

TELIQ^{UE}

K.V. Petrides, A. Furnham M.J., Sánchez-Ruiz

SELF REPORT

JOHN EXAMPLE

22/02/2017



TABLE OF CONTENTS

- 1 About EI
- 3 Your TEIQue Profile Summary
- 4 Detailed Results
 - Well-being
 - Sociability
 - Emotionality
 - Self-control
 - Auxiliary facets
- 9 Development Insights
- 21 Action Planning

ABOUT EI

WHY IS TRAIT EMOTIONAL INTELLIGENCE IMPORTANT?

We and other research teams have shown that the TEIQue™ "facets" and "factors" affect many areas of people's lives; home, work, personal relationships, business relationships, and mental health.

Below is an indicative list of workplace outcomes, behaviours, and variables that are influenced by one or more aspects of trait EI;

- Career choice
- Assessment of training needs
- Challenging behaviour (individual and group)
- Conflict resolution
- Customer service
- Interpersonal and communication skills
- Job performance (depending on job content)
- Leadership Mentoring and succession strategies
- Organisational change and behaviour
- Personal development
- Employee counselling
- Sales ability
- Teambuilding
- Turnover

The above and many other areas are affected by trait EI because all of them have emotion-related components that the TEIQue™ can assess reliably and validly.

Trait emotional intelligence (trait EI) is a group of emotion-related self-perceptions concerning a person's beliefs about their emotional abilities.

The theory of trait EI integrates the most powerful ideas from the fields of personality traits and emotional intelligence. Based on this unique theory, the TEIQue™ measures 15 distinct emotion-related personality traits.

It is important when using any personality instrument to ensure that it accurately measures what it purports to i.e. that it is valid. There are a number of popular theories for emotional intelligence that appear to make sense but have not been validated.

The TEIQue™ is underpinned by a leading international research program currently based at University College London and has been developed and psychometrically tested over the last 10 years.

ABOUT THIS REPORT

This TEIQue™ development report describes your strengths and development needs in relation to traits of emotional intelligence. Thirteen traits ("Facets") are clustered into the four key factors of Sociability, Emotionality, Self-control and Well-being. The two remaining Auxiliary Facets are independent of the others but are significant indicators of how we engage with people and things.

Page 3 presents your trait emotional intelligence index results and overall interpretation summary.

Page 4 interprets your results in detail for each factor and its individual facets.

Page 9 offers insights for development where your results are either low or high.

Page 21 presents action planning which allows you to categorise your feedback, identifying elements you want to do something about (or not).

USING YOUR REPORT INFORMATION

This report is based on UK "norms" which means your scores are calculated by comparing your responses to the UK population.

As you read this report, keep in mind that not all high scores are necessarily good. There are positive and negative implications for both high and low scores and these should be considered in the context of type and style of work as well as the culture or environmental setting in which work is performed.

Your self perceptions will likely remain relatively stable over your life (particularly between 30-65 years). However, they can change considerably after serious life changes or in response to systematic effort on your part. It is important to recognise that the way in which you see yourself may be different to how others see you.

KEY INFORMATION

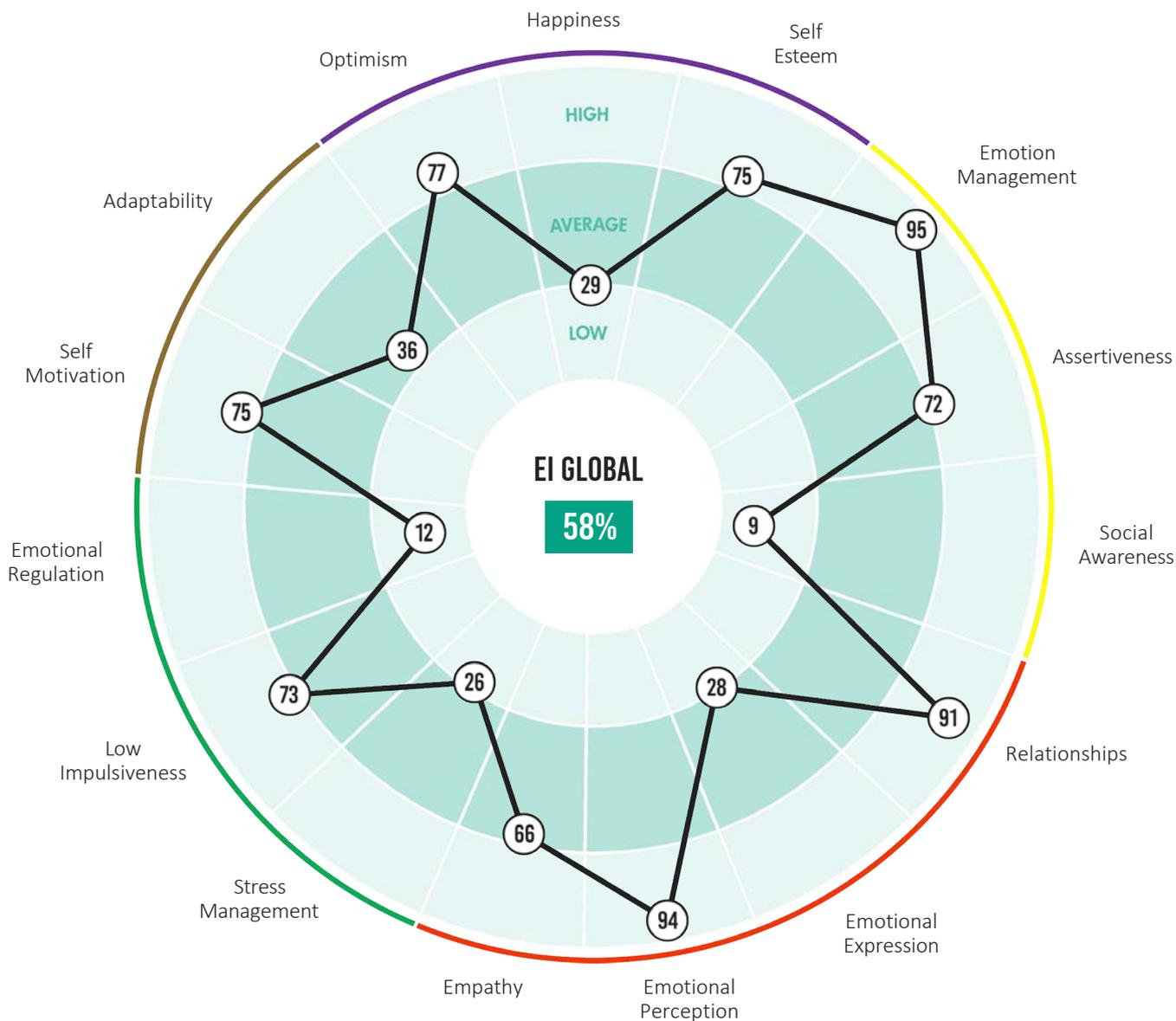
0-30 is LOW

30-70 is AVERAGE

70-100 is HIGH

YOUR TEIQ^{UE} PROFILE SUMMARY

The trait emotional intelligence index provides a snapshot of your general emotional functioning. It is an index of your self-perceived ability to understand, process and utilise emotion-related information in your everyday life. Overall, your score indicates that you have to work harder at enhancing your self-image and building confidence in your socio-emotional abilities. It is important to remember that the global score may mask considerable discrepancies between some of the more narrow aspects of the construct.



WELL-BEING

- Optimism
- Happiness
- Self Esteem

SOCIABILITY

- Social Awareness
- Assertiveness
- Emotion Management

EMOTIONALITY

- Empathy
- Relationships
- Emotional Expression
- Emotional Perception

SELF-CONTROL

- Emotional Regulation
- Impulsiveness
- Stress Management

AUXILIARY FACETS

- Self Motivation
- Adaptability

DETAILED RESULTS - WELL-BEING

WELL-BEING

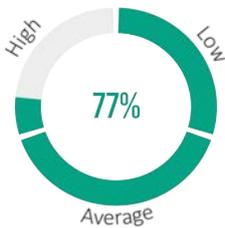


You have an average score on the well-being factor, which suggests that you have a positive view of yourself and that you generally find life enjoyable. However, like most people, there are times when you are unhappy and pessimistic.

Remember to praise yourself for your efforts and accomplishments. When you are in a negative frame of mind, do not over-generalise and avoid taking important decisions.

Optimism

Confidence and likelihood to "look on the bright side" of life

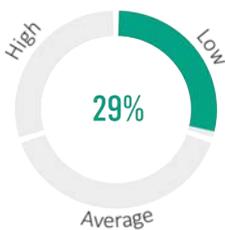


This scale is linked to general well-being and measures how you feel about the future. Your score indicates that you maintain a positive attitude and are known for your sunny outlook. Your optimism is an asset because it allows you to identify opportunities in difficult situations and to keep going when the going gets tough. You sometimes run the risk of being unrealistic and overly positive. If you always expect the best in life and believe that things will work out fine, you should be careful not to become complacent. Equally, you need to be aware of the risk of being surprised when things don't go according to plan.

Organisational fit: Positions or situations where someone is required to help sustain or bring in positive ideas and perspectives to inspire others.

Happiness

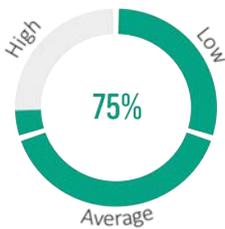
Pleasant emotional states, primarily directed towards the present rather than the past or future



Your score on this scale is below average and suggests that you often feel blue and are overly negative about things. You are unsure how to change things for the better and find it more difficult than most to take pleasure in life. Low scores on happiness are indicative of generalized worry that may be caused by or spill over into your work life. Furthermore, negative feelings are contagious and may cause others to avoid you.

Self-Esteem

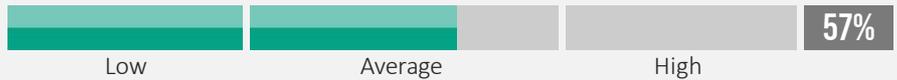
Personal success and self-confident



Your score on this scale suggests that you have a positive view of yourself and your achievements. You seem happy with what you have been given and with who you are as a person. A high self-esteem is beneficial in most circumstances. However, you must make sure you are aware of your weaknesses and that you do not come across as aloof or arrogant.

SOCIABILITY

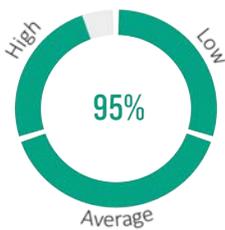
SOCIABILITY



Your score on the sociability factor indicates that you are about as good as most people at socialising and relating to others. Your interpersonal skills are in the mid-range. Overall, you are assertive, but there are times, especially in unfamiliar settings, when you are unsure how to behave. Try to take advantage of opportunities for social interaction in order to enhance your people skills. Show understanding for other people's feelings and, if necessary, try to influence them through empathic reasoning. Practice assertive behaviour, even in circumstances when you feel less confident than usual.

Emotion Management

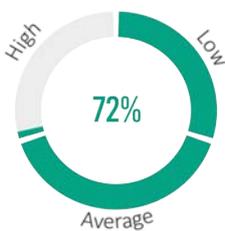
The influencing of other people's feelings



This scale concerns your ability to manage others' emotional states. Your score indicates that you are good at influencing how other people feel (e.g., consoling, motivating, and calming them down). You also know how to make others feel better when they need it. There is a danger that you may, at times, be perceived as manipulative, controlling, or emotionally over-inquisitive. *Organisational fit: Positions or situations that are affect-laden or that involve frequent interpersonal contact (e.g., negotiation settings, sales, feedback and appraisal sessions).*

Assertiveness

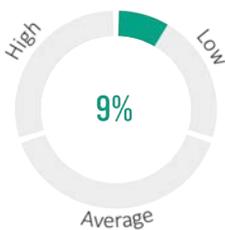
Forthright, frank, and willing to stand up for their views and opinions



Your score indicates that you are forthright and frank. You know how to ask for things as well as how to give and receive compliments. You have leadership qualities and can stand up for your rights and beliefs. When necessary, you are able to confront others. Assertive behaviour may be inadvertently or deliberately misinterpreted as verbal aggression in certain situations and cultures. *Organisational fit: Positions or situations that require leadership and an ability to take charge of situations*

Social Awareness

Ability to network and social skills



Your score indicates that interpersonal skills are not your strongest point. You often feel anxious in unfamiliar social settings and are unsure about how to behave. Overall, you prefer a small number of good friends to a large circle of acquaintances. You must make an effort to improve your social awareness (e.g., by engaging in active listening, asking and giving help), especially if your job involves much interpersonal contact. *Organisational fit: Positions or situations that involve minimal social interaction (e.g., network administrator, laboratory worker, data analyst); technical, rather than person-oriented, jobs.*

EMOTIONALITY

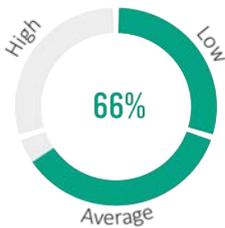
EMOTIONALITY



You have an average score on the emotionality factor, which suggests that you are as good as most at understanding and utilising emotion-related information. Although sometimes you are insensitive to the feelings and needs of those close to you, your personal life is fulfilling. Make an effort to improve your listening skills and to understand other people's viewpoints, especially when you are locked in disagreements. Try to enhance your ability to perceive emotion-related information by starting to monitor your own mood.

Empathy

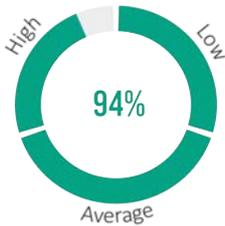
Acknowledging and taking in someone else's perspective



Your score suggests that you have an average ability to understand other people's viewpoints. Like most people, you try to take into account others' feelings, however, there are times when you fail to understand how they are feel and why.

Emotional Perception

Insightful and clear about personal feelings and the feelings of others

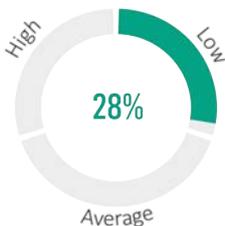


Your score on this scale indicates that you can understand your own as well as other people's feelings and expressions. You rarely feel emotionally confused and find it easy to decode others' emotional signals. On the whole, you may be described as "emotionally literate". You must be careful not to become completely preoccupied with monitoring or thinking about emotions (your own or others'), as this can take up cognitive resources that may be more usefully applied to processing other types of information.

Organisational fit: Positions or situations that require consideration of affective issues and motivational difficulties (e.g., negotiations, feedback, appraisal, and development sessions).

Emotional Expression

Communication of one's feelings to others

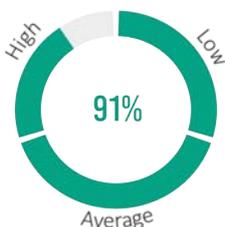


You usually find it hard to express your emotions and to communicate how you feel. You run the danger of appearing cold and aloof to your colleagues and subordinates. However, an advantage of a low score on this scale is that others cannot easily "see through" you. It can be difficult to keep others motivated if you are perceived as emotionally cold or uninvolved.

Organisational fit: Positions or situations that require a high level of detachment (e.g., breaking bad news, hard-nosed negotiations).

Relationships

Capability to have fulfilling personal relationships



Your score on this scale suggests you have fulfilling personal relationships (in and out of work) that enhance your productivity and well-being. These relationships ensure that you have a circle of people on whom you can rely for social and emotional support in difficult circumstances.

SELF-CONTROL

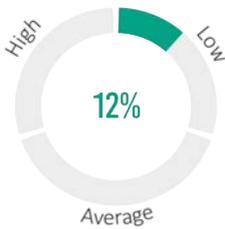
SELF-CONTROL



Your score on the self-control factor is below average. This suggests that you are more impulsive and emotional than other people. Your difficulty in regulating your emotions also makes you more susceptible to stress and outbursts of anger. Always delay important decisions in order to have enough time to consider them properly, even when you initially believe that the answer is obvious. Acknowledge your emotions, but never act on the basis of transient moods.

Emotional Regulation

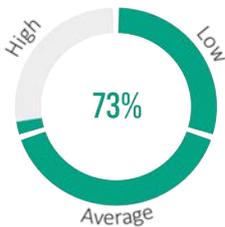
Short, medium and long term control of one's own feelings and emotional states



Your score suggests it is difficult for you to control your feelings and let them 'hang out', even when you do not want to. Others may know you as a bit moody and stroppy. In general, you experience negative thoughts, disruptive emotions, and explosions of anger more often than most people. Failure to regulate your emotions can be a serious disadvantage in many situations, since it prevents the projection of a calm and confident image. Nevertheless, angry outbursts, if properly managed, can occasionally help you get a point across.

Low Impulsiveness

How reflective and the likelihood of giving-in to urges

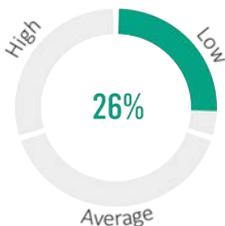


This scale is about doing things quickly and on the spur of the moment. Your score suggests that you prefer to act with forethought. In general, you like to plan ahead and you actively try to control your impulses.

Organisational fit: Positions or situations that require careful planning and involve strategic decision-making.

Stress Management

Capability to withstand pressure and regulate stress



Your score on this scale suggests that you lack effective coping mechanisms for tackling stress. You often feel overtaken by events and overreact when under pressure.

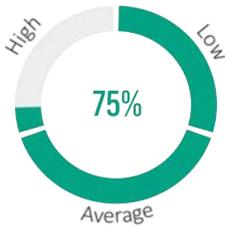
A more developed ability to manage stress will be conducive to your relationships and performance at work. It may also enhance your mental, and even physical, well-being in the long term.

Organisational fit: Positions or situations that are highly structured and lack the types of stressors that trigger strong emotional reactions in you.

AUXILIARY FACETS

Self Motivation

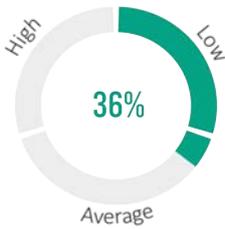
Drive and endurance in the face of adversity



You have a strong need for achievement and are driven by a desire to produce high quality work. You do not need to be externally rewarded for your efforts because you are motivated from within. You are more likely than most to be a self-starter. You must be careful how you use your time. Because you get satisfaction from doing things well, you risk allocating disproportionate amounts of time and effort into tasks that are not really important. It may also be difficult for you to maintain an adequate work-life balance.
Organisational fit: Positions or situations where rewards are not immediate or clearly defined or where there is little external pressure and supervision; in complex projects that require considerable time to complete.

Adaptability

Flexibility and willingness to adapt to new conditions



Your score suggests that you are as flexible as most, with an average ability to adjust to new environments and ideas. However, like others, you have attitudes and habits that you find difficult to change.
Organisational fit: Positions or situations with relatively stable workloads that occasionally involve modest changes

Development suggestions below relate to either "low" or "high" scores.

BLINDNESS TO PROBLEMS:

Your natural optimism may lead you to focus exclusively on the positive aspects of your environment. While a positive attitude is beneficial, an exclusive focus on the positive prevents you from recognizing potential problems or warning signs. This can leave you unprotected and vulnerable. You may also be unaware of the negative aspects or consequences of some of your own behaviours because you routinely assume that everything will turn out alright anyway. Train yourself to notice not only the positive, but also the negative aspects and consequences of situations. This will help with decision-making, and protect you from untoward surprises.

APPEARING NAÏVE:

If you always focus on the positive, people may perceive you as naïve and unrealistic. They may conclude that you are superficial and do not take things seriously. To counteract this, show interest in both the positive and negative potentials of any situation. For example, if proposing or evaluating a major initiative at work, highlight positive future outcomes as well as risks and necessary precautions. When conversing with colleagues or friends, ask about the difficulties or problems they have faced as well as the successes. Demonstrate interest in both the negative and positive consequences of any situation.

AVOIDANCE OF PESSIMISTS:

Your natural optimism may inadvertently lead you to ignore or avoid people who are less optimistic. Such people may experience your avoidance as a sign of arrogance on your part, or as implicit criticism of their difficulties or failings. Make a point of interacting with people of diverse perspectives to balance out your own. When approached with a pessimistic assessment or idea, give it serious consideration, rather than denouncing or discarding it. If the opportunity presents itself, endeavour to motivate pessimistic people by pointing out through your inherently positive outlook.

UNREALISTIC EXPECTATIONS:

Your abundant optimism may create irrationally high expectations. Then, if something untoward happens, you may feel lost and confused. In addition, your rosy viewpoint may lead you to make unrealistic or improvident decisions. Both at work and at home make a habit of contemplating a range of possible outcomes, from best to worst. This will help you to anticipate and avoid unpleasant surprises. And don't let your irrepressible optimism lead you to promise others that everything will turn out fine. If something does go wrong, you may then be blamed, even though you weren't directly responsible. In any case, you will avoid misunderstandings and excessive disappointment on the part of your colleagues and friends if you are careful to review all likely outcomes.

OVERCONFIDENCE:

Excessively high optimism may boost you to the point of overconfidence. Such a stance may lessen your motivation to work for improvement, and cause you to detach from situations because you are convinced that everything will work itself out no matter what. If you catch yourself saying, 'I'll be fine at the end so I don't have to try too hard now', review in your mind possible future difficulties that may arise. Then plan and allocate resources to cope with possible negative outcomes. Finally, remind yourself that you, like everyone else, can always improve and have much to learn throughout life.

REASONS FOR FEELINGS OF UNHAPPINESS:

You may be feeling unhappy because you do not like something about yourself or your life or because, at present, you are going through a difficult phase. Take time to explore the reasons for your lack of happiness. This is the first step toward finding solutions. To balance negative feelings, also take time to reflect on the many wonderful things you have in life, and how much you have achieved. This kind of conscious expression of gratitude can bring to light many reasons to feel happy. And don't hesitate to ask people close to you to join in your reflection process, or to provide support.

EVERYDAY JOYS:

Your lack of happiness may prevent you from enjoying the everyday pleasures of life which may in turn increase your unhappiness thus creating a catch 22. An excellent remedy is to identify things that make you happy, however small or trifling. Then, if an occasion arises when you feel particularly unhappy or depressed, try to cheer up by rewarding yourself with one or more of these pleasures. Also consider enrolling in classes to learn or develop hobbies and enlarge your repertoire of everyday pleasures. Such pastimes can bring you joy and contentment, even in the face of difficulties in other areas of your life.

AVOIDING HAPPY PEOPLE:

On the one hand, you may view very happy people as superficial or unrealistic, and therefore avoid them. On the other hand, since people do not like to be around moody and melancholy individuals, others may avoid you. This two-way dynamic can wreak havoc with social relationships, and cause problems on the job as well. Try to gain understanding of other people's attitudes and moods by listening without judging. Seek out positive people, perhaps at your workplace, in order to enrich yourself with their positive viewpoints. Finally, faking cheerfulness can actually work. It can make others relate to you more positively, and can even help you to cheer up.

UNHAPPINESS FILTERS OUT POSITIVE INFORMATION:

Your lack of happiness may prevent you from perceiving positive information around you. This negative filter then affects the way you interpret and therefore react to situations and events, potentially creating a self-fulfilling prophecy. A negative interpretation produces negative actions which generate further negativity, reinforcing the initial negative viewpoint. A downbeat filter on your perceptions can lower your mood and diminish motivation and self-esteem. To break this negative cycle, you can write down positive aspects of your circumstances, even if this seems to require stretching the facts. An altered perspective may reveal hitherto unnoticed golden opportunities. You can also compare your viewpoint with those of others. This will help you to develop a more realistic attitude, which in turn will facilitate more positive decisions, and ultimately, more positive feelings.

SELF ESTEEM

COMPLACENCY MAY LIMIT OPPORTUNITIES:

Sometimes, very high self-esteem can lead to a state of such comfort with yourself that you may ignore errors or feel less motivated to engage in self-improvement. This can blind you to potential opportunities for self-development and create a sense of stasis, which makes life less interesting and exciting. Remember that all human beings, throughout their lives, can improve. Seek out new challenges. Acquiring new skills will remind you that learning is rewarding. For example, if you are an expert in your line of work, take on new responsibilities. Outside of work, start a hobby or learn a sport. In addition, whenever possible, ask those with whom you work and play to provide feedback on your ideas and performance.

THE PERCEPTION OF ARROGANCE:

High self-esteem can be perceived by others as conceit or arrogance. This can make others feel uncomfortable around you, or even resent you. To avoid this problem, be sure to display concern for other people. Inquire about their interests and listen to their ideas. Make clear that you are open and accessible, and welcome their comments and participation.

DIFFICULTY TAKING CRITICISM:

Some people with high self-esteem find it difficult to receive feedback or accept criticism. They feel their self-image is threatened and may react defensively. While it is important to be aware of your strengths, it is also crucial to be able to objectively evaluate the areas where you need improvement. Train yourself to listen quietly when receiving feedback. Take time to think over what has been said before you respond. This will allow you to quell any angry reactions you may experience. Always begin by thanking the commentator for their information. Then, acknowledge the validity of any points you determine may have merit. Without rancour, you may calmly explain why you feel other points do not apply, or simply ignore them. Then use what you have learned to improve your performance. Feedback from others is crucial, as no single individual can see the entire picture.

PERCEPTION OF MANIPULATION:

As an inadvertent by product of your zeal to manage emotions, you may project the image of someone who wishes to control the feelings of others or even manipulate them for his or her own benefit. In either case, personal and professional relationships could be damaged, rather than promoted. Examine carefully the strategies you use to manage the emotions of others. Viewing things from the perspective of the other, you may realize that some of your behaviours may be crass or invasive. It may also be helpful to explore the need in yourself which drives you to want to manage the emotions of others. If you wish to motivate or inspire them, keep in mind that great leaders often lead by example. In other words, their ability to inspire comes primarily from the purity of focus they manifest in their own life, not from outward-focused efforts to persuade or control others.

CONSUMPTION OF YOUR TIME:

Trying to manage others' emotions can be time-consuming and draining. It consumes energy which could be productively invested in projects or goals that are more worthwhile or more under your control. Consider the amount of time and energy you dedicate trying to motivate or persuade others. Sometimes, a more task-oriented approach may be more effective and, therefore, preferable. Ask yourself whether it would be more worthwhile to apply your efforts to personal goals that do not require others' involvement.

CREATING DEPENDENCY:

Your skill at and predilection for emotional management may make others dependent on your encouragement or intervention to solve their problems. Try to be a source of inspiration, rather than someone who provides specific guidance as to how others can reach their goals or cope with problems. The ability to create an inspiring atmosphere is invaluable, but try to promote independence, rather than neediness among those you wish to motivate.

ASSERTIVENESS

APPEARANCE OF SELFISHNESS AND AGGRESSIVENESS:

High levels of assertiveness may be perceived as selfishness or lack of concern for others. Similarly, some may feel fatigued by a highly assertive person, and view them as argumentative or even aggressive. Assertiveness can be a useful trait both professionally and personally. However, it is helpful to use it sparingly and with sensitivity. Only take a stand on issues which are important to you. It is a waste of your energy to state and defend a position on minor aspects of daily situations; it may also make you appear inflexible and antagonistic. If you are accustomed to holding your positions strongly, you may unconsciously underestimate the viewpoints of others and overlook valuable information. It is important to allow others who do not agree with you adequate time to express their perspective and try to take it into account. Keep in mind that some people find it difficult to assert their opinions, and are sensitive to being overlooked. Be keenly aware of the reactions you cause in others, and moderate your assertiveness to prevent or mollify negative feelings. Actively solicit the input of people who hesitate to express themselves. When you present a proposal or request, explain your reasons in detail in a fair and equitable manner. If you avoid verbal aggression and demonstrate a desire for the common good, you will gain credibility and aid the acceptance of your ideas. Finally, know when to compromise and surrender. When the tide of opinion is against you, consider offering a compromise. When a course of action has already been decided upon or is clearly preferred by the majority, consider surrendering gracefully.

SOCIAL AWARENESS

TASK ORIENTATION:

You may dislike socialising because you are a task oriented person and prefer to focus your efforts on working toward your goals. However, this may lead others to perceive you as aloof or simply cold. The first step is to recognize that socialising can benefit both your professional and your personal life. Building up skills through engaging in social activities will help you to manage complaints, conflicts, demands and the like. Attentive listening is an easy strategy to improve your social interactions. Try to provide verbal and nonverbal clues to assure others that you are listening to their worries and issues. At the same time, keep track of how much time you spend on solitary activities at home or at work. Becoming too absorbed in introverted tasks can leave you isolated, both personally and professionally.

SHYNESS OR LACK OF SELF-CONFIDENCE:

If you suffer from shyness or lack of self-confidence, social situations may make you feel anxious and insecure. Working on these insecurities will make you feel more comfortable in social settings and will provide you with new opportunities both personally and professionally. There are a number of strategies available to develop your social skills. First, reflect upon the thoughts that arise in your mind when you contemplate socialising. Remind yourself that people will not be observing your performance in social situations in order to judge whether it is adequate. Try to view interactions with others as opportunities to exchange information and enjoy yourself. This will help you to look forward to such opportunities, and to manage a more fluid and comfortable self-presentation. Perhaps you only feel safe with close friends of long duration. However, confining yourself to such interactions would reduce your chances of practicing improving your social skills thereby creating a vicious circle. Try to seek out new environments and social challenges, such as a sports team or a leisure team activity. That can help you burnish your social confidence.

LACK OF SOCIAL SKILLS:

You may like social encounters but fear that you lack the social skills to manage initial contacts. Bring awareness to your reactions when you are with people. Keep in mind that non-verbal communication is vital in socialising. Try to maintain eye contact and assume body positions that convey openness. The tone of your voice and your facial expressions are also important. Smile frequently, and maintain an upbeat tone of voice. Overall, try to remain relaxed and to express yourself freely. A useful verbal communication technique involves the ability to listen attentively and then paraphrase what you have heard. This helps build rapport and makes people feel that they have been heard and understood.

INTOLERANCE OF DIVERSITY:

You may be, consciously or unconsciously, intolerant of the values and opinions of others. If you have very stringent or restrictive criteria, you will end with a limited group of people with whom to interact socially. Cultivate in yourself an attitude of openness to the vast diversity of humanity. Everyone with whom you come in contact will differ from you in some respect, whether it be cultural background, education, gender, race, age, socio-economic background or some other factor. Recognize that diversity can be positive and exciting. Interacting with people of different perspectives and backgrounds can enrich your world-view. You can maintain your value system while learning from and appreciating the different value systems of others.

EXCESS BURDEN ON YOUR TIME:

The maintenance of relationships requires time and attention. If you are attempting to juggle numerous relationships, you may be forced to deduct the necessary time from work or personal time. As a result, career or other personal goals may suffer. Dealing with multiple friendships may also make you feel pressured. Take a realistic look at the time required to maintain the relationships you already have before establishing new ones. Make sure that you are allocating adequate time for your job, self-care, and leisure. If you experience any sense of time pressure, consider trimming, rather than adding to your social network.

SUPERFICIAL RELATIONSHIPS:

If you are maintaining many relationships, a number of them may be superficial, which may not be rewarding enough to compensate for the time and energy they require. Certainly relationships vary, and while some provide deep emotional bonds, others may simply focus on companionship or 'hanging out.' Still, there should be a minimum benefit to you from any relationship in which you invest. Take time to evaluate the relationships in your life, reflecting on the level of intimacy, support and pleasure they bring to you. This will help clarify whether or not you are investing the majority of your time and energy in your most important relationships. If you find that relationships that are not meaningful to you are sapping your energy and focus, it may be time to back off.

DEPENDENCY:

A persistent need to surround yourself with people at any cost may indicate dependency on your part. You may feel on some level that you cannot get along without the attention, approval, advice or even mere presence of others. This could undermine your self-confidence and capacity to function independently. To determine if dependency is a factor in your relationships, evaluate to what degree you are able to function in different contexts without the support or help of family and friends. Examine your feelings towards others to ensure you are not driven by a need to feel accepted or liked. If you find that you often seek feedback and advice about your decisions, or reassurance that you are likable and acceptable, resolve to enhance your autonomy. Embark upon the adventure of discovering your own value system, and developing a life which expresses your own unique personality.

LACK OF TIME FOR YOURSELF:

A constant stream of interactions and relationships may prevent you from enjoying time with yourself. Time spent on self-nurturing, self-care and simply enjoying your own company can enhance emotional stability, mood, and overall well-being. Schedule time for yourself, even if you fear it will feel empty or lonely. There are many pleasurable activities that can be enjoyed in solitude, such as reading, listening to music or a variety of hobbies. Creativity thrives on time spent delving into the roots of one's life and being. Time alone can also be used for reflection on personal goals, priorities and values, which can then fuel your actions in the more public side of your life. Even 'down time' or time spent puttering or doing nothing, can be rejuvenating. Once you become accustomed to spending time with yourself, you will recognize its value and will want to protect it.

EMOTIONAL EXPRESSION

DO NOT KNOW HOW TO EXPRESS FEELINGS:

Your difficulty expressing emotions may simply be due to the fact that you do not know how. You may have grown up in a household or come from a culture where emotional expression is not encouraged. As a result, the prospect of displaying feelings may provoke anxiety in you and make you feel uncomfortable. There are many ways to express emotions, including verbal and facial expressions or body language. Learning how to express feelings will improve your communication skills and help others to understand and empathise with you. Perhaps the easiest way to communicate feelings for someone who has difficulty with self-expression is through action. For example, buying flowers for someone, writing them a letter, or giving them a hug if appropriate. Observe how others, whether in real life or in movie dramas, use facial expressions, postures and gestures to convey emotion. Increase your repertoire of nonverbal modes of expression. Before using any such modes, however, make sure they are consistent with your authentic feelings.

FEAR OF LOSING RESPECT:

Sometimes people fear that if they show their emotions they will lose the respect of others, or even be humiliated. Rather than reducing your credibility, the appropriate communication of feelings may lead others to perceive you as forthright and powerful. The ability to express feelings conveys to others a sense of psychological security and self-acceptance. In addition, the expression of appropriate levels of feeling when your goal is to motivate, persuade or convince others strengthens your presentation and enhances the message

PERCEPTION OF INSENSITIVITY:

When you do not express your feelings, people may get the wrong impression and perceive you as numb, cold, and apathetic. Take baby steps in communicating your feelings. For example, show gratitude for a favour, or congratulate a colleague for a task well done. Expressing gratitude, admiration and congratulations to others can help strengthen bonds with them. In the context of closer relationships, it will be easier to find the courage to begin expressing your feelings more openly.

EMOTIONAL PERCEPTION

EXCESSIVE FOCUS ON YOUR FEELINGS:

You may be paying too much attention to your own feelings, submerging your conscious focus into subjective mood states in an effort to understand everything that goes on inside you. A highly internalized focus can negatively affect your performance and distract you from your goals. Not all feelings are harbingers of great truth. Emotions flow in a nearly constant stream through consciousness. Some may be transient and have little or nothing to do with the overall course of your life. For example, you may feel disappointment upon waking up to a day of rain. But this feeling does not merit holding your attention for very long. Thus, it may be helpful to categorize your emotions into 'temporary less important feelings' and 'important meaningful feelings' that require more time for reflection. In addition, try to bring the focus of your mind to what you are doing more often than to what you are feeling.

EXCESSIVE FOCUS ON OTHERS' FEELINGS:

Focusing too much on the feelings of others may distract you from important areas, such as job performance or Organisational goals. It can also lead others to perceive you as invasive. It may serve you to seek better balance in the amount of time and energy you spend trying to perceive and understand other people's feelings. Always remember that some people do not respond positively to displays of excessive interest in their lives. Such interest can be perceived as patronizing or rude.

OVERCONFIDENT OF YOUR PERCEPTIONS:

Your absorption in the feelings of others may lead to a false perception that you truly know what is going on inside another person which may create in you a sense of overconfidence. But it is the nature of human experience that we can never know with absolute certainty what someone else experiences. Make sure you have ample evidence before reaching conclusions about other people's feelings. It is a good idea to tactfully ask them in order to confirm or disconfirm your perceptions. Do not take others for granted and also remember that feelings - even if you do understand and interpret them accurately - are not the only determinants of behaviour.

DISPLACED STRESS:

You may bring to your home or your work problems and concerns from other contexts. This 'cross-pollination' of stress could cause problems in your professional or personal life. When you feel stressed, take time to identify its sources and resolve to separate them from the rest of your life. State a resolution such as, "Work-related stress stays at work, and home-related stress stays at home." When leaving a stressful job at the end of the day, you might symbolically throw remaining stress residues into the trash can by the door as you walk out. Maintaining clarity about the sources of your stress will make it easier to manage.

POOR TIME MANAGEMENT:

Your high levels of stress may be due to poor time management skills. Inadvertent time wasting can prevent you from achieving goals or meeting deadlines. These lapses then contribute to even greater levels of pressure. As you are overtaken by it, your time management suffers more, leading to a vicious circle of ever-increasing stress. Develop healthy time management habits. Set priorities before you begin a project, and create an action plan that is realistic and feasible. Stick to the schedule you have established; procrastination will only increase your stress levels in the long term. Don't forget to schedule in adequate time for relationships, leisure activities, and regeneration.

LACK OF EFFECTIVE STRATEGIES:

You may release tension in socially unacceptable or exaggerated ways because you do not have effective strategies for dealing with it. The inability to effectively channel and alleviate stress can lead to problems at work and home. Tension can accumulate over time, possibly leading to an emotional or behavioural explosion, and potentially causing harm to your health, relationships, and career. Ensure you take good care of yourself. That means getting adequate rest, maintaining a healthy diet, and engaging in exercise or other physical activities. You can learn and practice techniques of deep breathing and relaxation. In general, your psychological health will be enhanced if you avoid blaming yourself for feeling tired, moody or helpless, and instead try to take an active role in creating solutions for your problems. Seek out people who have many responsibilities, but appear to handle them without becoming overly stressed. Talking with such people may give you ideas about how to improve your coping skills.

LOW IMPULSIVENESS

SELF-DEPRIVATION:

Excessive impulse control may cause you to be too strict with yourself. Not all impulses have negative consequences. For instance, spontaneous demonstrations of affection which may endear people to you, boosting your feelings by treating yourself to an unplanned gift or an activity you enjoy, or occasionally splurging on a vacation or other reward without worrying too much about the time and money spent. Life without such occasional indulgences may become dull or stifling.

IMPULSES CAN REPRESENT HUNCHES:

Sometimes impulses may be generated by an intuition which is ahead of the rational thought process. Such hunches, when authentic, can improve decision-making and facilitate effective action when time is short. In such situations, over-controlling your emotions could actually steer you away from unexpected opportunities and unforeseen positive outcomes. Counsel yourself not to fear impulses when making decisions based on ambiguous or incomplete information. In such cases, perfectionism and excessive reflection may be counterproductive. When the pressure is on, your best alternative may be to give credence to the impulses which simply come to you. You can test this out in social situations by trying to be more spontaneous about making last-minute plans with friends or family.

PROCRASTINATION AND DELAY:

Habitually control your reactions may lead to excessive delay in decision-making or taking action. This means you may be perceived by others as a ditherer. Others may come to see you as slow and over methodical, or even a procrastinator. It is fine to reflect on your strategies and alternatives, but make sure you put your plans into practice. Set deadlines for yourself as to when you must take action. If you have trouble meeting these deadlines, specify a series of steps to follow. It is also helpful to spend time around more impulsive people as a counterweight to your deliberative nature.

EMOTIONAL REGULATION

IGNORING THE CONTEXT:

If you are prone to becoming overwhelmed by your emotions, it is very important to remain aware of surroundings. Try to anticipate emotional surges. Make sure you maintain awareness of the unwritten rules regarding the display of emotions in different social and professional environments. At work, it is advisable to keep in mind the character of the corporate atmosphere. In some workplaces emotional displays are tolerated, while in others they are seen as disruptive, or even as a sign of weakness. If you experience a surge of emotions while in such an environment, if possible, take a brief timeout to compose yourself, perhaps with a quick visit to the restroom or break room.

INADVERTENTLY BLAMING THE WRONG PERSON:

If you have a tendency to vent extreme emotions whenever they come up, you may inadvertently be penalizing people who have nothing to do with the original cause of your feelings. Subjecting others to negative displays of emotion could be damaging your relationships. Ensure that you express your emotions in the relevant context. The classic scenario is someone returning home from a difficult day at work to kick the dog or yell at their spouse. It is important that you determine the reasons for your feelings and confine your reactions to the original context. Take pre-emptive actions, which can help reduce the intensity of your negative feelings. For example, high levels of anger after work may be a sign that you feel powerless or exploited at your job. Developing the ability to be assertive at work can prevent the build-up of negative emotions.

EMOTIONAL OVERREACTION CLOUDS PERCEPTIONS:

Poor regulation of emotions can cause you to misinterpret situations or behaviour and make bad decisions. Perceptions can easily be distorted by an intense surge of emotion. If you routinely take action on the basis of distorted perceptions, your performance will inevitably suffer. You can manage your feelings in a way that is conducive to decision making. When confronted with a strong emotion, first try to distance yourself from its cause in order to gain objectivity about the situation. Wait until you are calmer to think about it, as your thoughts will then be more rational and accurate. Since you have chosen not to react immediately, you may also have the opportunity to ask for advice for a different perspective.

A BAD REPUTATION:

If people see you lose control repeatedly, you may get the reputation of being a loose cannon or a weak person with little self-control. Being overly excitable in a work situation can cost you in credibility. Practice visualizing yourself coping calmly and effectively with emotionally demanding situations in order to avoid extreme emotional responses. Visualization has been shown to be effective in preparing for real situations. Also, take some time to enumerate the costs to yourself of going over the top. Understanding the potential negative consequences of overreacting can motivate you to remain calm under pressure.

LINGERING FEELINGS:

You may find it difficult to get rid of strong feelings after the event has passed. However, lingering negative feelings can contaminate your mood and impair your interactions with other people. As early as possible, when you realize that strange feelings are developing, try to utilise techniques that help you regain calm. These include deep breathing, counting, walking, exercise, and safe venting. Afterwards, you may want to dedicate some time to reflecting on what happened, and trying to bring a rational perspective to bear. Relaxation is essential. When major changes have affected you, especially in the case of failures, losses or rejections, you will have to let yourself go through the natural phases of grieving. A possible sequence of reactions is shock, denial, guilt, anger, depression and acceptance. Take note if you cannot seem to move through a particular phase, and don't be afraid to seek out help and support.

CRITICAL OF OTHERS:

Excessive self-motivation may entail a critical attitude toward the work of others, since frequently they cannot match your performance level. This could damage relationships with colleagues and undermine team efforts. Self-motivation is certainly helpful, but must be used constructively. If you feel the urge to criticize the work of others because it doesn't reach your own standards, keep in mind that everyone is different and may work in different ways. Review your expectations of others to see if they are realistic, and try to empathise with their personal situations. Show trust in them by giving them responsibilities and delegating work, which will also help contain your own workload.

CLOSED TO FEEDBACK:

Because your own opinion is what matters most to you, you may disregard or deprecate the comments of others regarding your work. Keep in mind that no one knows everything, and your own work may well benefit from the comments of someone with a fresher, more objective, or simply different viewpoint. In many workplaces where decisions and planning processes are carried out collectively, it is virtually impossible to avoid the opinions and judgments of others. It is an advantage to be able to take such opinions and judgments on board, irrespective of whether they have been proposed by people who are clearly less committed than you are.

NEGLECT OF OTHER AREAS OF LIFE:

If you are over-committed to a single area of your life, bear in mind you could be neglecting several others. Commonly, if you are extremely dedicated to your work, you may overlook social or personal relationships. Do not hesitate to ask friends and family about whether they think you dedicate enough time and attention to them. Use that information as you reflect upon your priorities, and the energy you invest in the different areas of your life. You may have to lessen your goals or re-align them in order to preserve or create new options. Better time management skills may bring more balance in your life.

UNREALISTIC EXPECTATIONS OF YOURSELF:

Your high levels of motivation may lead you to create unrealistic expectations of your performance. Avoiding over-committing and perfectionism is important in individuals with high motivation, especially when it is intrinsic. Being sought after or overloaded at work is often a sign of the value and relative dearth in the skill set you possess. If you feel unable to reduce your workload, this may be a good time to negotiate a better reimbursement deal for yourself.

ACTION PLANNING

The structure below allows you to categorise your feedback, identifying elements you want to do something about (or not). Some of this feedback will already be known to you and other aspects will be new. Try to remain open-minded and curious. Your attitude towards the feedback will largely determine what you do with it. Your initial conclusions can be explored more fully with the appropriate person e.g. coach/mentor/manager and incorporated into your development plans.

Known to self	
Unknown to self	
Do nothing	Do something

[Author, technical and development acknowledgement](#)

All TEIQue forms have their conceptual and psychometric basis in Petrides (2001), which lays out the foundations of the theory of trait emotional intelligence.

[Acknowledgement for the full form of the TEIQue](#)

Petrides, K. V. & Furnham, A. (2003). Trait emotional intelligence: Behavioural validation in two studies of emotion recognition and reactivity to mood induction. *European Journal of Personality*, 17, 39-57.

[Acknowledgement for the 360° forms \(TEIQue-360° and TEIQue-360°-S\)](#)

Petrides, K. V. (2009). Technical manual for the Trait Emotional Intelligence Questionnaires (TEIQue). London: London Psychometric Laboratory.

[Acknowledgement for international adaptations](#) Below are two references that report full psychometric analyses of international adaptations of the TEIQue:

French: Mikolajczak, M., Luminet, O., Leroy, C., & Roy, E. (2007). Psychometric properties of the Trait Emotional Intelligence Questionnaire: Factor structure, reliability, construct, and incremental validity in a French-speaking population. *Journal of Personality Assessment*, 88, 338-353. German: Freudenthaler, H. H., Neubauer, A. C., Gabler, P., Scherl, W. G., & Rindermann, H. (in press). Testing and validating the Trait Emotional Intelligence Questionnaire (TEIQue) in a German-speaking sample. *Personality and Individual Differences*.



Advanced People Strategies Ltd. (TEIQue Publisher)
Mulberry House, Lamport Drive, Daventry,
Northamptonshire NN11 8YH

Tel: 01327 437000

advancedpeoplestrategies.co.uk

