



Hogrefe

**WPQ Emotional Intelligence Questionnaire v3 Report <sup>TM</sup>**

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Any career or job discussions must be based upon a thorough investigation of one's experience, education, aptitude, position requirements and career opportunities, coupled with one's personal circumstances.

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## Introduction

Effective performance at work depends on a range of factors. IQ and technical skills are important but so are personality and emotional intelligence. Many people with high IQ and technical skills under-perform or fail at the job because of some aspect of their personal style. This report deals with several aspects of personal style that are thought to be essential or helpful to effective performance. The profile of your personal style given below is based on your responses to the WPQei – a questionnaire that measures emotional intelligence, personality and team role preferences.

The report starts by giving a quick overview of your profile. This covers your overall emotional intelligence score and your score on seven different aspects of emotional intelligence – Innovation, Self-Awareness, Intuition, Emotions, Motivation, Empathy and Social Skills. The report then explores in more detail each of these components and reports the possible implications for various aspects of job performance – for example, leadership, negotiation, sensitivity to others and attention to detail. The final section of the report looks at your team role preferences. The aim is to increase your understanding of your personality and emotional makeup – what some people would call your personal competencies – so that you can operate in an emotionally intelligent way.

Your results are reported on a 10 point scale that compares your responses with those of a sample of people drawn from a variety of occupations. A higher than average score means that you have many of the personal qualities that will help you perform effectively. An average score means that you have some of the personal qualities that will help you perform effectively. A lower than average score suggests that you may find it harder to perform effectively in certain areas of work – that is, some tasks that are influenced by your personality/emotional intelligence do not come naturally to you.

A low score does not necessarily mean that you cannot perform effectively in a particular area, because people with different styles can work in different ways with the same level of overall effectiveness. Similarly, a high score does not necessarily mean you always perform effectively in a particular area because there are sometimes drawbacks associated with high scores. For example, a person who is very high on empathy may avoid taking tough business decisions. A person with a high innovation score may be perceived as too risky and challenging. The point is that the emotionally intelligent person knows himself or herself and knows which qualities to display in different situations in order to achieve a particular task or goal.

It is important to keep in mind that the purpose of this report is to inform and challenge your thinking about your current capabilities – with a view to helping you to develop and realize your potential. Whether the report achieves this depends on its accuracy and that in turn depends on several factors – for example, your self-insight and how open you were when answering the questionnaire, whether you feel the need to please or impress others and so on. If you are uncertain about the report, one way to check its accuracy is to ask people who know you – teachers, friends, family and those with whom you've worked – whether they agree with the profile.

## **Emotional Intelligence Quotient**

You have a lower than average overall emotional intelligence score which suggests that you have some ability to use your feelings and emotions to get the best out of yourself and others. About 30% of people answering the questionnaire have a score of 4 or less. This means you have some but not many of the qualities of emotionally intelligent people described above, or you show these qualities on occasions but not frequently. You don't seem really to know what your strengths and limitations are, or how to make the most of these and develop yourself. This suggests that you sometimes have a rather negative outlook on life and that you are pessimistic about your ability to influence events. You need to understand that there are many things you could try, in order to develop your emotional competencies and skills. You would then have a better chance of realizing your potential. The points that follow highlight your stronger and weaker areas.

### **Team Profile**

Effective team working depends on team members adjusting to each other's expertise and team role capabilities. Personality and mental abilities fit people for some team roles and limit their ability to play others. The WPQei provides a useful guide in this area using the Team Roles, originally identified by Meredith Belbin. The penultimate page of the report highlights your team strengths and weaknesses for each of the eight Belbin dimensions.

The pages that follow contain further detailed analyses of the seven components of Emotional Intelligence and your complete Emotional Intelligence and Team Role Profile is presented in chart form at the end of this report.

## **Innovation**

There are two styles of creativity and problem solving – 'adaptors' and 'innovators'. High scorers are innovators who tend to produce numerous novel ideas that often tend to be ideas about how to do things differently, while low scorers are adaptors who tend to be implementers of other people's ideas rather than originators of change.

You have an average score on the Innovation component of emotional intelligence. About 40% of people answering the questionnaire have a score in the range 5 to 6. In other words, you are moderately creative and pretty open to change.

Your style of creativity and problem solving suits work environments, situations and team positions where...

- you are expected to come up with new ideas from time to time but idea generation is not the major part of the job
- a degree of risk taking is acceptable, for example, if you have weighed up carefully the pros and cons
- you can offer suggestions for change but challenging the culture and bosses' thinking is not really expected
- you are encouraged to focus on implementing change and managing operations effectively

## **Personal Effectiveness**

If you want to increase your managerial capability and help your organization to innovate, you need to develop more of the personal competencies of the Innovator. Here are some things you could try...

- explore creativity and brainstorming techniques to help generate ideas
- try occasionally thinking the unthinkable; "wouldn't it be wonderful if..."
- question your own views and values and be prepared to challenge other people's thinking
- think about the organization's culture and values and whether they encourage creativity and innovation
- to make progress you often need to break rules; be prepared to bend the rules or take a risk to achieve progress
- keep abreast of new methods, approaches and technical developments

## **Self–Awareness**

Self–Awareness means knowing yourself – your abilities, competencies, emotions, needs and drives. Self–Awareness is a crucial component of emotional intelligence.

People with this competence know which emotions they are feeling and understand how their feelings affect their performance. They have a guiding awareness of their values and goals. They are aware of their strengths and weaknesses, reflect on their performance and learn from experience. They are open to candid feedback, new perspectives, continuous learning, and self–development. They are able to show a sense of humor and perspective about themselves.

Conversely, people without this competence lack these qualities. They don't recognize their emotions and their effects and they do not really know what their strengths and weaknesses are. They are more likely to reject criticism, refuse to admit to mistakes and failures and find it difficult to show a sense of humor about themselves.

You have a lower than average score on the Self–Awareness component of emotional intelligence. About 30% of people answering the questionnaire have a score of 4 or less. This means you have some insight into your personality and emotions but there are also things about yourself that you are not aware of. You will need help and support to develop a better understanding of your strengths and weaknesses.

You will have the best opportunity to increase your self–awareness where...

- there are opportunities to develop through training and job changes
- you get feedback on your strengths and limitations through regular performance appraisals
- you also find out what colleagues and subordinates think, perhaps through 360 degree feedback
- you are encouraged to take time out to think, reflect and introspect

## **Personal Effectiveness**

List your strengths and weaknesses being honest with any shortcomings

Set aside time to think and reflect on how you have handled situations and problems you have faced. In particular...

- ask for regular feedback from bosses
- ask other people for suggestions about how you might develop yourself
- don't be afraid to practice new approaches and skills
- be open to criticism and try to learn to laugh at yourself

## **Intuition**

People with a high degree of intuition have a 'sixth sense'. They have the ability to call on instincts and feelings to facilitate thinking and decision making. People with this competence rely on hunches, feelings and premonitions (along with facts and information) when making decisions. They also keep in touch with how other people are feeling and what is going on around them. They accurately read situations and organizational and external realities.

People without this competence do not know how to read or use emotional knowledge and information when deciding what to do. They rely more on just facts and analysis when making decisions. They sometimes miss how other people are feeling and what is happening around them.

You have a lower than average score on the Intuition component of emotional intelligence. Less than 10% of people answering the questionnaire have a score of 2 or less. This means you find it hard at present to use your feelings and emotions to guide your work. This could indicate that you prefer a rational and scientific approach to decision making. Or it could mean that you are still on a learning curve and do not feel sufficiently confident to rely on your feelings and emotions.

Your style of decision making suits work environments, situations and team positions where...

- the culture values analytical thinking skills
- you are encouraged to discuss decisions with other people before carrying them out
- you have the opportunity/time to gather data and information
- you are not put under pressure to take an immediate decision

## **Personal Effectiveness**

If you want to try to develop this part of your personality, here are some things you can try which will help you develop...

- look inside yourself and think about how you feel about the situation
- try to detect how other people are feeling by observing their behavior and thinking about what they are saying
- keep in touch with what is going on around you by talking to people about their views, ideas and concerns
- think about where the key power relationships lie and what key social networks you could tap into
- before you take a decision, ask yourself whether it feels right; if you get a feeling or hunch about a situation, don't ignore it

## **Emotion**

People with this competence are able to manage their emotions for their own and others' benefit – that is, expressing positive emotions when it is appropriate to do so and controlling the disruptive effect of negative emotions. People with this competence recognize their mood states and know how their emotions can affect their behavior. They generally think clearly and stay composed under pressure. They certainly do not take out their frustrations on others and they know how to relax and unwind.

Conversely, people who lack this competence are less aware of their mood states and how these can affect their behavior. They tend to feel swamped by their emotions and helpless in terms of escaping from them. They get irritated more easily and tend to lose self-control under stress. They have difficulty thinking clearly under pressure.

You have a lower than average score on the Emotions component of emotional intelligence. About 30% of people answering the questionnaire have a score of 4 or less. This indicates that you have some control of your feelings but you can also sometimes feel swamped by your emotions and helpless from escaping them. Your moods and emotions tend to take charge of your behavior.

You will probably cope best in jobs where...

- there is occasional pressure and stress but you are only very rarely severely tried
- if things go wrong, you are expected to call for help rather than try to manage yourself
- you are expected to adapt to occasional changes but you don't have to deal with high levels of uncertainty and ambiguity

## **Personal Effectiveness**

If you want to try to change your ability to understand and manage your moods and feelings, here is some advice from experts about how to handle stress.

- If you feel yourself getting annoyed, try and calm down before trying to resolve the problem
- Avoid behaving or reacting in a way that might make things worse
- Acknowledge how you are feeling
- Attempt to resolve the underlying problem that provoked your feelings
- If the situation can't be changed, learn to accept reality

## **Motivation**

People with this competence are driven to achieve for the sake of achievement. They get completely involved in their work, embrace the organization's goals, seize opportunities and are obsessed about getting results. They persist in the face of setbacks and are prepared to go the extra mile. They are continually looking for ways to do things better and tend to be passionate about their work.

People who lack this competence do what they are required to but lack the drive to achieve. They are often more interested in social/family life than career progression. They are also less inclined to stretch themselves. They tend to be more content with the status quo and are less motivated to look for better ways to do things.

You have a lower than average score on the Motivation component of emotional intelligence. About 30% of people answering the questionnaire have a score of 4 or less. This means you have some but not many of the qualities and competencies of motivated people, but getting on at work is not your main priority in life. If you want to get on, you will need to display a much higher level of drive and focus more strongly on setting and achieving goals.

You probably suit situations where...

- you are only expected to work the hours you are paid for
- you follow instructions and procedures
- the work follows a predictable routine
- you are not expected to display any initiative
- when problems or setbacks occur, you call for help

## **Personal Effectiveness**

In order to realize your potential, you need to display much higher levels of drive, initiative and commitment. You will need to...

- become results-oriented
- learn how to improve your performance
- find a greater sense of purpose in your work
- actively seek out opportunities to make things better
- pursue goals beyond what's expected of you
- persist in seeking goals despite obstacles and setbacks



## **Empathy**

Empathy means considering people's views and feelings alongside other factors when making decisions. People with this competence are attentive to emotional cues and listen well, show sensitivity and understand other people's perspectives and help out based on understanding other people's needs and feelings. Managers with this competence see what others need in order to develop, and try to make the most of their abilities. As team leaders, they demonstrate and promote team qualities like respect, helpfulness, and co-operation.

People who lack this competence tend to be more singled-minded in pursuing their own interests and ambitions without considering or ignoring other people. They are self-absorbed and find it hard to really listen to what other people have to say. They are less effective in give-and-take, picking up emotional cues and attuning their message to other people's needs and concerns. They are also less likely to acknowledge and reward people's strengths and accomplishments.

You have a lower than average score on the Empathy component of emotional intelligence. About 30% of people answering the questionnaire have a score of 4 or less. Although you have some ability to listen and show sensitivity, quite a lot of the time you tend to be more interested in expressing and pursuing your own ideas than engaging in a give-and-take manner. You have a tendency to dominate situations and relationships. On the positive side, you stand up for your views and ideas and you are willing to deal with difficult issues and take unpopular decisions.

Your personal style suits work environments, situations and team positions where...

- you work independently quite a lot of the time
- the way to advance is by acting competitively
- you are not generally expected to get involved in other people's problems
- you often have to take decisions on your own
- you are expected to take tough decisions in the interests of the business

## **Personal Effectiveness**

Empathy has been described as tough love. You have more of the tough side of the combination, but if you want to develop your emotional intelligence you need to be able to deploy more of the competencies at the empathy end of the continuum.

- Make time available for other people; don't get too self-absorbed
- Ask people questions and listen well to their answers
- Actively seek other people's views, opinions and feelings before taking decisions
- Share information and ideas with people and take an interest in their lives and problems
- Give people positive feedback and credit for their successes

## **Social Skills**

Social Skills have been defined as 'friendliness with a purpose'. Social Skills allow a person to put their emotional intelligence to work.

People with this competence spend time on developing relationships with people. They are skilled at communicating and pulling people together. They work well in groups/teams and enjoy social situations and having fun. They spot and nurture opportunities for collaboration. They develop personal friendships with work associates and try to orchestrate win-win solutions. They have the ability to inspire and guide people.

People who lack this competence work better on their own. They lack the ability to build bonds and develop rapport with people. They are more likely to operate competitively and less likely to try to achieve win-win outcomes. They focus on the task rather than relationships and are less likely to share plans, information, and resources. They need support and training to develop the leadership qualities to inspire and guide people.

You have a lower than average score on the Social Skills component of emotional intelligence. About 30% of people answering the questionnaire have a score of 4 or less. This means you are slightly less socially skilled than the average person is. There are occasions when you come across as reasonably socially skilled but there are many others when you feel unsure how to handle yourself and other people. You certainly find it quite hard to get people to buy into your views and ideas and develop rapport with them.

Your communication style suits work environments, situations and team positions where...

- you work on your own for a good part of the time
- the culture encourages a task-oriented approach
- you may have to supervise people
- you may have to express views and ideas

## **Personal Effectiveness**

If you want to improve this aspect of your emotional intelligence, you need to develop personal competencies, such as the ability to...

- find common ground with people
- cultivate informal networks
- build rapport and keep others in the loop
- exchange information and ideas with people
- spot and nurture opportunities for collaboration

## Team Roles

Effective team working depends on team members adjusting to each other's expertise and team role capabilities. A well-rounded and successful team will contain members whose skills and attributes compliment and balance each other, so that the strengths of one member underpin the weaknesses of another. That team will work effectively because the team leader understands each member's strengths and uses them to the fullest extent.

The report below highlights your strength in each of the eight team roles. You will find that you are more suited to some roles than others or you may find that you do not fit any team role particularly well. If you have a strongly independent nature, you are likely to prefer working outside a team environment, where a high level of autonomy exists and where you can be allowed complete freedom of action.

You do not appear to possess many of the personality attributes of the 'Coordinator'. This suggests that coordinating the team's efforts does not come naturally to you. Coordinators are mature, confident and trusting. They are good when it comes to chairing the team, clarifying goals and promoting decision making.

You do not possess the personality attributes of the 'Shaper'. Shaping the team's efforts is not likely to be your natural role.

You do not appear to possess the personality attributes of the 'Plant'. Developing creative, imaginative and unorthodox solutions to business problems does not appear to be one of your team role contributions.

You have few of the attributes of the 'Monitor Evaluator'. Offering measured, dispassionate critical analysis is not your natural team role. Monitor Evaluators see all the options and analyze things critically and objectively. However, they sometimes lack drive and the ability to inspire others.

You do not have the personality attributes of the 'Resource Investigator'. Developing contacts is probably not one of your team role strengths. Resource Investigators are extrovert, enthusiastic and communicative. They are good at exploring opportunities and developing contacts, but can lose interest or get diverted once their initial enthusiasm has passed.

You do not seem to possess many of the qualities of the 'Completer'. Completers are conscientious and painstaking. They search out errors and omissions and deliver on time. They are also inclined to worry unduly and are reluctant to delegate.

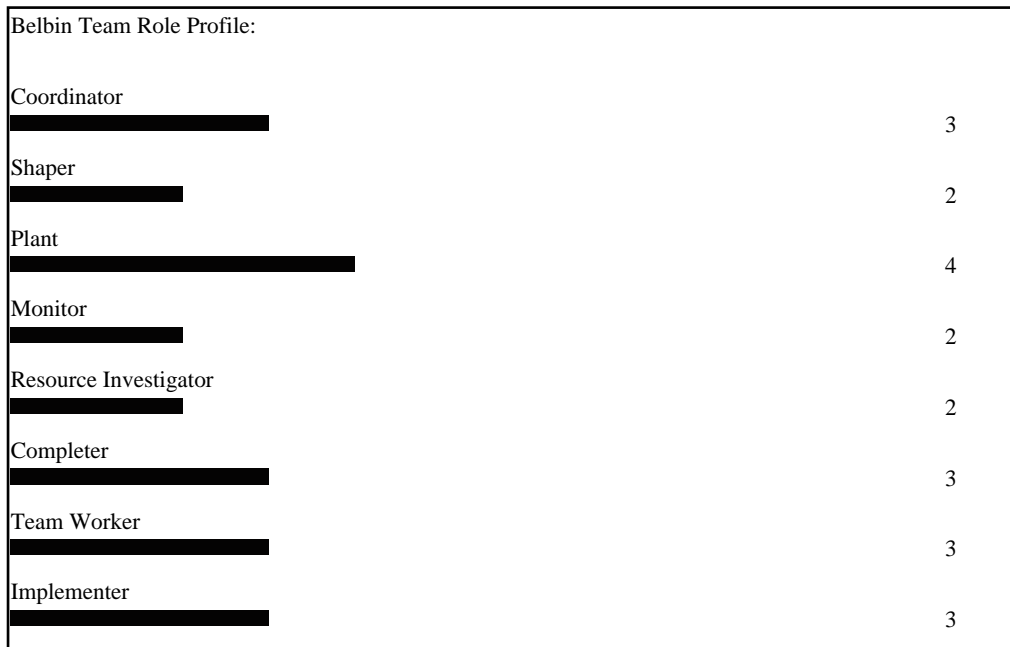
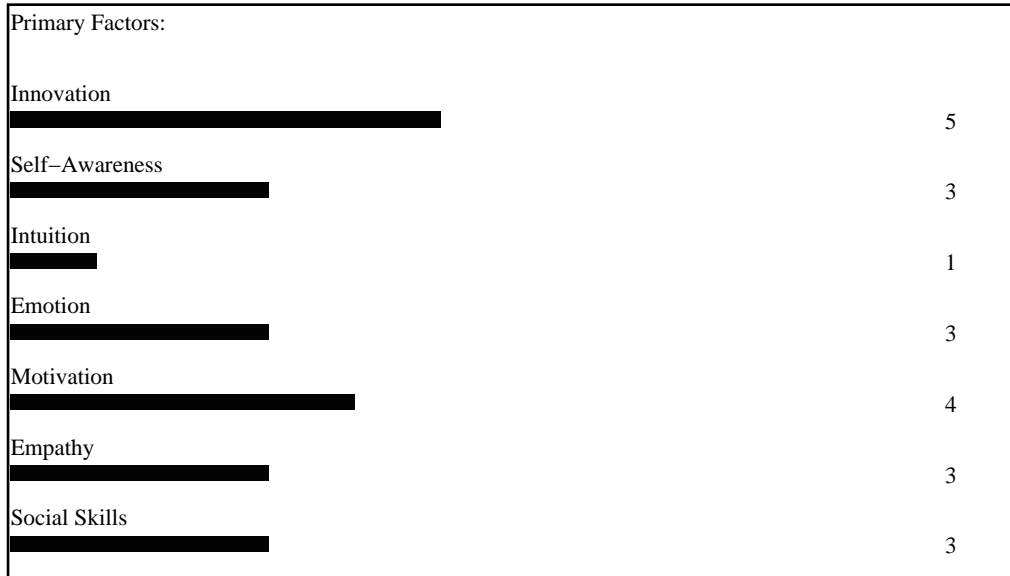
You do not have many of the interpersonal qualities of the typical 'Team Worker'. Team Workers are social, perceptive and accommodating. They listen, build on the ideas of others and help avert friction, but they can be indecisive in crunch situations.

You do not have many of the personal qualities of the 'Implementer'. Turning ideas into practical actions is probably not your strength. Implementers are reliable, disciplined, conservative and

efficient. They are good at turning ideas into practical actions, but can be somewhat inflexible and slow to respond to new possibilities.

## WPQEI Profile Chart:

1	2	3	4	5	6	7	8	9	10
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