



BEHAVIORAL EQ[®]

SAMPLE

Behavioral EQ[®]

SELF-PERCEPTION PROFILE

Prepared for:

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By:

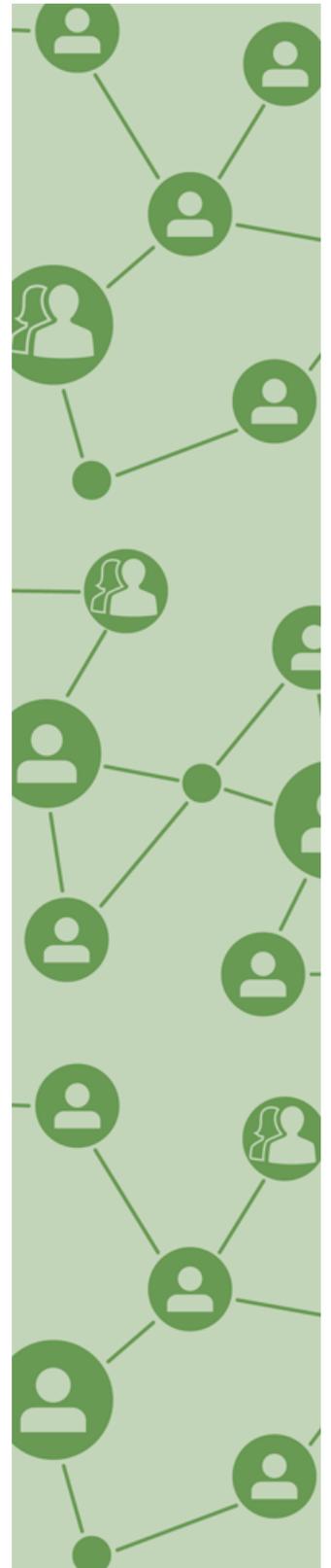
Sample Organization

Session:

Improving Interpersonal Effectiveness

23 Jul 2014

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OVERVIEW

This report presents the results of the Behavioral EQ questionnaire that you completed. It contains an overview of the Behavioral EQ Model, followed by your results in each of the four model dimensions. Keep the following tips in mind as you read the report.

Your results were compared to a population of working adults in order to generate feedback that is most accurate and relevant for you.

The feedback is organized within four broad areas of the model. Within each area, read the definition of each skill before reading your results. This will give you context to understand your results.

People's self-perception is often different from how others view them. Keep in mind that others might see you differently than you see yourself.

Your feedback is a snapshot in time. Behavioral EQ skills can be developed and can fluctuate based on circumstances and the people with whom you interact.

You should view this report as a starting point for thinking about your Behavioral EQ and creating a plan for your personal development.



BEHAVIORAL EQ MODEL™

Behavioral EQ recognizes the importance of two types of intelligence - emotional and behavioral.

Emotional Intelligence is the ability to perceive and understand one's own emotions and the emotions of others. It includes having insight into oneself and having awareness and empathy for others.

Behavioral Intelligence is the ability to recognize the impact that emotions have on one's own behavior and the behavior of others, and to use this awareness to manage personal behavior and relationships.

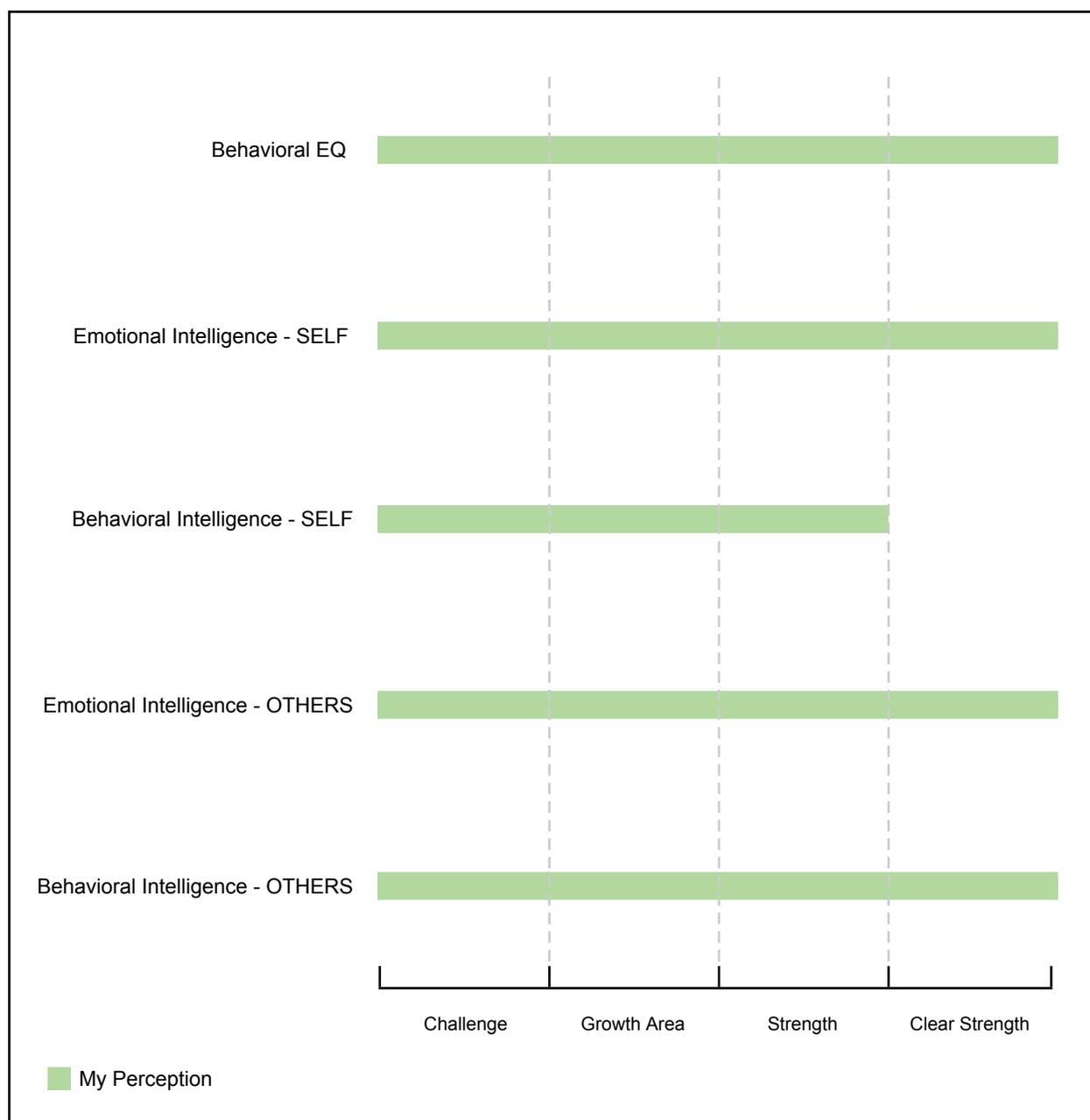


Both Emotional Intelligence and Behavioral Intelligence measure how effective you are in two areas - your "Self" abilities and your "Other" abilities. Within each of these areas there are a number of skills, and your feedback describes these skills.



RESULTS SUMMARY

Below is an overview of your results in each dimension of the Behavioral EQ Model.

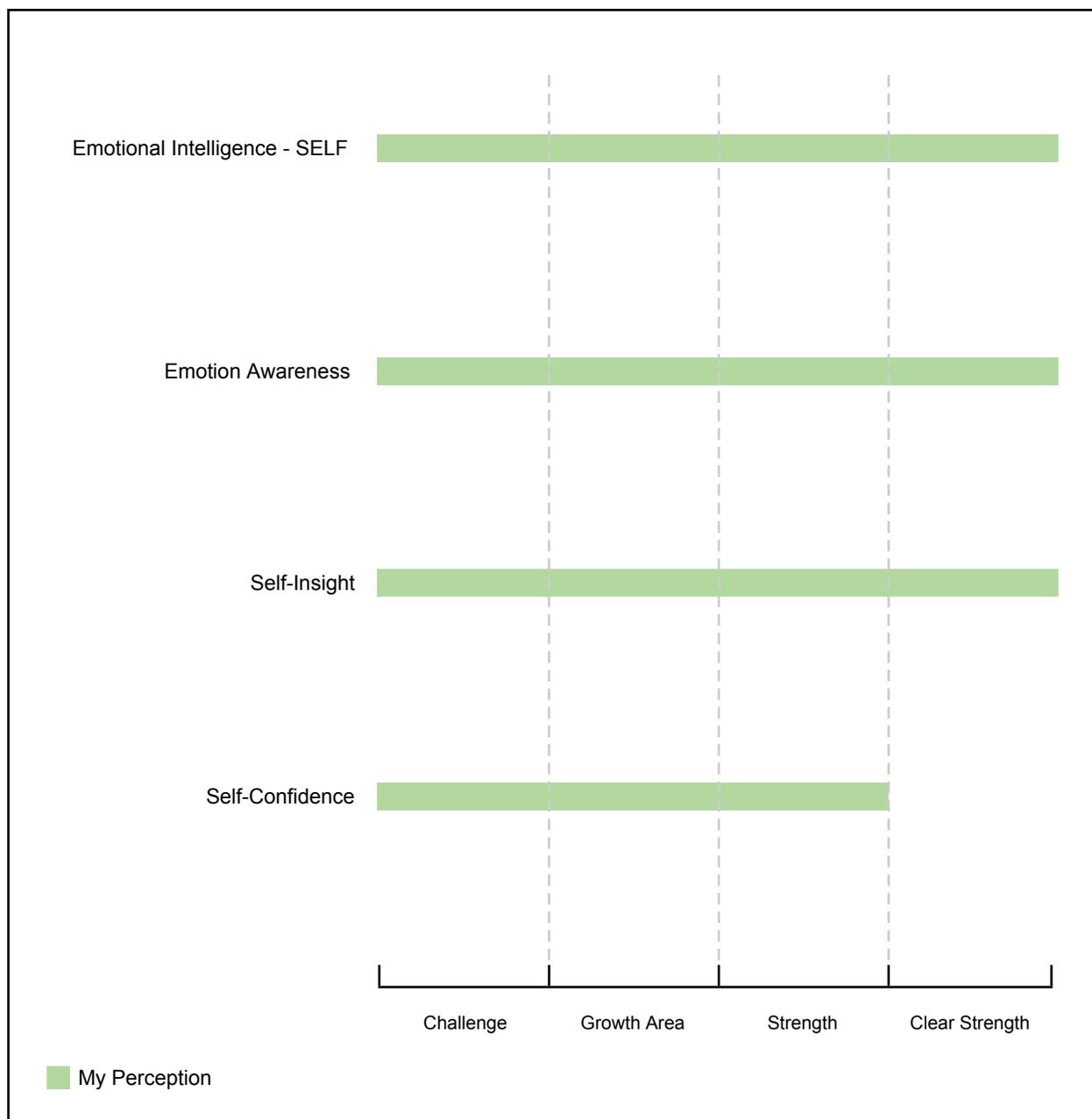


The next sections of the report describe your results in more detail.



EMOTIONAL INTELLIGENCE - SELF

Emotional Intelligence - SELF is the ability to consciously identify and maintain awareness of one's own emotions and how these influence behavior. This includes insight into strengths and weaknesses, and level of self-confidence.





Emotion Awareness is awareness of one's own emotions and the impact these have on outward behavior. This includes understanding what caused the emotions and the ability to link emotions to one's behavior.

You believe that you are comfortable expressing your feelings to others, and this helps others to be very clear on what you are experiencing. You see yourself as being aware of your emotions and how they affect your behavior, including how your behavior can impact the behavior of others. Related to this, you indicate that you are able to link your emotions to the specific events that caused them.

Self-Insight is the accuracy of one's awareness of personal strengths and limitations. It is an indicator of reflectiveness and the ability to evaluate oneself in an objective manner, as well as openness to feedback and self-development.

You see yourself as being objective about your abilities, taking into consideration others' perspectives and the feedback you have received about your performance--both strengths and weaknesses. Because you are able to view yourself objectively, you are not defensive about receiving feedback from others and may even invite it. You indicate that you are adept at seeking out opportunities for personal development, adding to your skill set and self-insight.

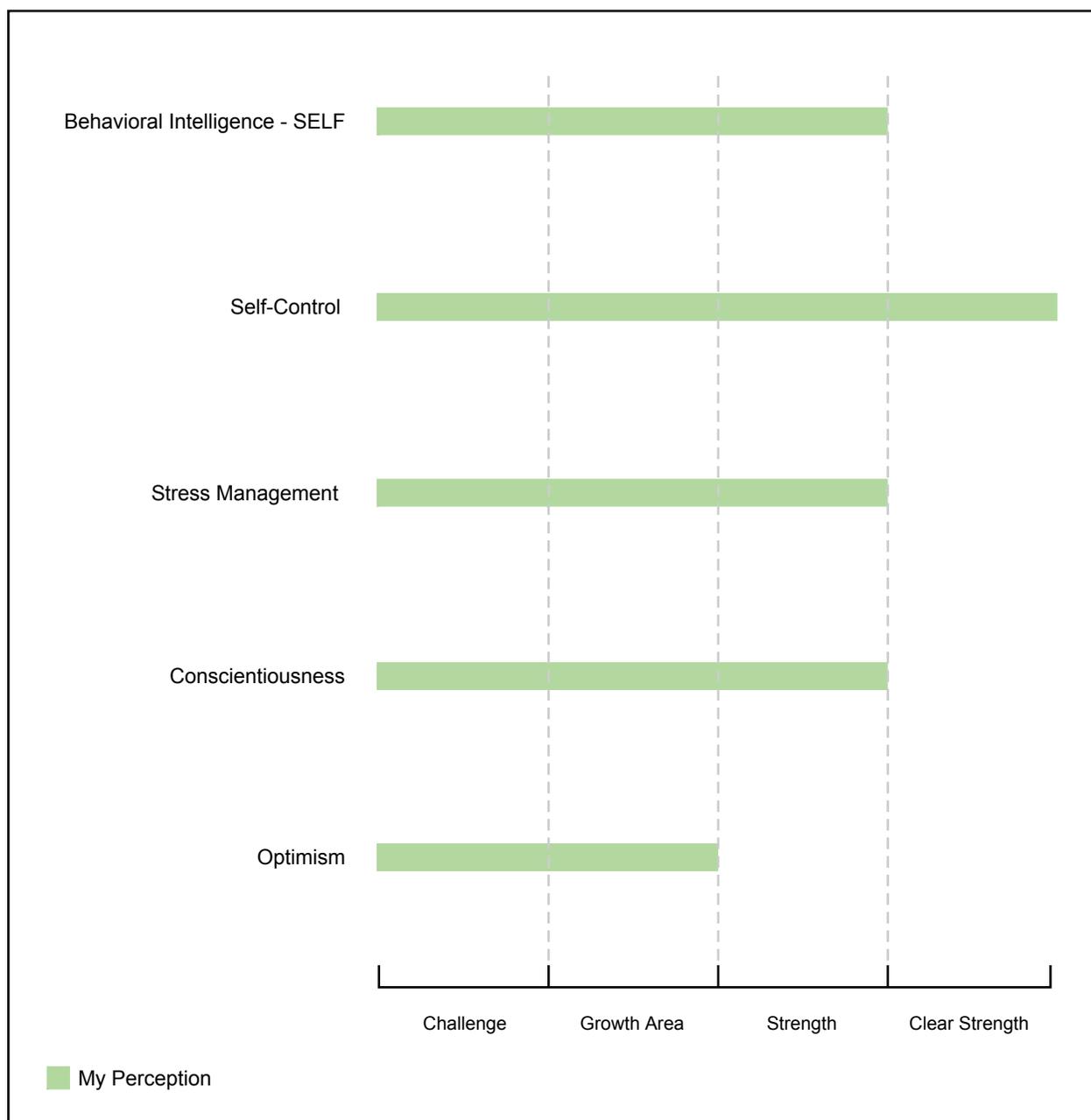
Self-Confidence measures feelings of self-worth and personal competence. It is an indicator of the confidence a person feels in their knowledge and abilities, and their ability to convey this confidence to others.

You see yourself as showing self-confidence in most situations. On occasion you challenge yourself to take on new responsibilities, which can further increase your confidence. While there may be some specific areas where you do not feel especially self-assured, or perhaps when interacting with specific people, in general you display confidence in yourself and your abilities.



BEHAVIORAL INTELLIGENCE - SELF

Awareness and understanding of our emotions is important. Emotional intelligence is a building block for guiding our behavior. **Behavioral Intelligence - SELF** is the ability to control impulses and manage self-motivated behavior. This includes coping under stressful conditions, conscientiousness, and optimism.





Self-Control is the ability to control emotions and impulsive urges. It is an indicator of the ability to stay composed and focused during stressful times, and to control intense emotions such as anger and euphoria.

You see yourself as particularly skilled at controlling your impulses and maintaining your composure, even during especially stressful times. Instead of acting impulsively, you indicate that you think through the consequences of your actions and manage your behavior. This may even be true when you are feeling elated -- you are aware of the situation and monitor your behavior for appropriateness.

Stress Management is the ability to withstand pressure and regulate reactions to stress.

You feel that you are typically able to manage the stress you experience. This positively affects your working relationships, in addition to being beneficial to you personally. Even for someone who is generally skilled in this area, managing stress in healthy ways can be a challenge at times, and this is an area where you should continue to monitor and practice your effectiveness.

Conscientiousness is the capacity to take personal responsibility for performance. It is an indicator of reliability, the ability to meet commitments and objectives, and to hold oneself accountable. It also measures the quality of performance in terms of care and adherence to standards, and being a good representative of the organization.

You see yourself as a reliable person under most circumstances and as an effective team member who is serious about your job. This means that most of the time you are able to manage your work and show others that you are reliable and take accountability. Your conscientiousness is important because it helps others meet their own needs.

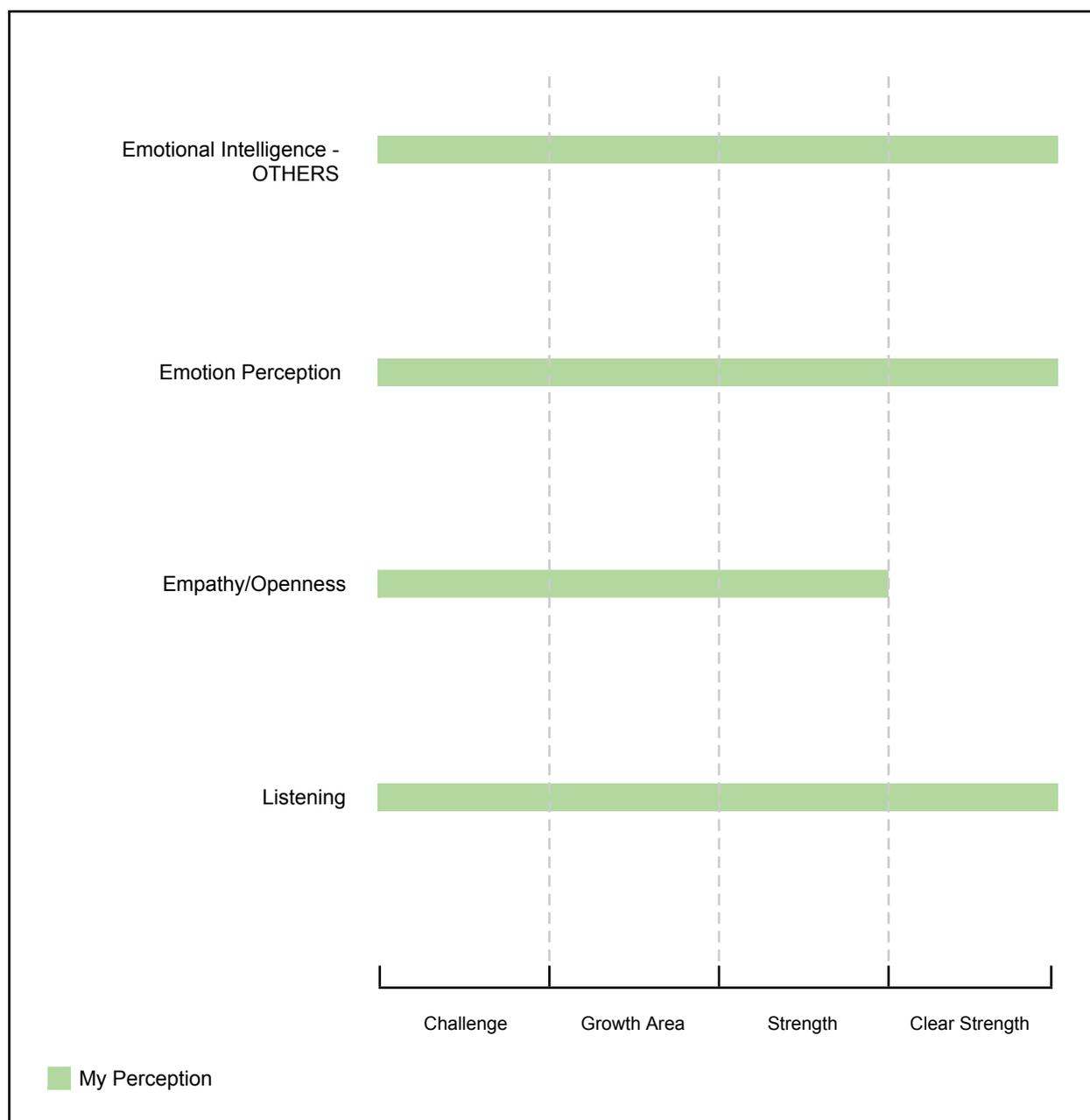
Optimism is the ability to maintain a positive perspective and stay persistent towards achieving goals, even in difficult circumstances.

You see yourself as enthusiastic and optimistic in some situations, though this is not a consistent aspect of your demeanor. You might come across as unoptimistic when you are feeling overwhelmed, or you might naturally be unanimated even when you are feeling enthusiastic. Keep in mind that displaying your optimism through your behavior and demeanor helps others by showing them that you are confident that you will achieve your objectives.



EMOTIONAL INTELLIGENCE - OTHERS

Just as we perceive our own emotions, we are also aware of what others are feeling and experiencing, though this is more challenging and requires greater effort. **Emotional intelligence - OTHERS** is the ability to recognize the emotions expressed by others, empathize and be open with them, and actively listen to them.





Emotion Perception is the ability to perceive and understand the emotions that others are expressing, through both verbal and non-verbal messages.

Much of what others communicate comes through non-verbal signals, such as facial expressions and body language. You indicate that you pay close attention to the signals that others are giving, which allows you to understand others' emotions, motives, and concerns during most of your interactions. You most likely anticipate how others will feel about different situations or issues, which aids in your ability to prepare for people's reactions.

Empathy/Openness is the ability to consider someone else's perspective. It is an indicator of the willingness to take an active interest in others' viewpoints and to display openness to their perspectives.

You indicate that much of the time you are aware of others' viewpoints and concerns. You seek out people's opinions on important matters. Because of this, others may feel that you are interested in their viewpoints and that you understand their concerns. Being aware of others' perspectives is important for many reasons, including understanding people's intentions, motivations, and feelings.

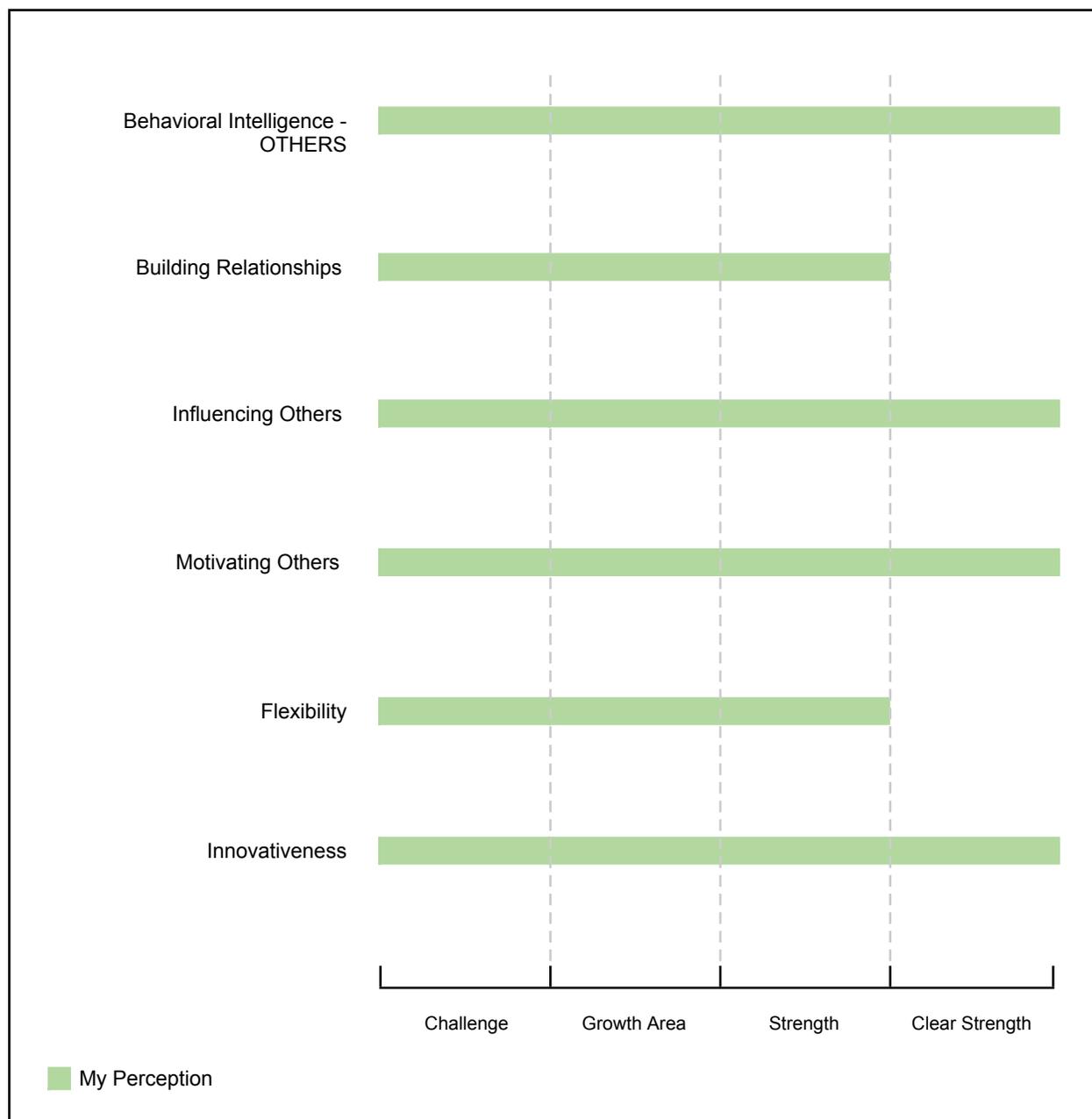
Listening is the ability to actively listen and display an understanding of what is being communicated.

You indicate that you listen carefully to what others are saying, and this allows you to understand their underlying feelings and intentions, in addition to the content of what they are expressing. While many people listen selectively or even superficially at times, you seem to be particularly skilled at giving people your full attention.



BEHAVIORAL INTELLIGENCE - OTHERS

Just as we engage in personal behaviors related to our own emotions, we also behave in ways that affect others. **Behavioral Intelligence - OTHERS** is the ability to manage behavior when interacting with others. It includes the capacity to direct emotions toward positive behavior and encompasses skill at building good relationships, influencing others, motivating others, flexibility, and innovativeness.





Building Relationships is the ability to develop and maintain meaningful and positive relationships with others. It is an indicator of skill at building formal and informal networks and mutually beneficial relationships, building good rapport with others, and instilling a sense of trust.

You feel that you develop close relationships and effectively network with others. This indicates that you invest time in developing relationships and make efforts to ensure that others view you as trustworthy. Developing positive professional relationships has many benefits, and you should continue to develop and maintain relationships with others.

Influencing Others is the ability to effectively persuade others. It indicates the capacity to present information in an influential way and use indirect methods of influence to build support.

You indicate that you are persuasive and influential, and you likely present your opinions in such a way that helps persuade others to your viewpoints. This may be a result of your formal position or could be an aspect of your work style or confidence in your own work and opinions. Since others likely see you as influential, they may look to you for a certain degree of guidance on issues.

Motivating Others is the ability to motivate and guide others toward a vision or goal. It indicates the capacity to take a leadership role as needed, regardless of formal position, and to guide the performance of others.

You indicate that you frequently take on a leadership role or provide direction to others, and you have ample opportunity to influence others who may look to you for guidance and direction. You might be in a formal leadership role, but if not, you are regarded as a leader in some capacity. This might be a reflection of your abilities in other areas of Behavioral EQ and may be a consistent strength for you. By continuing to inspire and motivate others, you will have an important impact on them.



Flexibility is the ability to adapt to new circumstances. It indicates capacity to manage multiple demands and changing priorities, and flexibility in how a person views events and the ability to change thoughts and behavior as circumstances change.

You feel that you adapt yourself to new or changing situations most of the time and are typically flexible in your approach and thinking. There are likely certain situations where you find it more challenging to alter your approach, though you seem to succeed in this area most of the time. To the extent that you are adaptable, this will have a noticeable influence on others' perceptions of you.

Innovativeness is the capacity to generate novel ideas and to be open to new information. It is an indicator of the ability to adopt new perspectives in one's thinking, seek out ideas from various sources, spawn new ideas, and encourage others to be creative.

You indicate that you are able to think creatively and develop unique ideas. You view yourself as very open to new ideas and perspectives in the way you think or solve problems. If you are in a leadership position, you make efforts to help others show their own creativity.

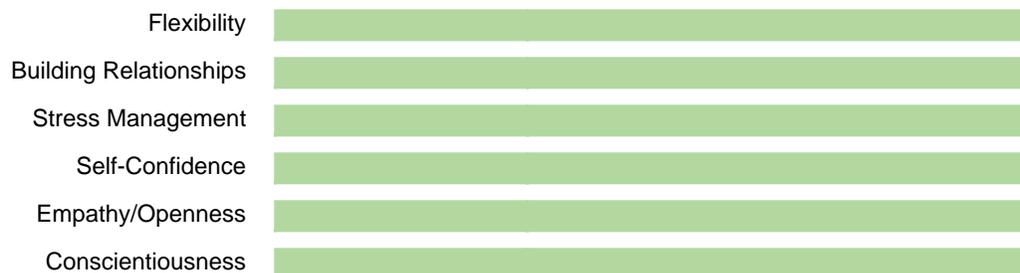


RESULTS: HIGH TO LOW

Clear Strengths Your scores in these areas are significantly higher than average. These abilities may come naturally to you, or you have worked hard to develop them over your life and career. Continue to utilize these skills since they are significant contributors to your Behavioral EQ.



Strengths Your scores are above average in these areas. Most of the time you show skill in these abilities, though not in all circumstances or with all people. With just a little more awareness and effort, you can enhance your effectiveness in each of these areas.



Growth Areas You are slightly below average in these areas, meaning that you sometimes display skill in these abilities but not frequently. These may be skills that do not come naturally to you or that you simply have not paid attention to. You might want to begin with these skills as a starting point; it is likely that you will notice large benefits by practicing these abilities.



Challenges These areas are problematic for you. You might be unaware of your performance in these areas or have not valued them. Though it is never easy to receive this type of feedback, keep in mind that all of these skills can be improved through awareness and effort.

Nothing to report in this area.



BEHAVIORAL EQ[®]



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Introduction

Emotional intelligence (EQ) has become a popular and meaningful strategy for helping people improve their self-insight and understanding of others. Its influence has been strengthening steadily since the 1990s. EQ was born out of a renewed emphasis on the importance of emotions and the influence emotions have on people.

Emotional intelligence is focused on how effectively people work with others. The skills associated with emotional intelligence are different from those associated with technical skills and cognitive intelligence (IQ).

THINK ABOUT IT

- What are some technical skills important for your profession or organization?

- What do you think cognitive intelligence or IQ means?

Emotions, Behavior, and the Brain

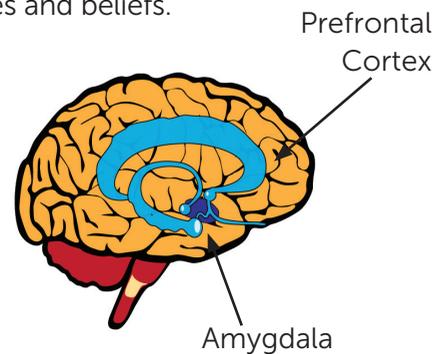
Neuroscientists are making fascinating discoveries about how specific parts of the brain are related to emotions and behavior. A basic finding from this research shows the important role of the amygdala (pronounced a-mig-de-la) for interpreting information and creating emotional and behavioral responses. The amygdala is a tiny section of the brain, near the brain stem, that evolved prior to the outer layers of the prefrontal cortex, and it plays a critical role in our emotional lives.

The amygdala responds just milliseconds more quickly than the prefrontal cortex, which is the slower and more rational part of our minds. In particular, the amygdala becomes dominant when we feel threatened or surprised, resulting in a fight, flight, or fright response. The reaction is immediate and lacks the precision of the logical prefrontal cortex. The amygdala floods the blood stream with adrenalin and other hormones. In such situations, emotions overpower rational thought and guide our behavior according to the lightning quick assessment of the amygdala.

Because the amygdala responds so quickly, it has the ability to usurp more rational thinking. This results in feelings and behavior that do not have the benefit of rational thought, which requires more time and effort. When

we let our emotions get the best of us, the amygdala is largely responsible. It takes most people between fifteen and twenty minutes to calm down after an amygdala attack. By slowing down and forcing ourselves to think through the emotion, using the more logical parts of our brains, and behaving more rationally as a result, we are preventing the amygdala from controlling our emotions and behavior.

One more concept about the brain is important for our discussion of emotional intelligence, and this is called *neuroplasticity*, which simply means that the brain is flexible. When the brain is damaged, it often loses some ability, for example the ability to recall certain memories. Fortunately, to a certain degree the brain can rewire itself to overcome such injuries. New neural pathways are formed to recover lost functions. Even without injury, we can rewire our brains to think in different ways through practice. Keep this concept in mind later in this guide when we discuss behavioral change and the effect this can have on attitudes and beliefs.



THINK ABOUT IT

- Think of a recent situation in which you had an emotional reaction. What did you do? Was it appropriate to react quickly and emotionally or would it have been more appropriate to slow down and think before you reacted?

Situation	How I Reacted	Was My Reaction Appropriate?
Example: Child was running into the street	Yelled loudly at the child to stop immediately	Yes. Quick reaction was necessary. The child stopped and was saved from potential harm.



Behavior – The Key Component to Behavioral EQ®

We can't see inside of people's heads to know exactly what they are thinking or feeling; however, we can see and hear what people do, their behavior. People often give subtle behavioral signals about how they are feeling. For example, if you are asking a person to do something, but he is unclear about your request and feels too intimidated to admit it, he might frown slightly and glance downward without saying anything. By paying attention and noticing this behavior, you can then act on this by clarifying your request.

In this small example, you have noticed a subtle aspect of another person's behavior and, in turn, you have acted on this with your own behavior. You have increased your effectiveness by ensuring that the other person understands your request.

Research backs up this behavioral approach.^{1,2} Studies have shown a clear distinction between emotional understanding (awareness of the person's confusion) and the ability to translate that understanding into outward behavior (clarifying yourself). While emotional awareness is important, acting on that awareness is what people notice, and it is these behaviors that have the greatest impact on personal effectiveness. If you had noticed

that the other person was confused but had simply walked away, would this have been an effective encounter? Probably not.

This example illustrates an important aspect of the Behavioral EQ Model™: It considers both emotional and behavioral intelligence.

Emotional intelligence is the ability to perceive and understand one's own emotions and the emotions of others. It includes having insight into oneself, and having awareness and empathy for others.

Behavioral intelligence is the ability to recognize the impact that emotions have on one's own behavior and the behavior of others, and to use this awareness to manage personal behavior and relationships.

As you will see later, we emphasize behavior for good reasons. Both emotional intelligence and behavioral intelligence are important, but emotional awareness alone will only take you so far; behavior is what helps people to be effective. Interestingly, focusing on improving your behavioral intelligence can actually improve your emotional intelligence as well. We'll explain more about this later. For now, let's see why Behavioral EQ is so important.

THINK ABOUT IT

- Can you think of any recent situations where you or someone you know could have increased your personal effectiveness by translating emotional understanding into effective behavior?

The Behavioral EQ Model™

Now that we've reviewed the background on Behavioral EQ and why it is important, let's look at exactly what it is.

The Behavioral EQ Model is best understood by examining the distinctions between emotional intelligence and behavioral intelligence. Your emotions are what you feel and experience inside your brain. They are not visible to others, though they are often expressed behaviorally. Your understanding and awareness of what others are experiencing and feeling is processed internally as well. You can gain insight into others, but then you will need to express that insight in an outward, behavioral way.

Let's start with the emotional and behavioral aspects of the model, related to Self. Then we'll explore those parts of the model related to others.



Emotional Intelligence – Self

We all have perceptions about our own emotions, but some people have learned to be more attuned to their emotions than others. **Emotional Intelligence - Self** is the ability to consciously identify and maintain awareness of one's own emotions and how these influence behavior. This includes insight into strengths and weaknesses, and level of self-confidence.

Emotion Awareness is awareness of one's own emotions and the impact these have on outward behavior. This includes understanding what caused the emotions and the ability to link emotions to one's behavior.

Self-Insight is the accuracy of one's awareness of personal strengths and limitations. It is an indicator of reflectiveness and the ability to evaluate oneself in an objective manner, as well as openness to feedback and self-development.

Self-Confidence is feelings of self-worth and personal competence. It is an indicator of the confidence a person feels in their knowledge and abilities, and their ability to convey this confidence to others.

SELF Emotional Intelligence



Behavioral Intelligence – Others

Just as we engage in personal behaviors related to our own emotions, we also behave in ways that affect others. **Behavioral Intelligence – Others** is the ability to manage behavior when interacting with others. It includes the capacity to direct emotions toward positive behavior, and encompasses skill at building good relationships, influencing others, motivating others, flexibility, and innovativeness.

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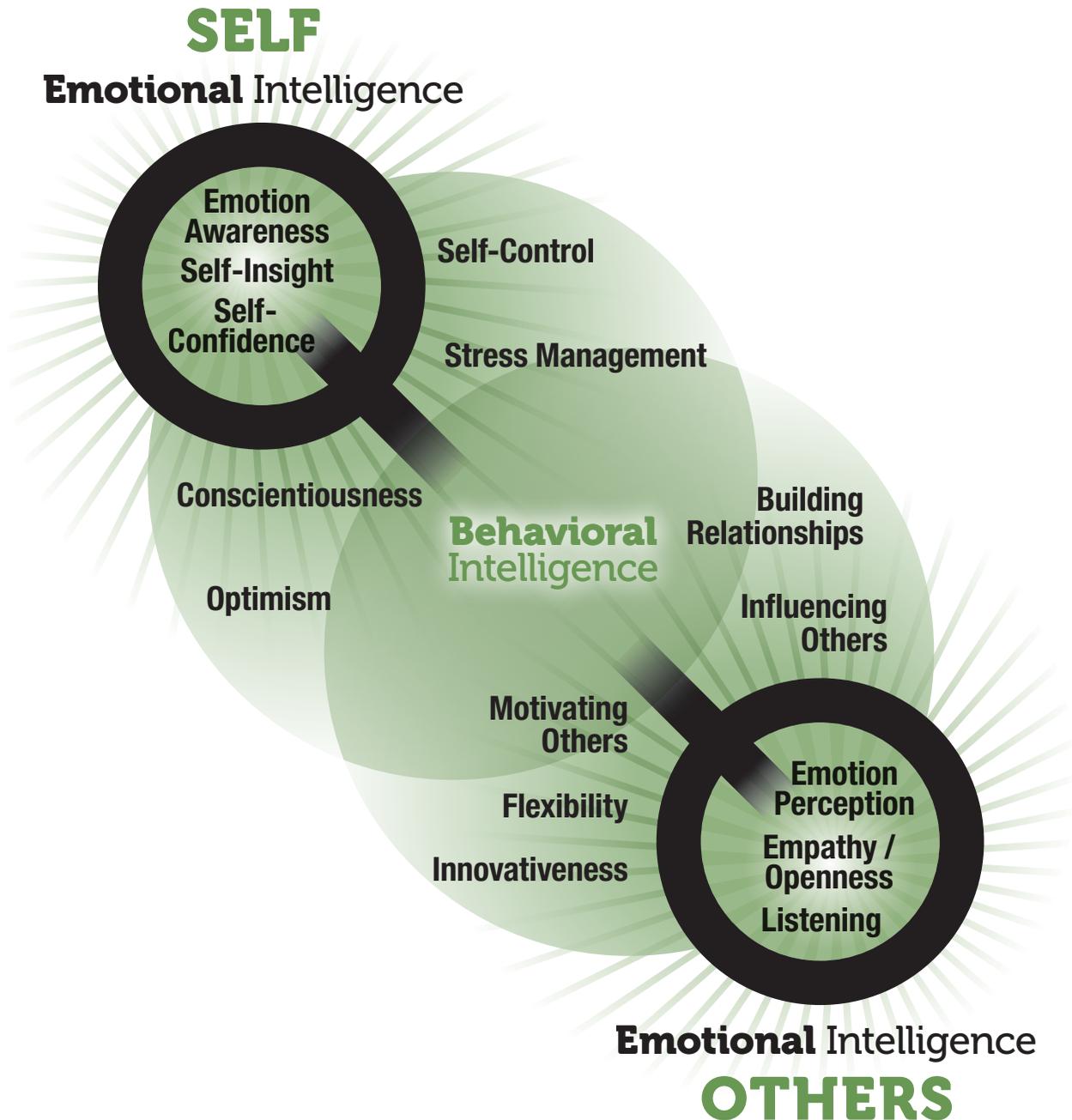
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The Complete Behavioral EQ Model

This complete Behavioral EQ Model illustrates all four aspects and the skills in each. You will find this Model useful when you complete your Behavioral EQ Action Plan later in this Concepts Guide.



Your Behavioral EQ Self-Perception Results (Paper Questionnaire Only)

Before reading this section, you should have completed and scored the paper version of Behavioral EQ Self-Perception Questionnaire. Next, find the matching interpretation for each area on the following pages and take a few moments to read the interpretation.

Note: If you completed the online survey, refer to your Profile Report for interpretation.

Emotional Intelligence – Self

Emotional Intelligence - Self is the ability to consciously identify and maintain awareness of one's own emotions and how these influence behavior. This includes insight into strengths and weaknesses, and level of self-confidence.

My Score: _____

Locate the description below that corresponds to your score for this dimension.

Score 32 or lower.

- **Emotion Awareness:** You might have limited awareness of your own feelings and how your emotions affect your behavior. Likewise, it may be difficult for you to link your feelings to the events that caused them. Like many people, you have trouble expressing your emotions, and may limit this to a small number of people who are close to you and whom you trust.
- **Self-Insight:** You may hesitate to consider how others might view you, or to accurately evaluate your strengths and weaknesses. Therefore, when others give you feedback, it may come as a surprise, and this might cause you to avoid asking for feedback from others or from challenging yourself to develop new abilities.
- **Self-Confidence:** Related to self-insight, your self-confidence and how you display your self-assurance to others could be affected. Others might see you as hesitant to show your abilities, and this can come across as a lack of self-confidence.

Score 33 to 40.

- **Emotion Awareness:** You have some awareness of your feelings and how they affect your behavior, as well as how your emotions are affected by external events. You are able to express your emotions, though you may be selective when choosing those you confide in.
- **Self-Insight:** You can evaluate your abilities objectively, taking into consideration how others see you, though this may not be a particular habit for you. You have some insight into your areas of strength and weakness, and though you may not be particularly eager to receive feedback from others, you can usually accept it.

