generating in terms of productivity, profitability and customer loyalty, visit our website:

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# INTRODUCTION

## Using This Report

This report presents the individual results that a cohort of people achieved on the Genos Emotional Intelligence Survey. It serves two primary purposes:

1. To help a program facilitator (or facilitators) understand the different results achieved by a group of participants in a learning program, or
2. To assist those involved in talent management activities and decisions.

This report should NEVER be shown to a participant in the given cohort or any individual not involved in either talent management, development or program facilitation activities.

The information contained within this document is sensitive, private and confidential. Every effort should be made to ensure that this report is stored in a secure place, provided only to the intended recipient(s) and used only for its express purpose.

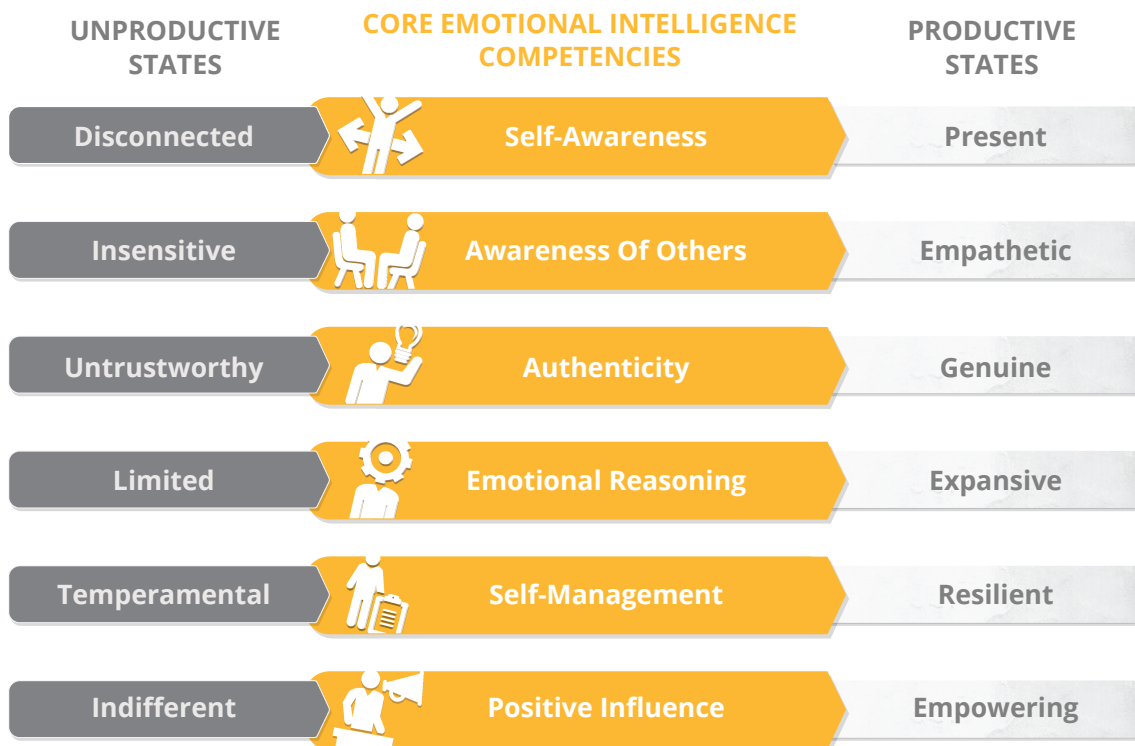
## How the Information is Presented

Please note the following important points about how the information is presented in the report:

- Participant results appear in this report from lowest scores to highest scores, i.e. the person who scored lowest on the Genos Survey is presented first and the person who scored highest appears at the end.
- Each participant's results are presented over four pages. The first two pages present their overall results (average of all demonstration scores) for each competency. The second two pages detail their average demonstration scores for each item (or question) of the survey by rater category.
- Blue circles indicate that the score for a given item was below the 25th percentile for that item.
- The report does not provide percentile indicator blue circles for any category containing only one rater (most often the Manager category). Percentile indicators are only presented where a group of two or more non-Managers have provided ratings.
- They KEY below each set of item scores shows the rater categories that provided feedback. Where more than one rater in a category provided feedback, the number of raters is shown inside parenthesis.
- Importance ratings are not presented in this report, only demonstration scores.

## THE GENOS MODEL OF EMOTIONALLY INTELLIGENT COMPETENCIES

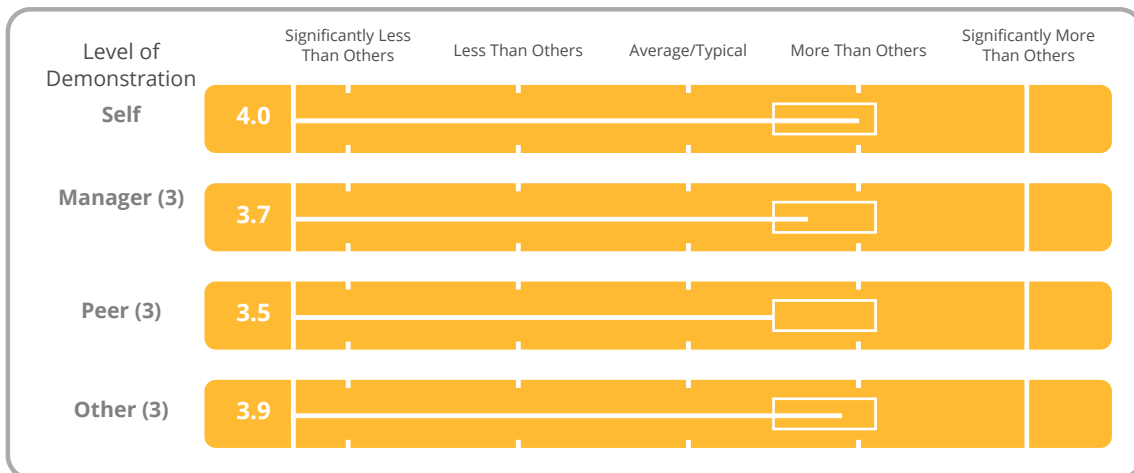
Emotionally intelligent competencies are based on emotional intelligence. The questions in the Genos survey that measure these competencies reflect what people do with their emotional intelligence in the workplace.



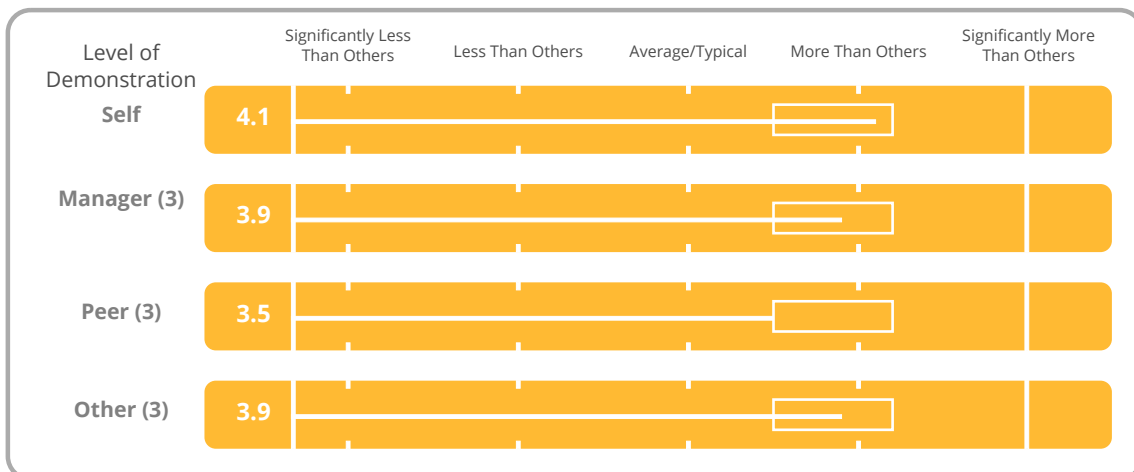
The competencies, shown in yellow on the model above, help us consistently demonstrate the productive being states on the right side of the model, as opposed to the unproductive being states, that we can all be at times, on the left side of the model.

## Paul Example

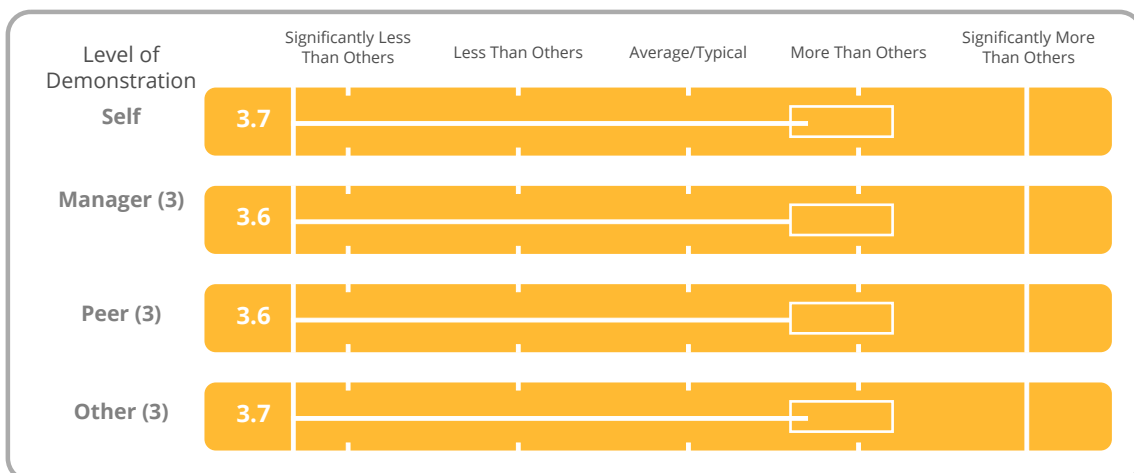
### Self-Awareness



### Awareness Of Others



### Authenticity



## Paul Example

### Emotional Reasoning



### Self-Management



### Positive Influence



## Paul Example

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.7
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	2.7	3.3
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.3	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	3.7	4.3
5. Responds effectively to feedback from others.	4.0	4.0	3.7	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.3	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	4.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	2.7	3.7
3. Notices when someone needs support.	5.0	5.0	4.3	4.7
4. Relates well to others' feelings.	4.0	4.0	3.7	3.7
5. Accurately views situations from others' perspective.	4.0	4.0	3.3	4.3
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	3.3	3.3
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.3	4.3

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	3.7	3.7
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	3.3
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.3
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.7
5. Is consistent in what they say and do.	3.0	4.0	4.0	3.3
6. Encourages others to express themselves.	3.0	3.0	3.0	3.7
7. Honours commitments and keeps promises.	4.0	3.0	3.7	3.7

KEY: S = Self M = Manager (3) P = Peer (3) O = Other (3)



## Paul Example

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	3.7	4.3
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	3.7	3.7
3. Considers issues from multiple perspectives.	4.0	3.0	2.7	3.3
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	3.7
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.3	3.7
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	3.7	3.3
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	3.3

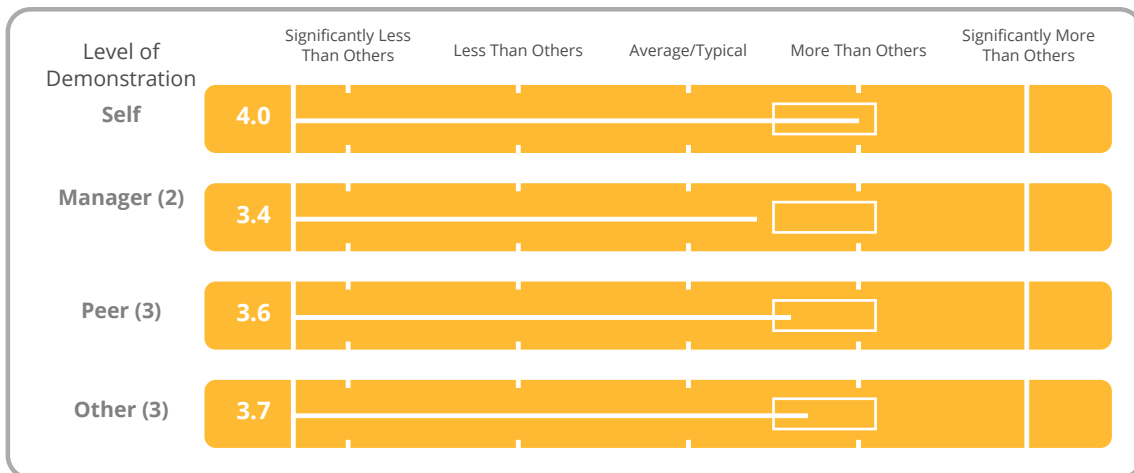
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	2.7
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.3	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	3.3	4.3
4. Responds effectively to criticism from others.	4.0	4.0	4.0	3.7
5. Manages their time effectively.	5.0	4.0	3.3	3.7
6. Controls their anger at work.	5.0	4.0	4.3	3.3
7. Improves themselves.	4.0	5.0	4.7	4.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	4.7	4.7
2. Helps others resolve workplace conflicts.	3.0	3.0	2.7	3.7
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	2.3
5. Helps create a positive work environment.	3.0	4.0	4.0	3.3
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.3
7. Positively influences the way others feel.	3.0	3.0	2.7	2.7

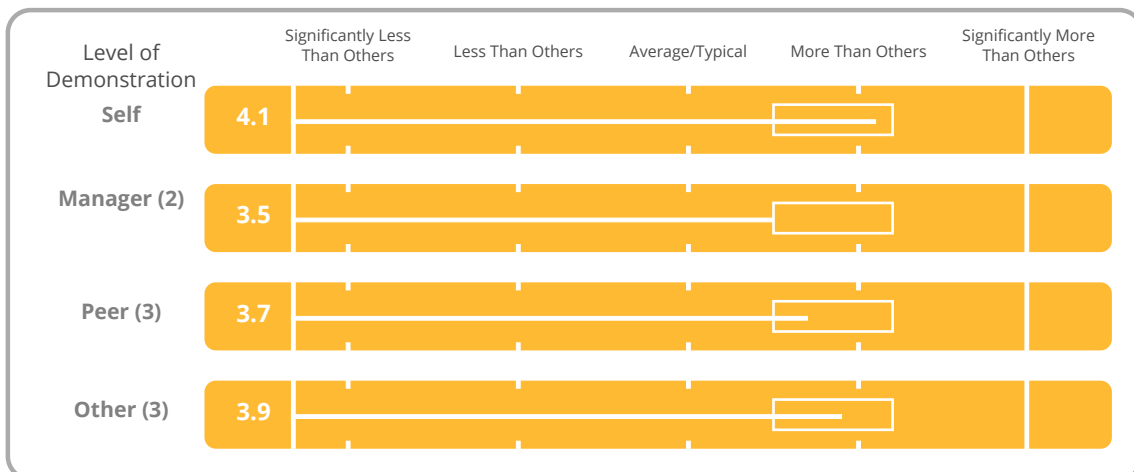
KEY: S = Self M = Manager (3) P = Peer (3) O = Other (3)

# Sally Sample

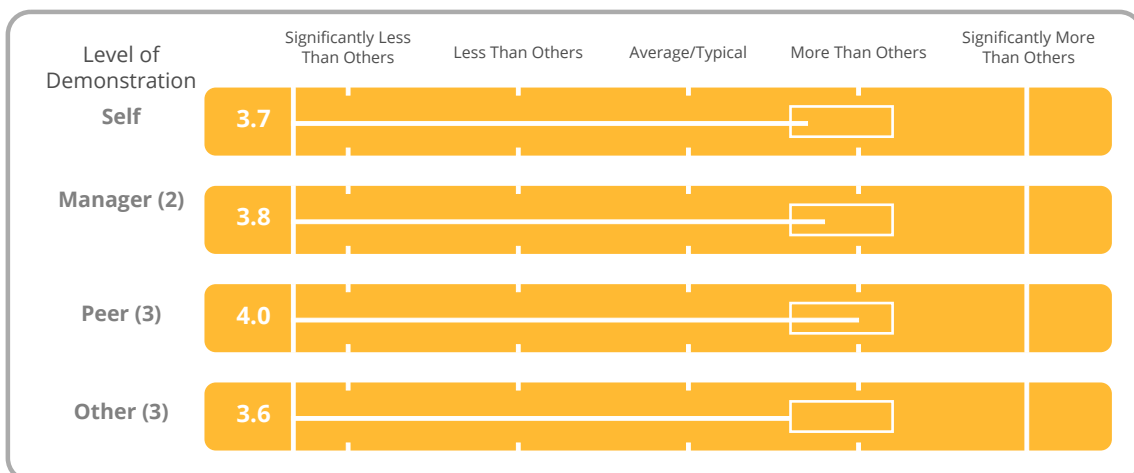
## Self-Awareness



## Awareness Of Others

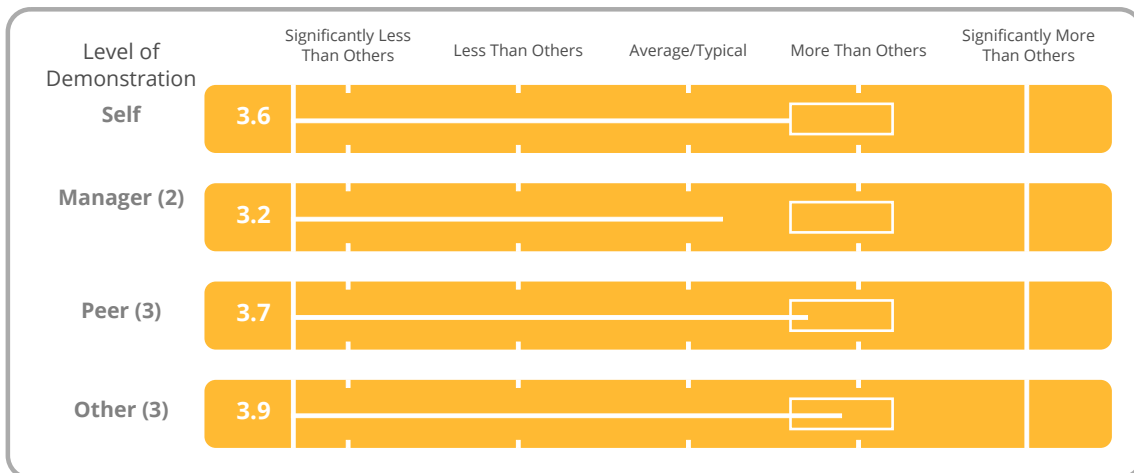


## Authenticity



# Sally Sample

## Emotional Reasoning



## Self-Management



## Positive Influence



## Sally Sample

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.7	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.5	2.7	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.5	3.7	4.0
4. Asks others for feedback on their behaviour.	4.0	3.5	3.7	4.0
5. Responds effectively to feedback from others.	4.0	3.0	3.3	4.0
6. Demonstrates awareness of their mood.	5.0	2.5	3.3	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	3.5	4.7	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.5	2.7	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	2.5	2.7	3.0
3. Notices when someone needs support.	5.0	4.5	4.3	5.0
4. Relates well to others' feelings.	4.0	3.0	4.3	4.0
5. Accurately views situations from others' perspective.	4.0	3.0	3.7	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.5	4.3	4.0
7. Accurately anticipates responses or reactions from others.	4.0	3.5	3.7	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.5	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.3	4.0
3. Expresses their feelings in the right place and time.	3.0	4.5	4.3	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.7	3.0
5. Is consistent in what they say and do.	3.0	4.5	4.3	4.0
6. Encourages others to express themselves.	3.0	3.5	3.7	3.0
7. Honours commitments and keeps promises.	4.0	2.5	3.7	3.0

KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)

## Sally Sample

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	3.0	3.7	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	3.5	3.7	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.3	3.0
4. Involves you in decisions that affect your work.	3.0	3.5	3.7	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	3.5	4.3	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	3.0	3.7	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	3.0	3.7	4.0

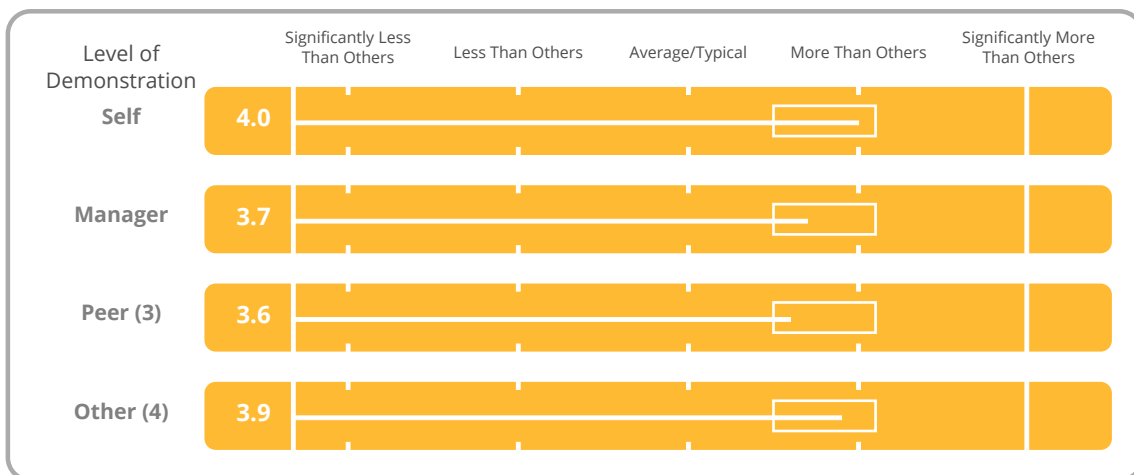
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.7	3.0
2. Demonstrates a positive, energising demeanour.	4.0	3.5	4.3	4.0
3. Adapts effectively to different/changing circumstances.	5.0	3.5	4.3	4.0
4. Responds effectively to criticism from others.	4.0	3.5	4.3	4.0
5. Manages their time effectively.	5.0	3.5	4.3	4.0
6. Controls their anger at work.	5.0	3.5	4.0	4.0
7. Improves themselves.	4.0	4.0	4.7	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	4.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.7	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.5	3.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.7	3.0
5. Helps create a positive work environment.	3.0	3.5	4.3	4.0
6. Responds effectively to others' feelings.	3.0	3.0	3.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.7	3.0

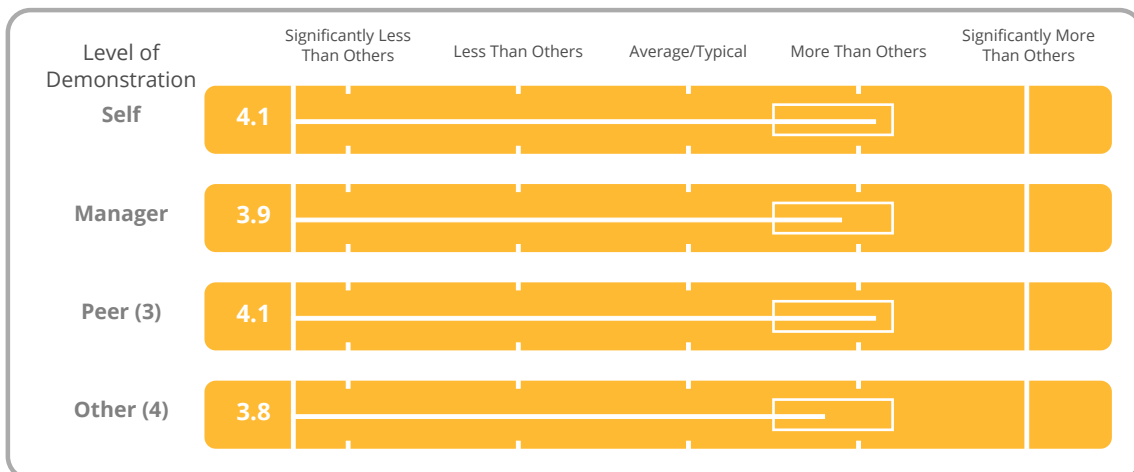
KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)

# Barry Dodgson

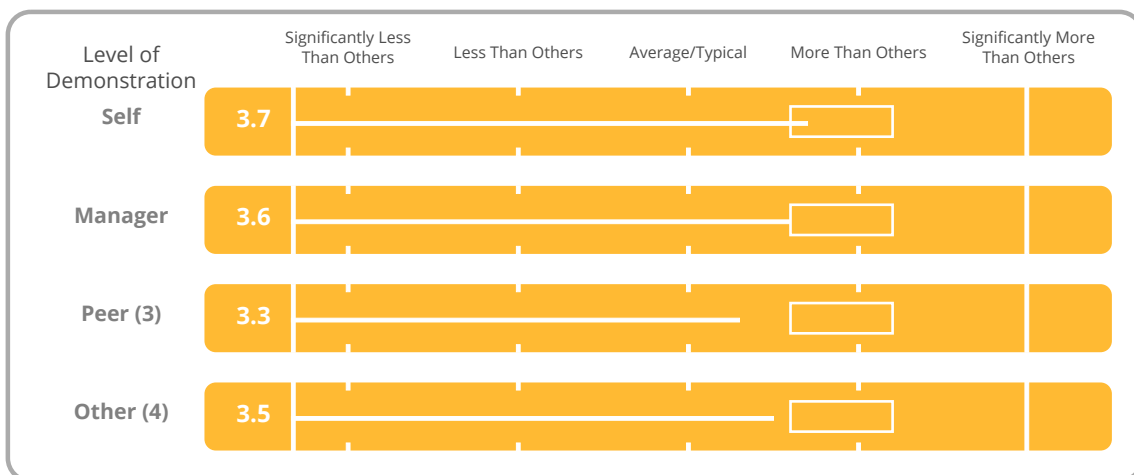
## Self-Awareness



## Awareness Of Others

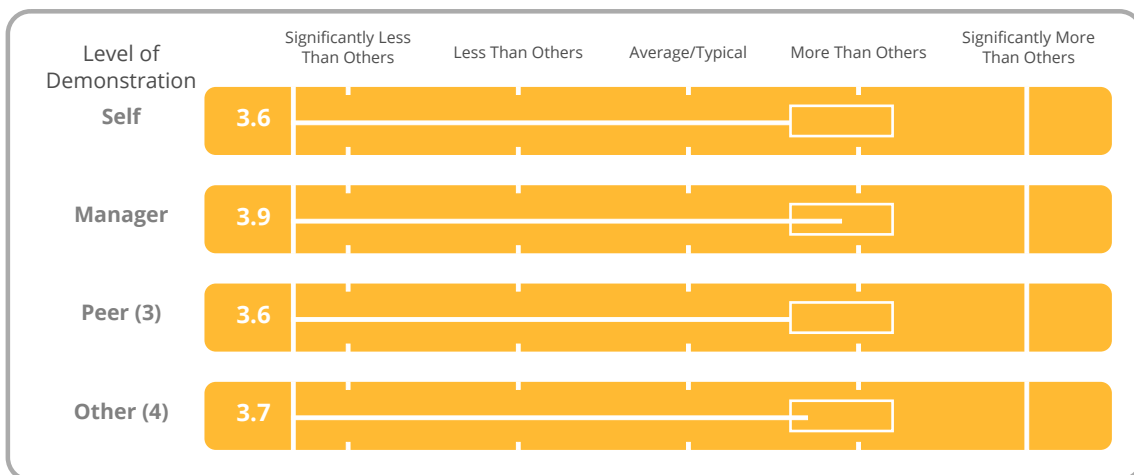


## Authenticity



# Barry Dodgson

## Emotional Reasoning



## Self-Management



## Positive Influence



## Barry Dodgson

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	2.7	3.3
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.3
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	3.7	4.3
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	3.7	4.3
6. Demonstrates awareness of their mood.	5.0	3.0	3.7	3.5
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	4.7	4.5

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.3	2.8
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	4.3	3.0
3. Notices when someone needs support.	5.0	5.0	3.7	4.8
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.7	4.3
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	3.7	3.5
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.7	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	3.3	3.8
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.3	3.8
3. Expresses their feelings in the right place and time.	3.0	4.0	3.7	3.5
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.3
5. Is consistent in what they say and do.	3.0	4.0	3.0	3.5
6. Encourages others to express themselves.	3.0	3.0	2.7	3.5
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.3

KEY: S = Self M = Manager P = Peer (3) O = Other (4)



## Barry Dodgson

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	2.7	3.8
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.3	3.5
3. Considers issues from multiple perspectives.	4.0	3.0	3.3	3.3
4. Involves you in decisions that affect your work.	3.0	4.0	4.3	3.8
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	3.7	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	3.7	3.5
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	3.0	4.0

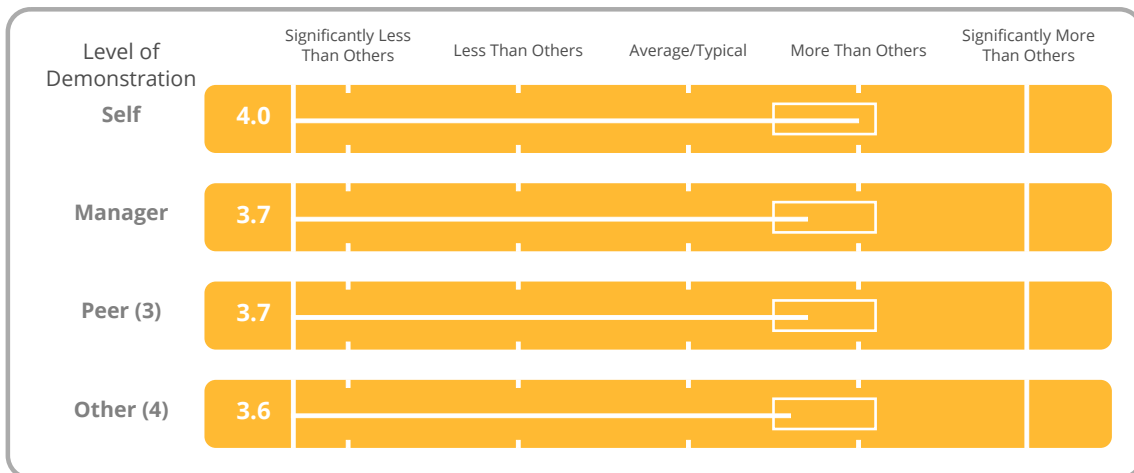
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	4.3	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.7	3.8
3. Adapts effectively to different/changing circumstances.	5.0	4.0	3.3	3.5
4. Responds effectively to criticism from others.	4.0	4.0	4.0	3.8
5. Manages their time effectively.	5.0	4.0	3.3	3.5
6. Controls their anger at work.	5.0	4.0	4.3	3.8
7. Improves themselves.	4.0	5.0	4.7	4.3

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	4.0	4.5
2. Helps others resolve workplace conflicts.	3.0	3.0	4.0	3.3
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.7	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	4.0	3.0
5. Helps create a positive work environment.	3.0	4.0	2.7	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.7	2.0
7. Positively influences the way others feel.	3.0	3.0	2.7	2.8

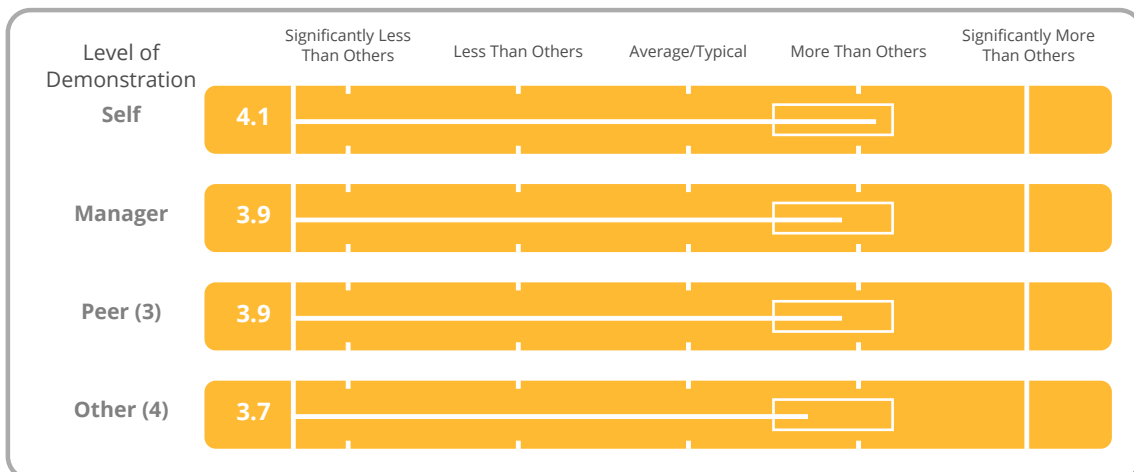
KEY: S = Self M = Manager P = Peer (3) O = Other (4)

# Sam Greeny

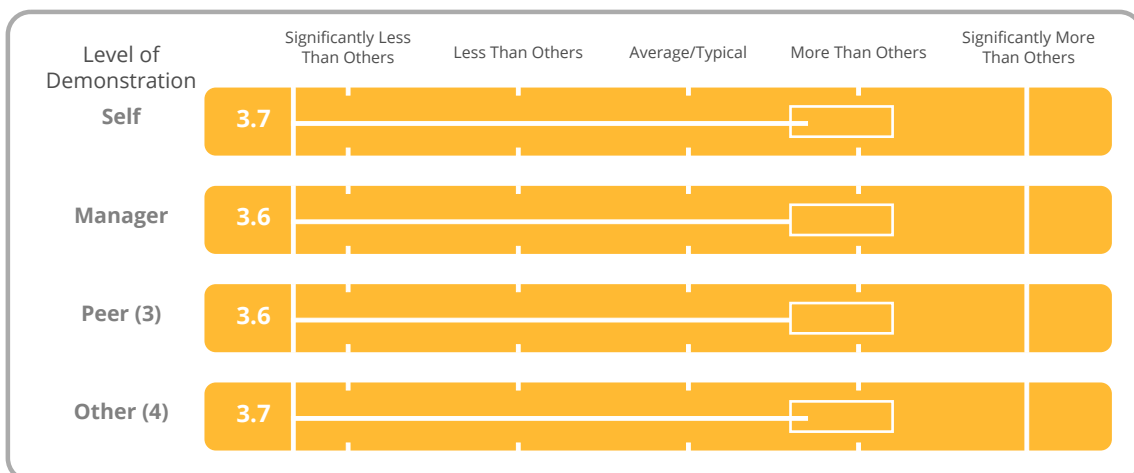
## Self-Awareness



## Awareness Of Others



## Authenticity



# Sam Greeny

## Emotional Reasoning



## Self-Management



## Positive Influence



## Sam Greeny

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.3
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	3.5
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	3.5
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.3
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	2.8
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	4.8

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	2.8
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.3
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	3.8
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	3.5
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	3.5

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.3
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.3
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.3
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	2.8
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager P = Peer (3) O = Other (4)

## Sam Greeny

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	3.8
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	3.8
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	2.8
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	3.8
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.3
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	3.8

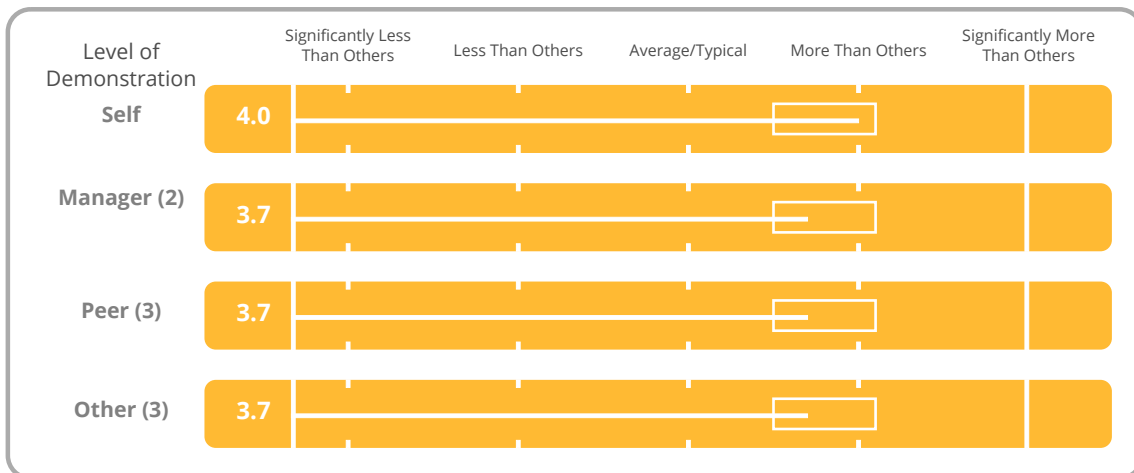
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	3.5
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	3.8
4. Responds effectively to criticism from others.	4.0	4.0	4.0	3.5
5. Manages their time effectively.	5.0	4.0	4.0	3.8
6. Controls their anger at work.	5.0	4.0	4.0	3.5
7. Improves themselves.	4.0	5.0	5.0	4.5

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	4.5
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.3
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.5
5. Helps create a positive work environment.	3.0	4.0	4.0	3.8
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.5
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

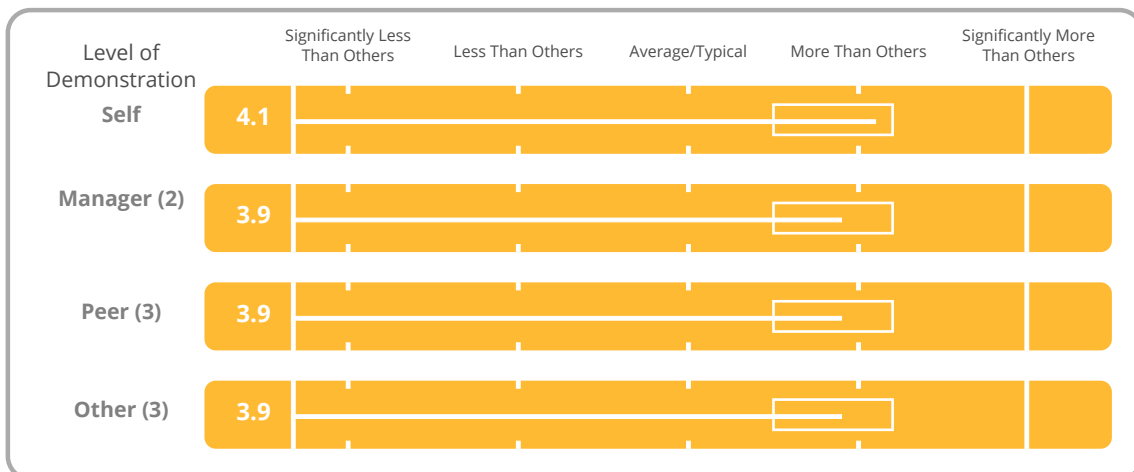
KEY: S = Self M = Manager P = Peer (3) O = Other (4)

# Todd Wells

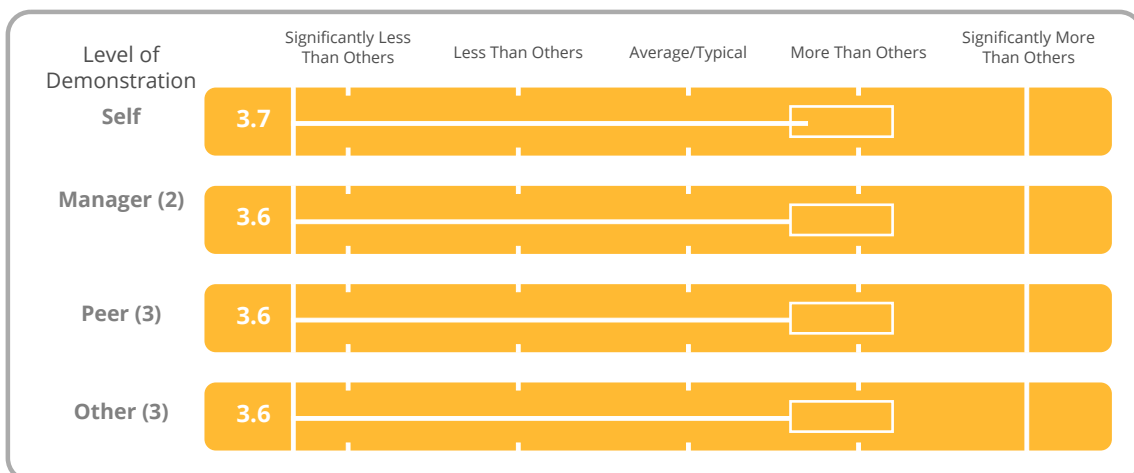
## Self-Awareness



## Awareness Of Others



## Authenticity



# Todd Wells

## Emotional Reasoning



## Self-Management



## Positive Influence



## Todd Wells

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.0
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.0
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)



## Todd Wells

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	3.0
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	4.0

Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	5.0	4.0	4.0	4.0
6. Controls their anger at work.	5.0	4.0	4.0	4.0
7. Improves themselves.	4.0	5.0	5.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	3.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

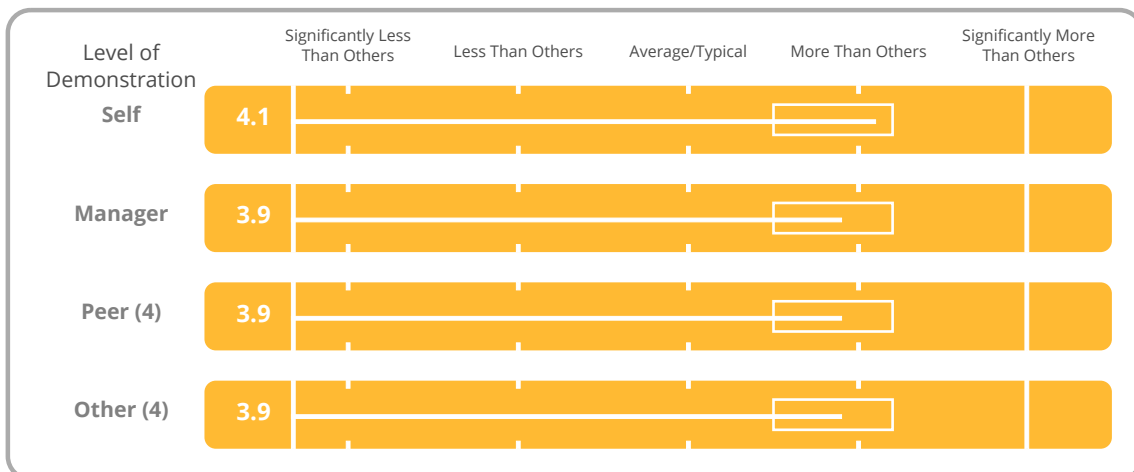
KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)

# Mike Smith

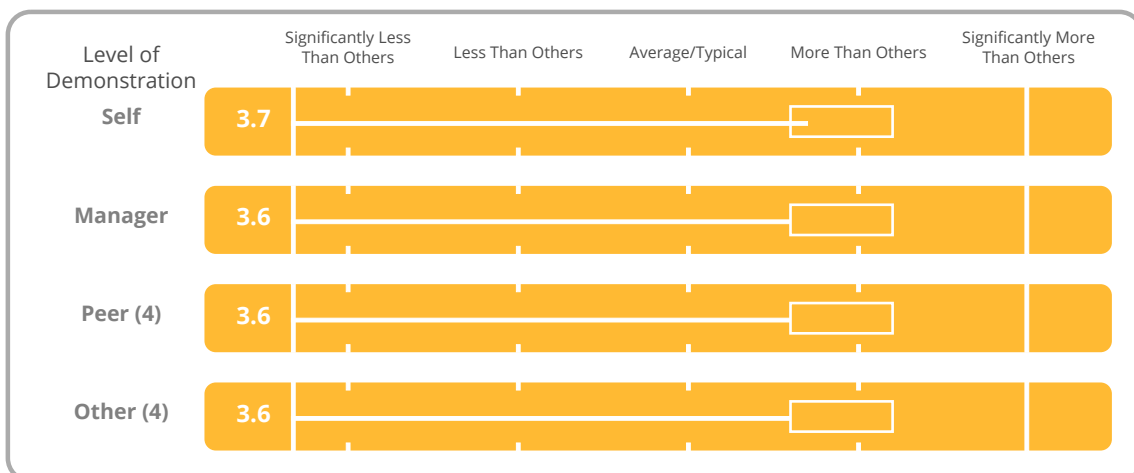
## Self-Awareness



## Awareness Of Others



## Authenticity



# Mike Smith

## Emotional Reasoning



## Self-Management



## Positive Influence



## Mike Smith

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.0
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.0
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager P = Peer (4) O = Other (4)

## Mike Smith

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	3.0
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	4.0

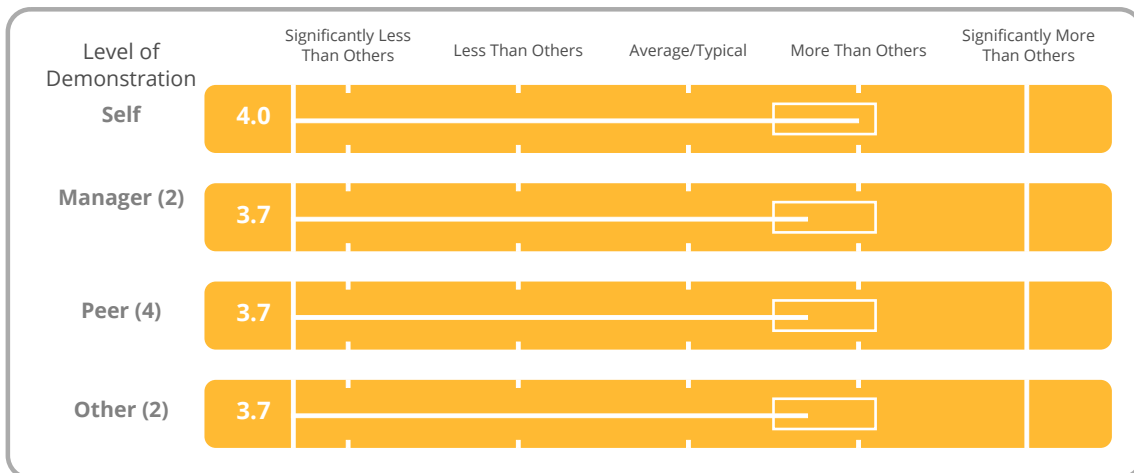
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	5.0	4.0	4.0	4.0
6. Controls their anger at work.	5.0	4.0	4.0	4.0
7. Improves themselves.	4.0	5.0	5.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	3.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

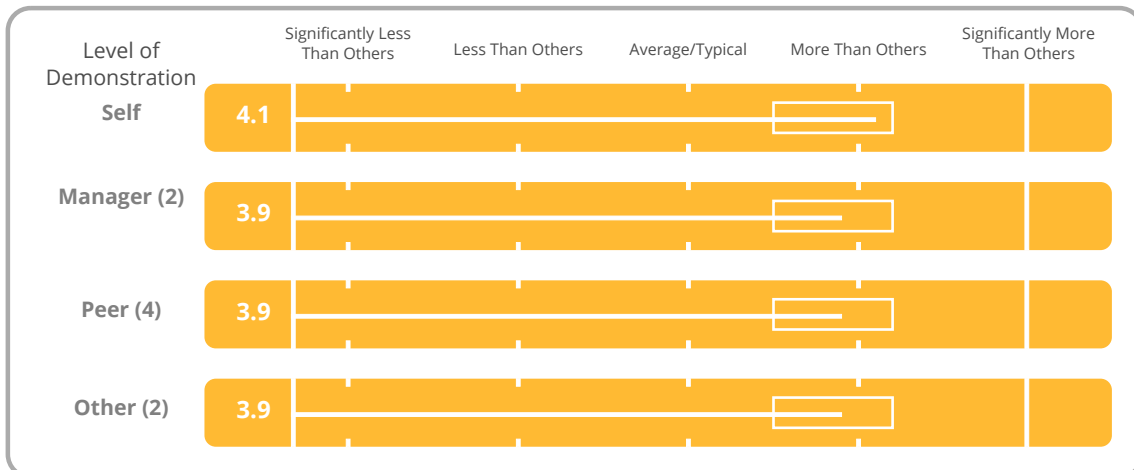
KEY: S = Self M = Manager P = Peer (4) O = Other (4)

# Saritha McCardle

## Self-Awareness



## Awareness Of Others



## Authenticity



# Saritha McCardle

## Emotional Reasoning



## Self-Management



## Positive Influence



## Saritha McCardle

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.0
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.0
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager (2) P = Peer (4) O = Other (2)



## Saritha McCardle

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	3.0
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	4.0

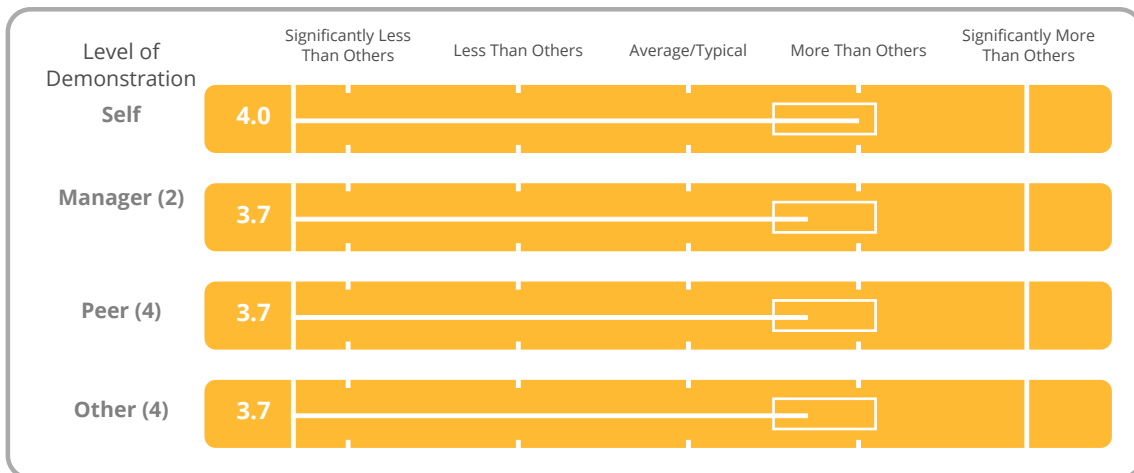
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	5.0	4.0	4.0	4.0
6. Controls their anger at work.	5.0	4.0	4.0	4.0
7. Improves themselves.	4.0	5.0	5.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	3.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

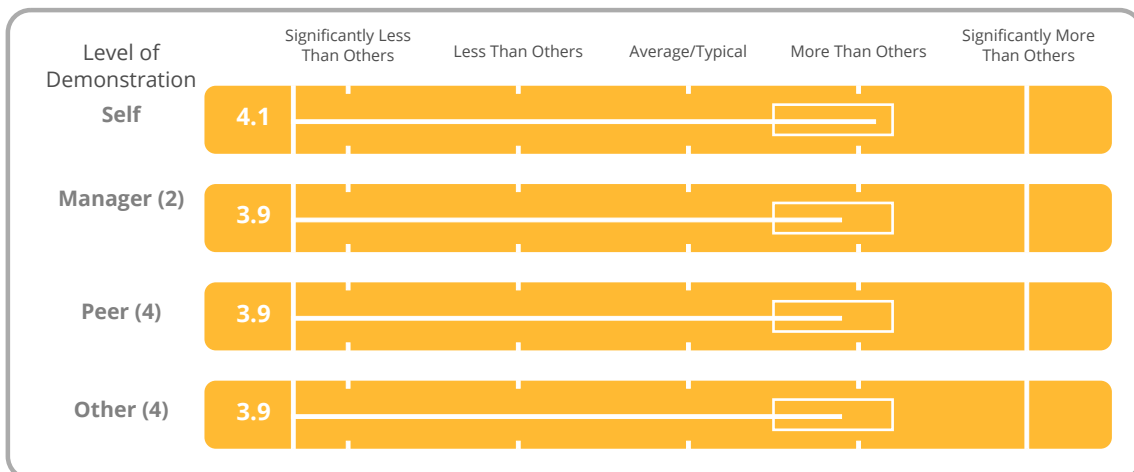
KEY: S = Self M = Manager (2) P = Peer (4) O = Other (2)

# Linda Johnson

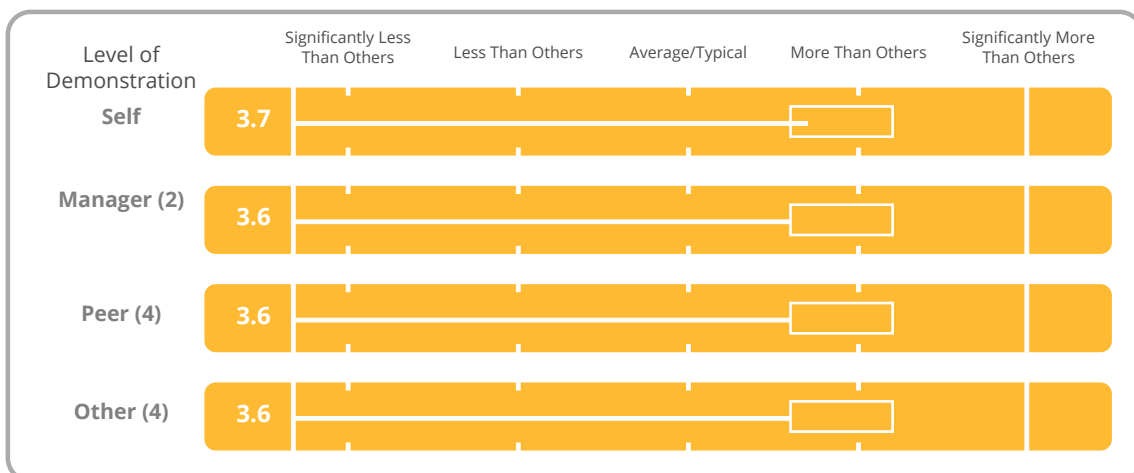
## Self-Awareness



## Awareness Of Others



## Authenticity



# Linda Johnson

## Emotional Reasoning



## Self-Management



## Positive Influence



## Linda Johnson

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.0
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.0
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager (2) P = Peer (4) O = Other (4)

## Linda Johnson

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	3.0
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	4.0

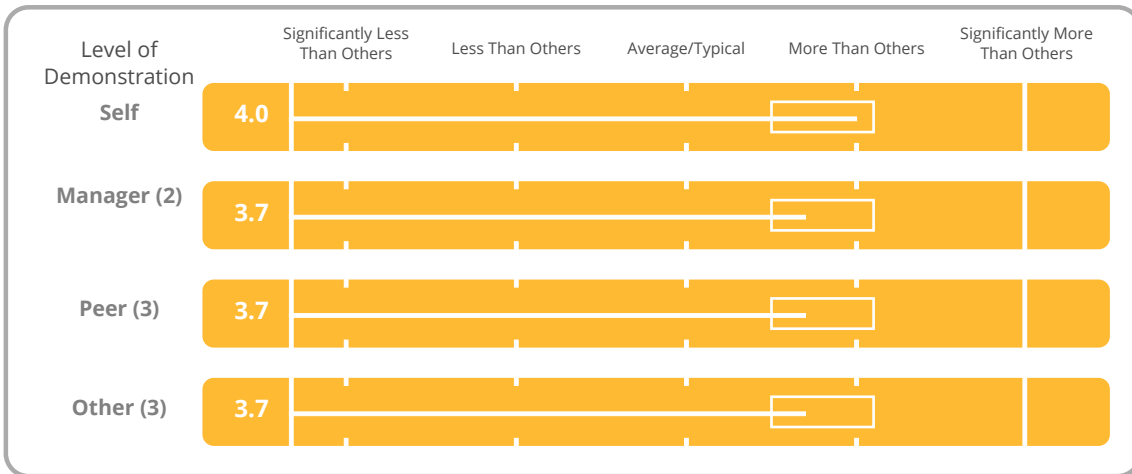
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	5.0	4.0	4.0	4.0
6. Controls their anger at work.	5.0	4.0	4.0	4.0
7. Improves themselves.	4.0	5.0	5.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	3.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

KEY: S = Self M = Manager (2) P = Peer (4) O = Other (4)

# John Citizen

## Self-Awareness



## Awareness Of Others



## Authenticity



# John Citizen

## Emotional Reasoning



## Self-Management



## Positive Influence



## John Citizen

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	3.0	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	3.0	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	3.0	4.0	4.0	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	4.0	4.0
5. Responds effectively to feedback from others.	4.0	4.0	4.0	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.0	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	5.0	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.0	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.0	3.0
3. Notices when someone needs support.	5.0	5.0	5.0	5.0
4. Relates well to others' feelings.	4.0	4.0	4.0	4.0
5. Accurately views situations from others' perspective.	4.0	4.0	4.0	4.0
6. Adjusts their behaviour so that it fits well with others.	4.0	4.0	4.0	4.0
7. Accurately anticipates responses or reactions from others.	4.0	4.0	4.0	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	4.0	4.0	4.0	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	4.0	4.0	4.0	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.0	4.0
4. When necessary, facilitates challenging conversations effectively.	5.0	3.0	3.0	3.0
5. Is consistent in what they say and do.	3.0	4.0	4.0	4.0
6. Encourages others to express themselves.	3.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	4.0	3.0	3.0	3.0

KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)



## John Citizen

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	4.0	4.0	4.0	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	4.0	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	3.0	3.0
4. Involves you in decisions that affect your work.	3.0	4.0	4.0	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	3.0	4.0	4.0	4.0
7. Uses the organisation's values effectively when making important decisions.	3.0	4.0	4.0	4.0

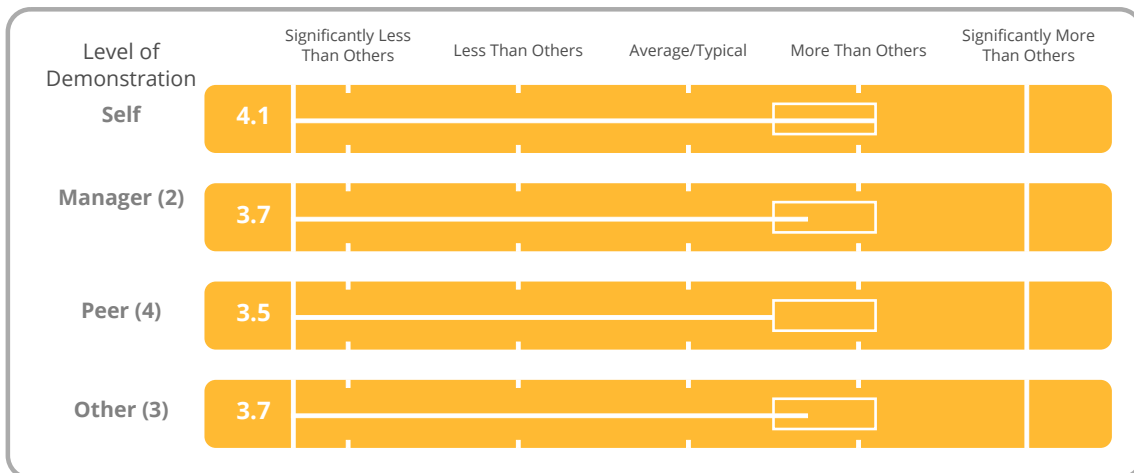
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.0	3.0
2. Demonstrates a positive, energising demeanour.	4.0	4.0	4.0	4.0
3. Adapts effectively to different/changing circumstances.	5.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	5.0	4.0	4.0	4.0
6. Controls their anger at work.	5.0	4.0	4.0	4.0
7. Improves themselves.	4.0	5.0	5.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	5.0	5.0	5.0	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	3.0	2.0	2.0	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	3.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	3.0	2.0	2.0	2.0
7. Positively influences the way others feel.	3.0	3.0	3.0	3.0

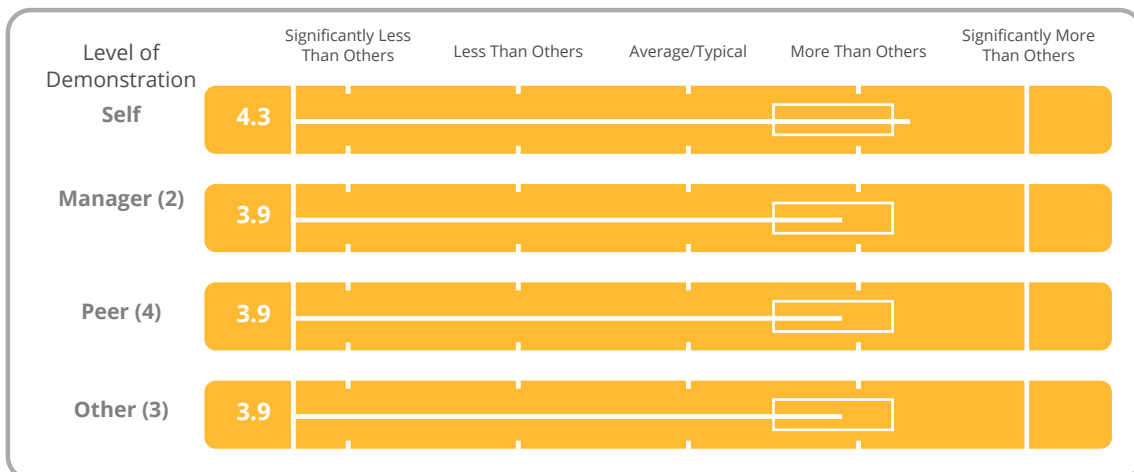
KEY: S = Self M = Manager (2) P = Peer (3) O = Other (3)

# Michael Brown

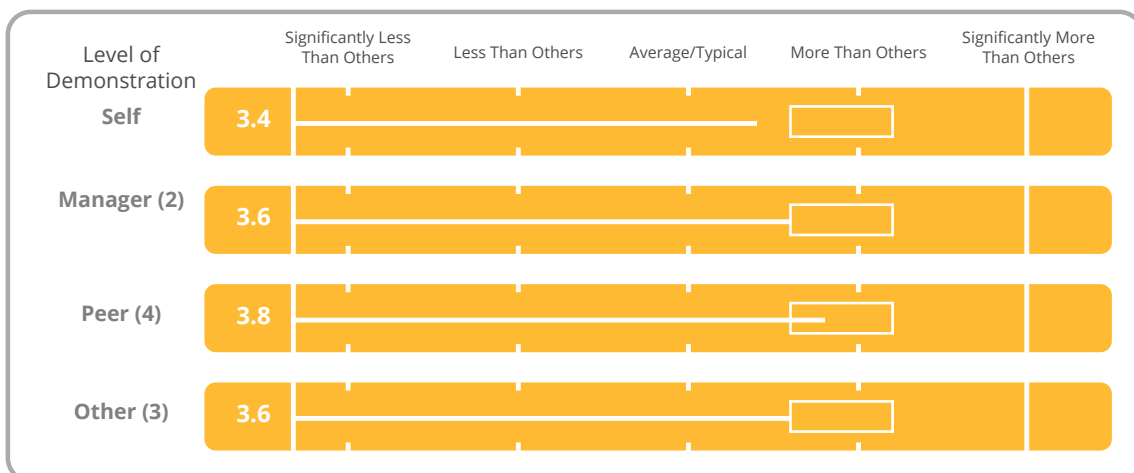
## Self-Awareness



## Awareness Of Others



## Authenticity



# Michael Brown

## Emotional Reasoning



## Self-Management



## Positive Influence



## Michael Brown

Self-Awareness	S	M	P	O
1. Demonstrates awareness of the way they feel.	4.0	3.0	2.8	3.0
2. Demonstrates awareness of the impact emotions can have on their thinking.	4.0	3.0	2.8	3.0
3. Demonstrates awareness of the impact their feelings can have on how they interact with others.	4.0	4.0	3.8	4.0
4. Asks others for feedback on their behaviour.	4.0	4.0	3.3	4.0
5. Responds effectively to feedback from others.	4.0	4.0	3.8	4.0
6. Demonstrates awareness of their mood.	5.0	3.0	3.5	3.0
7. Behaves in a way that is consistent with how they describe themselves to be.	4.0	5.0	4.5	5.0

Awareness Of Others	S	M	P	O
1. Accurately acknowledges the way others feel.	4.0	3.0	3.5	3.0
2. Recognises others' non-verbal emotional cues (e.g., body language).	4.0	3.0	3.3	3.0
3. Notices when someone needs support.	4.0	5.0	4.8	5.0
4. Relates well to others' feelings.	5.0	4.0	3.8	4.0
5. Accurately views situations from others' perspective.	5.0	4.0	3.3	4.0
6. Adjusts their behaviour so that it fits well with others.	5.0	4.0	4.5	4.0
7. Accurately anticipates responses or reactions from others.	3.0	4.0	4.3	4.0

Authenticity	S	M	P	O
1. Shares how they feel with others.	2.0	4.0	4.3	4.0
2. Describes their own feelings in a way that is sensitive to the feelings of others.	3.0	4.0	3.5	4.0
3. Expresses their feelings in the right place and time.	3.0	4.0	4.3	4.0
4. When necessary, facilitates challenging conversations effectively.	3.0	3.0	3.8	3.0
5. Is consistent in what they say and do.	4.0	4.0	3.8	4.0
6. Encourages others to express themselves.	4.0	3.0	3.0	3.0
7. Honours commitments and keeps promises.	5.0	3.0	3.8	3.0

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## Michael Brown

Emotional Reasoning	S	M	P	O
1. Reflects on feelings when decision-making.	5.0	4.0	4.3	4.0
2. Asks others how they feel about potential solutions to problems.	4.0	4.0	3.8	4.0
3. Considers issues from multiple perspectives.	4.0	3.0	2.5	3.0
4. Involves you in decisions that affect your work.	4.0	4.0	4.3	4.0
5. Demonstrates awareness of biases in decision-making.	4.0	4.0	4.0	4.0
6. Communicates decisions in a way that is sensitive to others' feelings.	5.0	4.0	4.3	4.0
7. Uses the organisation's values effectively when making important decisions.	5.0	4.0	3.5	4.0

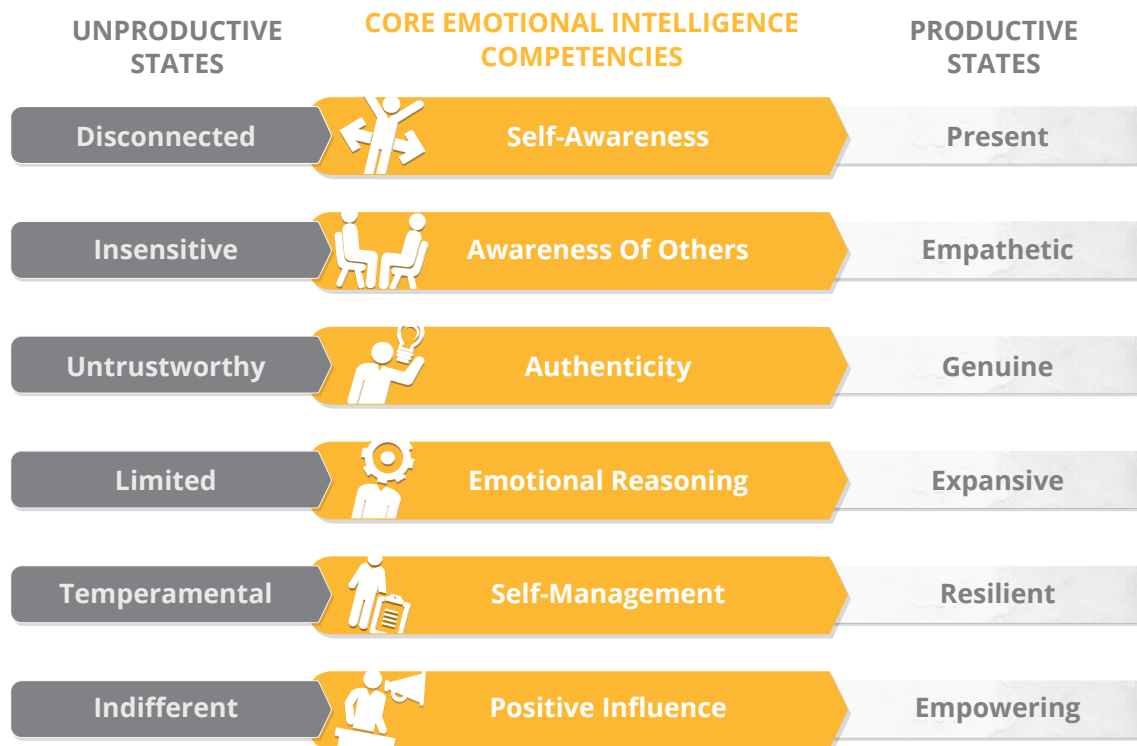
Self-Management	S	M	P	O
1. Responds effectively in stressful situations.	3.0	3.0	3.5	3.0
2. Demonstrates a positive, energising demeanour.	3.0	4.0	3.8	4.0
3. Adapts effectively to different/changing circumstances.	3.0	4.0	4.0	4.0
4. Responds effectively to criticism from others.	4.0	4.0	4.0	4.0
5. Manages their time effectively.	3.0	4.0	3.5	4.0
6. Controls their anger at work.	3.0	4.0	3.8	4.0
7. Improves themselves.	4.0	5.0	4.0	5.0

Positive Influence	S	M	P	O
1. Provides useful support to others.	4.0	5.0	4.5	5.0
2. Helps others resolve workplace conflicts.	3.0	3.0	3.0	3.0
3. Helps others respond effectively to stressful situations.	5.0	2.0	2.3	2.0
4. Responds effectively to others' inappropriate behaviour.	3.0	3.0	3.0	3.0
5. Helps create a positive work environment.	4.0	4.0	4.0	4.0
6. Responds effectively to others' feelings.	4.0	2.0	3.3	2.0
7. Positively influences the way others feel.	4.0	3.0	2.5	3.0

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