

THE

Leadership Emotional Intelligence Assessment



The Leadership Emotional Intelligence Assessment (LEQ/360)

Leadership emotional intelligence is the primary determinant of a leader's ability to effectively influence others. It involves recognizing one's own emotions in a wide variety of interpersonal circumstances, responding to these emotions in ways that vitalize one's leadership, understanding and relating to the emotions of others, and being a positive, energizing force within the organization. In short, individuals with a high LEQ are adept at embracing the power of emotions (theirs and those of others) and using this power to fuel their personal leadership effectiveness. The good news is that LEQ can be readily developed when leaders are aware of their current level of emotional intelligence and related competencies. This process is best started by measuring one's level of leadership emotional competency through objective self-assessment and feedback from others. This is the purpose of the LEQ Report.

This assessment is designed to provide anonymous, confidential feedback for your use in creating a personal development plan to increase your leadership intelligence.

The LEQ reports on how you and others view your proficiency in the following four dimensions:

Personal Awareness, Self Mastery, Leadership Connections and Influencing Others.

Your Observers

The observers that you selected to provide feedback are categorized as follows:

- Manager (MG)
- Direct Report (DR)
- Co-worker (CW)
- Family Member (FM)
- Other (OT)

Scoring Scale

- | | |
|--------------------|---------------------|
| • 0 = Don't Know | • 3 = Sometimes |
| • 1 = Almost Never | • 4 = Often |
| • 2 = Seldom | • 5 = Almost Always |



Part A: LEQ Report Summary

The following charts present summaries of your LEQ scores. The first chart compares your scores (SELF) with those of the average of all observers (AVG). The second chart shows the total scores received from each observer. Scores may range from 0 to 50.

Self vs. Observer Scores



Scores from Individual Observers

	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	FM	FM	MG	OT	OT
Personal Awareness	39	46	34	35	42	39	46	43	43	29	38	47	40	43	46
Self Mastery	35	42	29	33	40	38	39	40	40	31	31	50	37	42	46
Leadership Connections	45	47	39	39	43	38	43	40	44	40	43	50	42	46	47
Influencing Others	38	41	35	31	46	37	37	42	45	34	39	50	38	42	50

Part B: Ranking of Observed Leadership Behaviors

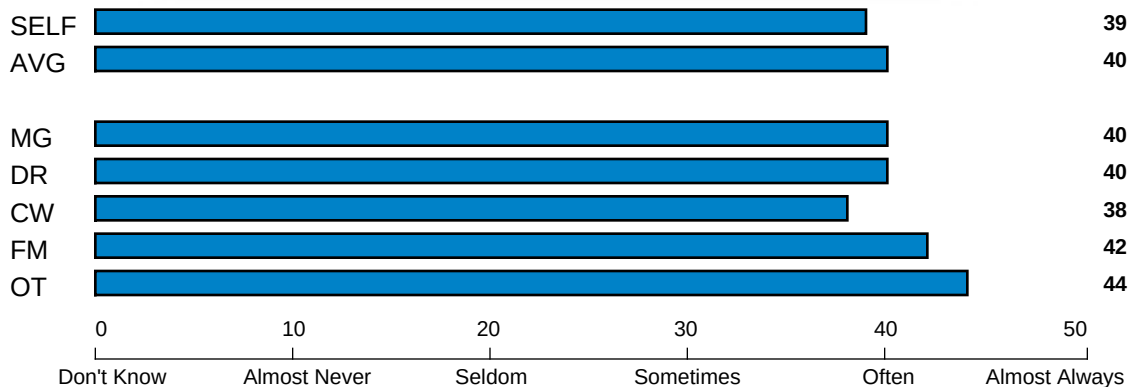
This chart presents a ranking of all leadership behaviors according to the frequency these are observed (most frequent to least frequent).

Ranking	Leadership Behavior	#	Dimension	SELF	AVG	diff
1.	Acts consistently with personal values.	13	Personal Awareness	5	4.73	0.27
2.	Treats people with dignity and respect.	31	Leadership Connections	5	4.60	0.40
3.	Promotes collaboration.	8	Influencing Others	4	4.53	-0.53
4.	Seeks out ways to help others.	15	Leadership Connections	5	4.53	0.47
5.	Is sensitive to the feelings of others.	19	Leadership Connections	5	4.47	0.53
6.	Sees the best in others.	11	Leadership Connections	5	4.47	0.53
7.	Relates well to others.	39	Leadership Connections	4	4.40	-0.40
8.	Sees humor in him/herself.	9	Personal Awareness	4	4.33	-0.33
9.	Makes rational decisions.	34	Self Mastery	4	4.27	-0.27
10.	Puts the interests of others first.	3	Leadership Connections	5	4.27	0.73
11.	Asks for feedback.	37	Personal Awareness	3	4.20	-1.20
12.	Acts with a clear purpose.	21	Personal Awareness	4	4.20	-0.20
13.	Is aware of how his/her behavior affects others.	1	Personal Awareness	4	4.20	-0.20
14.	Is open and transparent.	7	Leadership Connections	3	4.20	-1.20
15.	Is a positive influence on the mood of his/her team.	28	Influencing Others	4	4.13	-0.13
16.	Is positive in the face of adversity.	12	Influencing Others	3	4.13	-1.13
17.	Hears what others are really saying.	35	Leadership Connections	4	4.13	-0.13
18.	Handles stress well.	10	Self Mastery	4	4.07	-0.07
19.	Stays calm in difficult situations.	2	Self Mastery	3	4.07	-1.07
20.	Speaks confidently about the future.	40	Influencing Others	4	4.07	-0.07
21.	Energizes others.	4	Influencing Others	4	4.07	-0.07
22.	Sees situations from the perspective of others.	23	Leadership Connections	4	4.07	-0.07
23.	Is open to change.	6	Self Mastery	3	4.00	-1.00
24.	Builds confidence in others.	32	Influencing Others	4	4.00	0.00
25.	Seeks out coaching and advice.	33	Personal Awareness	4	4.00	0.00
26.	Recognizes his/her strengths.	5	Personal Awareness	4	4.00	0.00
27.	Relishes challenges.	36	Influencing Others	4	3.93	0.07
28.	Has an optimistic bias.	16	Influencing Others	4	3.93	0.07
29.	Acts with humility.	27	Leadership Connections	4	3.93	0.07
30.	Considers many options before acting.	22	Self Mastery	3	3.87	-0.87
31.	Encourages differing opinions.	18	Self Mastery	2	3.87	-1.87
32.	Makes the best out of bad situations.	14	Self Mastery	4	3.87	0.13
33.	Is conscious of his/her emotional state.	17	Personal Awareness	4	3.87	0.13
34.	Believes he/she can positively influence the future.	24	Influencing Others	4	3.80	0.20
35.	Treats frustrating situations as opportunities.	38	Self Mastery	3	3.80	-0.80
36.	Quickly adapts to new circumstances.	26	Self Mastery	3	3.73	-0.73
37.	Sees valuable possibilities in difficult circumstances.	20	Influencing Others	4	3.73	0.27
38.	Understands the effects of his/her personality.	29	Personal Awareness	4	3.60	0.40
39.	Recognizes his/her shortcomings.	25	Personal Awareness	3	3.53	-0.53
40.	Is comfortable with uncertainty.	30	Self Mastery	3	2.67	0.33

Part C: LEQ Dimension - Personal Awareness

This page presents your summary and detailed scores for the Personal Awareness dimension of the LEQ/360. Emotionally powerful leaders have a high degree of awareness of their emotions as they arise, understand their unique personal traits, and recognize the events that trigger significant emotional reactions.

Summary Scores - Personal Awareness



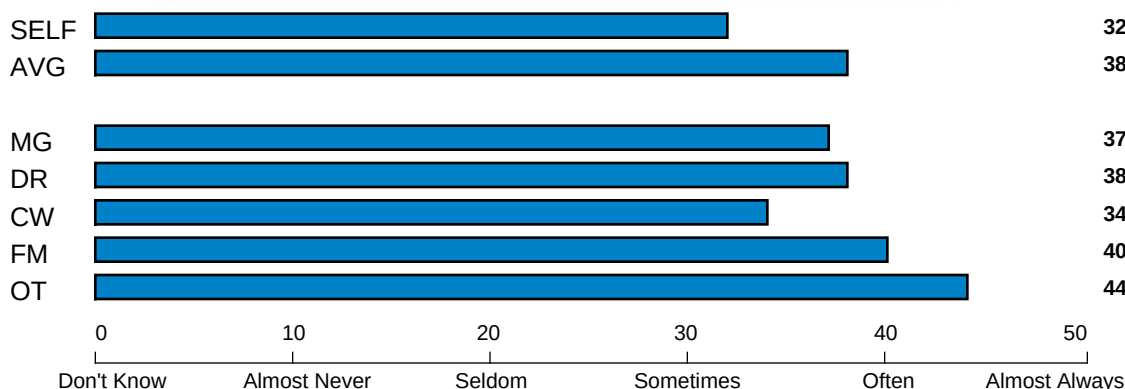
Detailed Scores - Personal Awareness

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	FM	FM	MG	OT	OT
1. Is aware of how his/her behavior affects others.	4	4.2	5	3	3	4	5	4	4	4	5	5	4	5	4	4	4
5. Recognizes his/her strengths.	4	4.0	5	3	5	4	4	4	4	4	5	4	3	3	4	4	4
9. Sees humor in him/herself.	4	4.3	5	4	3	3	4	5	5	4	3	4	5	5	5	5	5
13. Acts consistently with personal values.	5	4.7	5	5	4	4	5	5	4	5	5	4	5	5	5	5	5
17. Is conscious of his/her emotional state.	4	3.9	4	3	5	3	4	5	4	3	5	0	4	5	4	4	5
21. Acts with a clear purpose.	4	4.2	4	3	5	3	5	3	4	5	4	4	5	5	4	4	5
25. Recognizes his/her shortcomings.	3	3.5	4	3	3	3	4	4	3	4	4	0	3	5	4	4	5
29. Understands the effects of his/her personality.	4	3.6	5	3	3	4	4	4	4	3	5	0	2	5	4	4	4
33. Seeks out coaching and advice.	4	4.0	5	4	5	3	4	4	3	5	5	3	3	4	3	4	5
37. Asks for feedback.	3	4.2	4	4	3	3	4	5	4	5	5	5	4	5	3	5	4

Part C: LEQ Dimension - Self Mastery

This page presents your summary and detailed scores for the Self Mastery dimension of the LEQ/360. Emotionally powerful leaders have learned to control their inevitable impulses, adapt positively to changing circumstances and exhibit resilience when facing adversity.

Summary Scores - Self Mastery



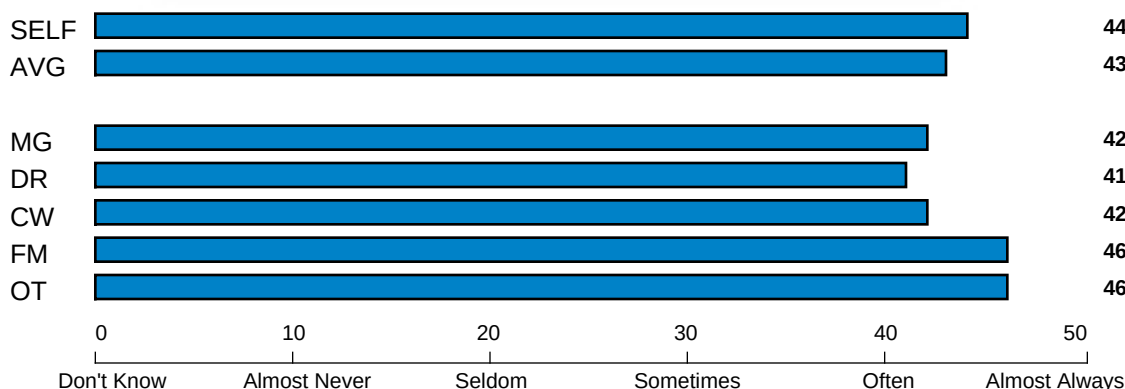
Detailed Scores - Self Mastery

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	FM	FM	MG	OT	OT
2. Stays calm in difficult situations.	3	4.1	4	4	5	3	4	4	4	4	4	5	3	5	4	3	5
6. Is open to change.	3	4.0	4	3	5	3	4	4	4	4	4	4	2	5	4	5	5
10. Handles stress well.	4	4.1	4	4	4	3	4	4	4	3	4	5	4	5	4	4	5
14. Makes the best out of bad situations.	4	3.9	4	4	4	3	4	4	4	4	4	0	5	5	4	5	4
18. Encourages differing opinions.	2	3.9	5	3	3	4	3	4	4	3	4	4	3	5	4	5	4
22. Considers many options before acting.	3	3.9	5	3	3	3	5	4	4	4	4	4	3	5	3	4	4
26. Quickly adapts to new circumstances.	3	3.7	4	3	4	3	4	4	4	4	4	0	3	5	4	5	5
30. Is comfortable with uncertainty.	3	2.7	4	2	0	1	3	4	3	4	3	0	1	5	3	3	4
34. Makes rational decisions.	4	4.3	4	4	4	3	5	4	4	5	4	5	4	5	4	4	5
38. Treats frustrating situations as opportunities.	3	3.8	4	3	3	3	4	4	3	5	4	4	3	5	3	4	5

Part C: LEQ Dimension - Leadership Connections

This page presents your summary and detailed scores for the Leadership Connections dimension of the LEQ/360. Emotionally powerful leaders are able to understand and empathize with others, are transparent in interpersonal transactions and seek to serve others while in leadership roles.

Summary Scores - Leadership Connections



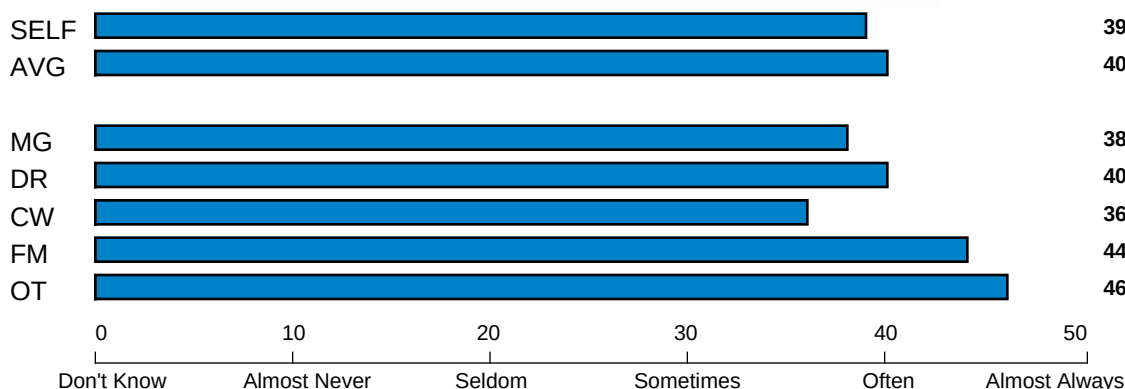
Detailed Scores - Leadership Connections

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	FM	FM	MG	OT	OT
3. Puts the interests of others first.	5	4.3	4	5	4	4	4	5	4	5	3	4	5	5	4	4	4
7. Is open and transparent.	3	4.2	5	3	5	4	4	5	4	5	4	4	3	5	3	5	4
11. Sees the best in others.	5	4.5	5	4	4	5	3	5	4	4	5	4	5	5	4	5	5
15. Seeks out ways to help others.	5	4.5	4	5	5	4	4	5	4	4	5	5	4	5	4	5	5
19. Is sensitive to the feelings of others.	5	4.5	5	4	5	4	4	5	3	4	4	5	5	5	4	5	5
23. Sees situations from the perspective of others.	4	4.1	4	3	5	3	4	4	3	4	5	4	4	5	4	4	5
27. Acts with humility.	4	3.9	5	3	5	4	4	4	4	3	4	0	4	5	5	4	5
31. Treats people with dignity and respect.	5	4.6	5	4	4	4	4	4	4	5	5	5	5	5	5	5	5
35. Hears what others are really saying.	4	4.1	5	4	4	3	5	3	4	4	4	5	4	5	4	4	4
39. Relates well to others.	4	4.4	5	4	4	4	4	4	4	5	4	4	4	5	5	5	5

Part C: LEQ Dimension - Influencing Others

This page presents your summary and detailed scores for the Influencing Others dimension of the LEQ/360. Emotionally powerful leaders generate contagious optimism, convey a strong sense of confidence in themselves and others, and are a source of inspiration for those with whom they work.

Summary Scores - Influencing Others



Detailed Scores - Influencing Others

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	FM	FM	MG	OT	OT
4. Energizes others.	4	4.1	5	4	3	4	4	4	4	4	3	4	4	5	4	4	5
8. Promotes collaboration.	4	4.5	4	4	5	4	5	5	4	5	4	4	5	5	4	5	5
12. Is positive in the face of adversity.	3	4.1	5	4	3	4	4	4	3	4	4	4	5	5	4	4	5
16. Has an optimistic bias.	4	3.9	4	2	3	4	4	4	4	4	4	4	4	5	4	4	5
20. Sees valuable possibilities in difficult circumstances.	4	3.7	3	3	4	3	4	5	4	5	4	0	3	5	4	4	5
24. Believes he/she can positively influence the future.	4	3.8	3	3	4	3	5	5	3	5	4	0	3	5	4	5	5
28. Is a positive influence on the mood of his/her team.	4	4.1	5	3	4	3	4	4	4	4	3	5	5	5	4	4	5
32. Builds confidence in others.	4	4.0	5	3	4	3	4	4	3	5	3	5	4	5	3	4	5
36. Relishes challenges.	4	3.9	3	2	4	3	4	5	4	5	4	5	3	5	3	4	5
40. Speaks confidently about the future.	4	4.1	4	3	4	4	4	5	4	5	4	3	3	5	4	4	5

Part D: Comments from Observers

1. What do you appreciate most about this person as a leader?

Michelle is a pleasure to have on the team. She fosters teamwork and is committed to the goals of the bigger team. I can always rely on Michelle to be a partner, a friend and do what best for the company and team. Her emotional connection to the brand is inspiring,

Michelle has a huge heart and is always trying to help out everyone. She is there for you and you can count on her if you need anything.

She is very open minded about the business and is constantly looking for solutions and is helpful in finding ways to improve business results. She also challenges you to think and come up with ways to impact your business.

Her ability to put her own ego aside and to put others into the equation to try and make the best of any given situation.

I appreciate that Michelle is very thorough on explaining all reports and always helping us get answers to questions that may come up with the business. She also gives the district the freedom of always partnering with our peers to work together to learn from each other to better ourselves. She focuses and praises our strengths and really pushes us to explore and be a better manager.

Her selfliness, quick thinking, creativity and can do attitude.

I appreciate her candid feedback and genuine concern for my own success. She challenges me because she cares about the business and truly wants the best for me personally. I sincerely believe that if I succeed, she is proud and that she feels her own success through me.

What I most appreciate of my leader is she makes herself accessible to her managers and the stores needs. Michelle is passionate about the business. Michelle strives to make sure that we perform at maximum level at all times. Michelle as a leader drives us and wants us to succeed in all aspects of the business.

I appreciate that she continually encourages me to better myself, teaches me new things, and involves me as a leader in our district.

She understands the balance between work and personal life, and accomodates when she can. I appreciate that she is always concerned about my well being and takes the time to ask.

She makes me feel "important", and that means a lot.

When Michelle gives feedback, she is candid and honest. She changes her leadership style to best suit the person she is working with. Michelle is direct and helps you to acheive results by driving standards within the store environment.

respects others, listens well, and always takes an approach and attitude that invigorates the team rather than undermining them. Consistently participates in all aspects of the opportunity, continually sacrifices personal time to accomodate success of team. Pitches in!

Michelle knows how to make her team feel valued and appreciated. She is a very empathetic leader.

She understands "the message" ..she communicates possibilities and is a positive force, she asks for feedback, listens. Capable of changing course.

As a leader Michelle is all about "team". She has the ability to make everyone be heard and seeks to create a "team" effort.

Michelle is a terrific builder of teams. She solves problems in a fair and consistent manner and is not afraid to roll up her sleeves to get the job done.

Part D: Comments from Observers

2. What can this person do to become more effective as a leader?

Have a plan... Establish short and long range plans that are appropriately comprehensive, realistic and effective in meeting goals. Allocate your time efficiently. Is the time spent making things better or just time? Evaluate your people based on their results, put your best people in the most important roles.

If Michelle was more confident in what she was doing and how she effects her team, she would be unstoppable.

Instead of asking for feedback in certain situations be firm in your decision and than share with team. I would like to provide an example if you want a conference call at 2:00pm, than that's what it should be instead of getting everyone to state their opinion of when it should happen this takes a lot of time and can create confusion and allowing which ever MOD is on duty to take that call. Michelle is a very effective leader I struggled with this question because she is so well rounded and is always effective when she comes to my location.

Have confidence and self assurance she is doing the right thing. Believe in herself.

With so many things always going on and the fast pace of our work environment, we many times dig in to get the work done but we lack the quality mentoring time needed for growth. If we made some kind of schedule where every month or quarter we could put other things to the side for an afternoon and we could work on my personal strengths and weaknesses. I know Michelle believes in my abilities but she can help me build them to an even higher level.

I feel I would like to see more interaction with the asm and often feel like there are other things that come up that interrupt such as conference calls and other calls that seem to shorten the visits. We as store leaders want to spend as much quality time with her. She is very involved with her stores; we want to be able to spend as much time as possible to gain her knowledge and further our growth.

She sometimes gives conflicting direction from visit to visit, which can be confusing.

Michelle can solicit more feedback from the team in order to get thier "buy in". She is very direct and works well in stressfull situations. In directing Store Sales Leaders and their teams Michelle could possibly walk through suggestions and offer more than one solution to managers that are learning. In turn teaching them the other options that would work better for thier environment. ie. Metro, it is the perfect store and how it would work better with ___A-EE___ allocation.

Michelle is very passionate about her team and sometimes takes on responsibilities that her team should be held accountable for.

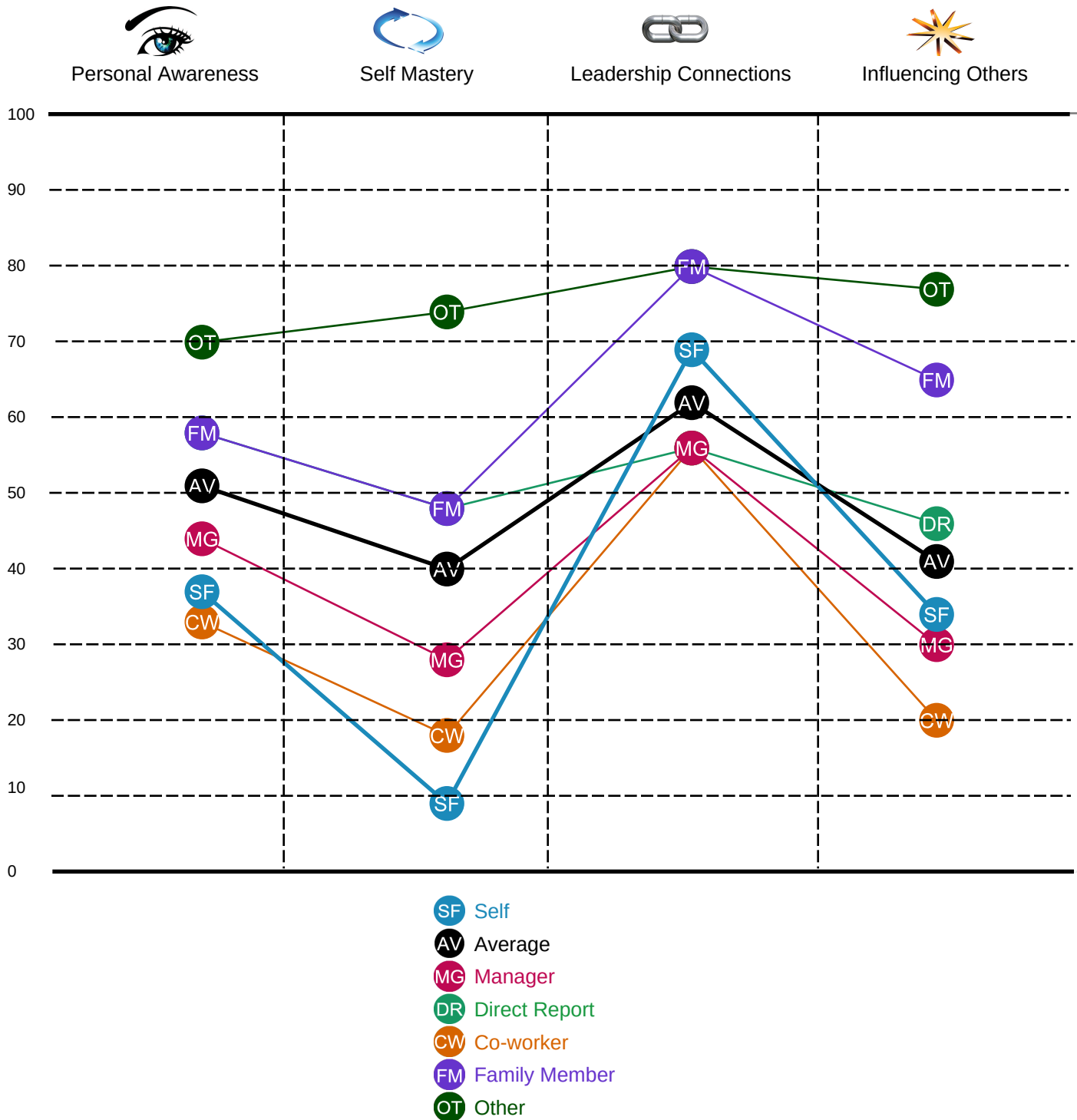
Look outside for best practices, consult with others who are as committed as she is.

As a leader I would like to see Michelle be more confident. She has a lot to offer to the leadership team and can make a huge difference with all her knowledge.

Delegate to team members or staff who demonstrate high levels of responsibility commitment and sound business judgment. This will free Michelle up to develop more of her strategic abilities and move away from the mire of repetitious, mundane operational tasks that could be handled by associates. This of course requires training of others but I consider this one of Michelles greatest strengths.

Part E: Comparison with Other Leaders

On this chart, your scores are compared with the scores of all other leaders who have taken the LEQ/360. This is presented as a percentile ranking. For example, if you score at the 60th percentile, this means that 40% of others would have scored higher than you and 60% would have scored lower.



Part F: My Learning

Your LEQ/360 Report can be a potent resource in helping to accelerate your personal development when used in conjunction with thoughtful reflection. It likely highlighted some of your strengths as well as your development needs. You may have been aware of some of these, however, there may also have been some surprises. As you reflect on your report, you are encouraged to consider:

1. Gaps in perception: between a) you and others, b) observer categories, and c) individuals within observer categories. Note that some of these gaps will be due to your behavior and some will be due to the differing expectations others have of you.

2. Themes, patterns and inconsistencies.

3. Specific areas of strength and development opportunities noted in the observer comments.

Use the following chart to summarize your learning from the LEQ/360 Report.

	EXPECTED	NOT EXPECTED
POSITIVE STUFF		
NOT SO POSITIVE STUFF		

Part G: Next Steps

To ensure that your good intentions are translated into enduring changes in behavior, it is important that you plan and commit to some specific actions.

1. Strengths

a. What are your most important strengths, talents and abilities?

b. What feedback in the LEQ/360 Report supports your assessment?

c. In what ways can you develop these strengths further?

Part G: Next Steps

2. Development Opportunities

a. What are your most significant development opportunities?

b. If you do not change, what is the potential impact on your performance and/or career?

c. What actions will you take immediately?

Part G: Next Steps

3. Connecting with Others

The feedback that you received in your LEQ/360 Report is based on how others perceive you and your behavior. You can often accelerate your development by discussing your report with them and exploring the feedback you received in more depth. Make note below of the issues that you plan to discuss:

a. with your manager:

b. with your direct reports:

c. with your colleagues:

d. with your family members:

e. with others:
