

EMOTIONAL INTELLIGENCE

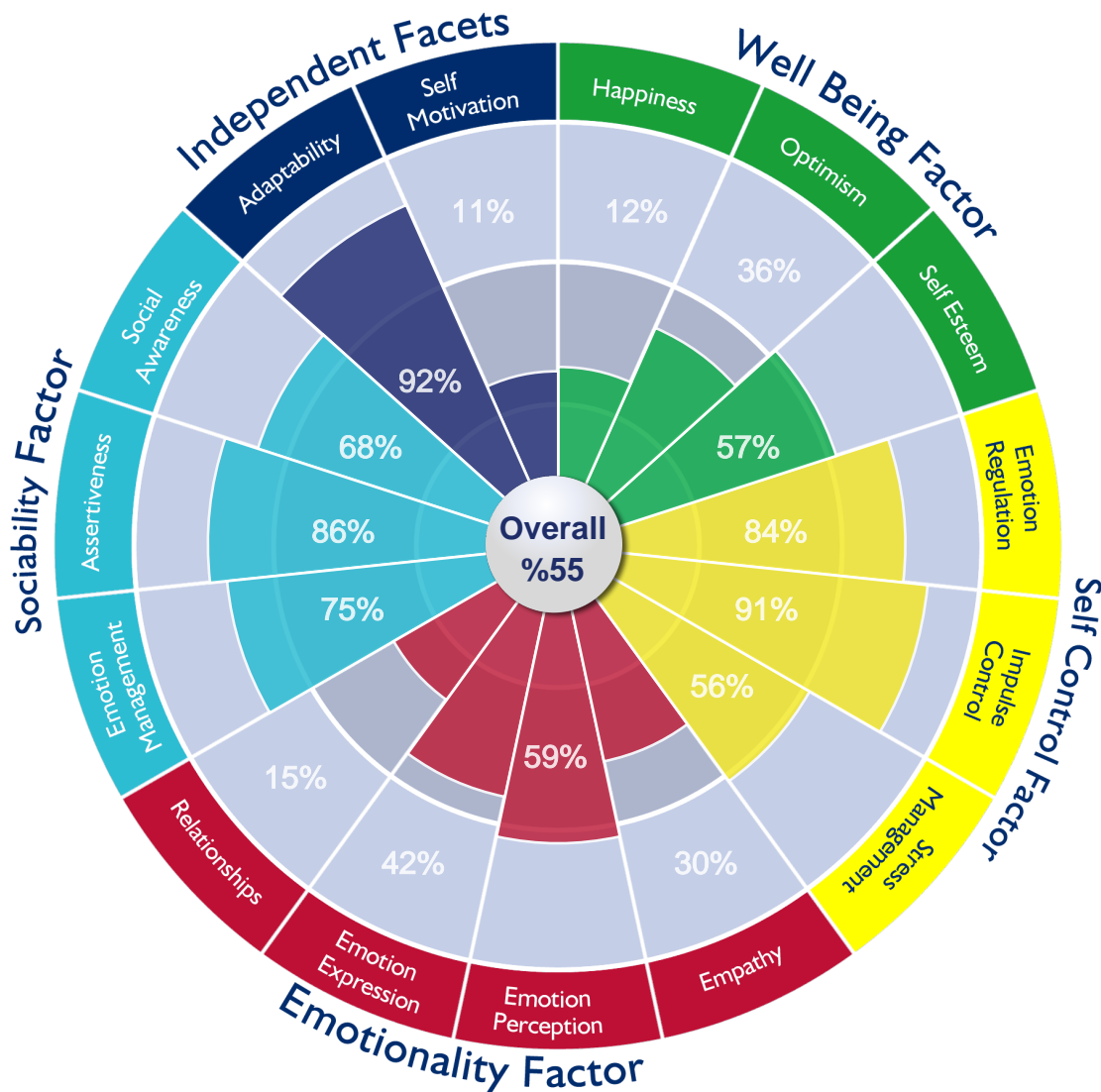
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Private & Confidential



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INTRODUCTION

This report provides you with information and guidance which can help you become more aware of your emotional intelligence. It provides a basis for development and training activities.

Before going any further please read this introduction. It provides the background you need to understand your report and to act on it.

What is emotional intelligence and why is it important?

How well do we understand ourselves and other people? How do we approach crucial relationships? These are issues in every aspect of our home, social and work life.

Much of our work success is based on our skills, knowledge and experience; but another part depends on how we get on with colleagues, managers, staff who report to us, suppliers and customers. We need to understand ourselves and how we appear to other people, as well as understand what makes other people tick. We can then use this knowledge to achieve our goals. Emotional intelligence is not about being nice or soft. It involves interacting effectively with other people to get a job done or to achieve the kind of life we want.

Emotional intelligence is important in work areas as varied as leadership and management, team and project work and all types of customer relationship. It affects our family and social life.

The Thomas International Emotional Intelligence Questionnaire measures our understanding of ourselves and of other people, and our ability to use this knowledge to achieve our goals.

Background

This report is based on your responses to the questionnaire. It therefore reflects what you think of yourself. Your scores have been compared to the responses of a representative UK working population sample then reported under the headings of four main, broad Factors. These are made up of fifteen more focused Facets.

There are also two independent Facets that do not contribute to a Factor:

Adaptability and Self Motivation

Scores

Your scores are reported in three different banding categories:

Above average: includes scores that range from 70%-99%, Average: 31%-69%, Below average: 1%-30%.

The use of the word 'average' does not imply that you can achieve good or bad scores on this questionnaire. The percentages indicate how you responded as compared with the other people who filled in the Questionnaire during its development.

There is no right or wrong way of using emotional intelligence. There are positive and negative implications for all the different scores on this questionnaire. These are explained in the report.

How to think about your report

Put the scores and these comments in the context of your life and work when you're thinking about them. Ask questions like: what am I trying to achieve?; where do I have problems in relationships with other people?; what aspects of my emotional intelligence are particularly important in my work or personal life?

Scores on the Thomas Emotional Intelligence Questionnaire tend to be very stable over time; as stable as your basic personality. But like your basic personality, work or life events may cause certain aspects of your emotional intelligence to fluctuate. The scores in this report are therefore not carved in stone. They will assist in your own assessment of how effectively you interact with others. This report should be seen as the beginning of an investigation which can result in an improved understanding of how to interact with other people. This will have benefits in both your work performance and social life.

Uses

The Thomas Emotional Intelligence Questionnaire is used for a number of purposes. Examples of these are: work and life coaching, talent development, appraisals, measuring organisational commitment and employee morale and team building.

It is important that you understand why you have been asked to fill in the Thomas Emotional Intelligence instrument and how the scores will be used to benefit you.

This report has been produced by Thomas International website. Further information can be obtained <http://www.thomasinternational.net>

The Thomas Emotional Questionnaire was developed by K.V. Petrides (Institute of Education, University of London) and Adrian Furnham (University College London). It is based on the theory of trait emotional intelligence as described by Petrides (2001), Petrides, Furnham and Frederickson (2004) and Petrides, Furnham and Mavroveli (2007).

Factor and Facet scores

Below are your scores on the four Factors of the Thomas Emotional Intelligence measure. Trait emotional intelligence (trait EI) comprises four broad categories called 'Factors' ('well-being', 'self-control', 'emotionality', and 'sociability') that help summarise people's scores on the 15 different Facets. Factors represent a level of measurement that is broader than that of the Facets, but more detailed than that of global trait EI. The trade-off between the various levels of measurement (Facet - Factor - Global) concerns breadth versus depth. At the Facet level, descriptions are detailed and focused, whereas at the global level, descriptions give a broad overview. The Factor level provides a useful level of intermediate measurement and description.

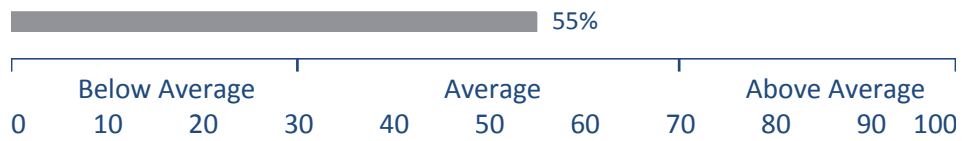
GLOBAL EI FACTOR

The Global Factor score gives you a snapshot of your general emotional functioning. This means your own perceived capacity to understand, process and use information about your and other peoples' emotions in your everyday life. It is important to note that the Global score is very broad. It is made up of more focused Factor scores and much more detailed Facet scores. These are included later in this report with commentaries highlighting strengths and areas of development as well as strategies you can adopt. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

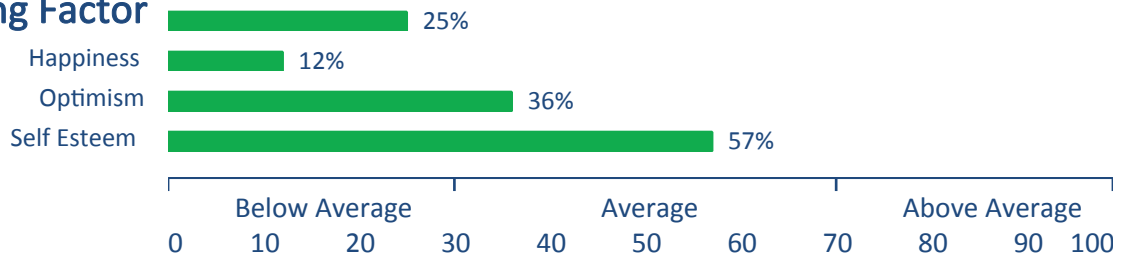
Average scores

Your overall Global score suggests are in the average band: some people see themselves as more emotionally developed than you, while others view themselves as less emotionally developed. Your score is based on your own view of yourself and suggests that certain events and environments may challenge your capacity to understand, process, and utilize emotional information. At other times you will cope easily and well. It is important to note that the Global score is very broad in comparison to the Factor and Facet scores and the associated commentaries included in this report. Please refer to the Factor and Facet scales for more detail about certain aspects of your general emotional functioning.

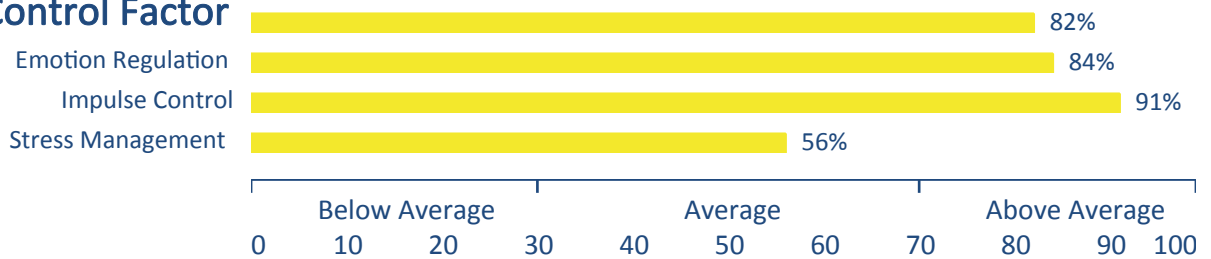
Global EI Factor



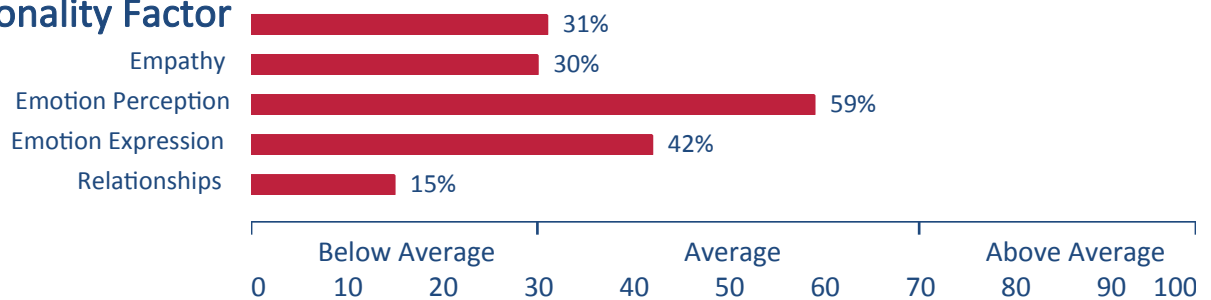
Well Being Factor



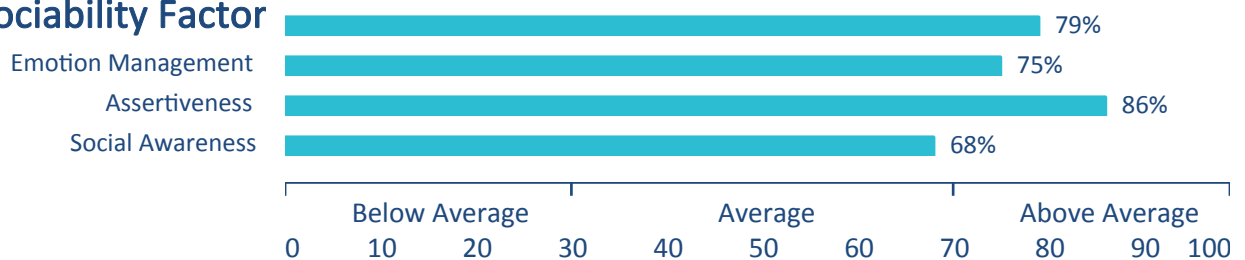
Self Control Factor



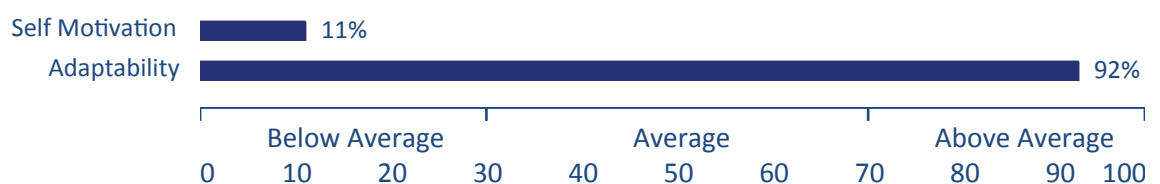
Emotionality Factor



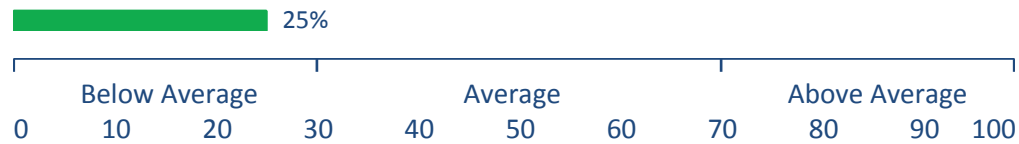
Sociability Factor



Independent Facets



WELL BEING FACTOR



This Factor describes your overall well-being. It is made up of three Facets:

- Happiness: how content and how good you feel about the present;
- Optimism: how positive you feel about the future;
- Self-Esteem: how confident you are and your levels of self-respect.

In order to learn more about specific aspects of your overall well-being, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.

FACET: HAPPINESS



Happiness is a widely-used word. This report uses a specific definition:

Happiness measures pleasant emotional states in the present.

This is different from the Facet Optimism, which measures how you view the future. How you view your past might be indicated by a term like life-satisfaction.

So, the Facet Happiness measures which state naturally reasserts itself. Obviously specific events may affect your happiness for a while but, at any given time, are you usually cheerful and content or are you dissatisfied and unhappy?

Below Average scores

Your responses suggest you are less cheerful and content about yourself than most people. This feeling permeates all aspects of your life at work and at home. You may want to feel happier, either because you find it difficult to cope with your unhappiness, or because your outlook is affecting other people. However, you are not sure how to go about this. You may find it difficult to get much pleasure out of life.

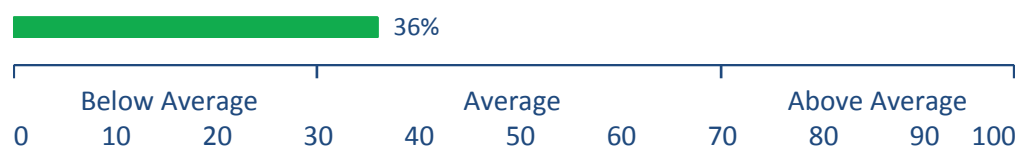
But you may also feel your mood is a reasonable response to the difficulties of life or a particular

situation. Constant cheerfulness can be overbearing. Viewing life in a less upbeat way can allow you to see the worst that might happen and avoid it.

Here are some issues you can think about and work on.

- You may inflict your lack of cheerfulness on others - be sensitive to their moods.
- Try to identify events that lift your spirits. Make it a habit to write these down as they occur. They will help you improve your happiness over time.
- You may get irritated with naturally happy people. They sometimes seem naive to you. They may have little patience with your lack of cheerfulness. But they are useful counterweights to your outlook.
- Your score may be low in response to recent experiences in your work or social life. This effect may lessen over time.
- Lack of happiness and inability to get pleasure can develop and cause you problems. If this is the case, find someone you trust to talk over these issues.

FACET: OPTIMISM



Whereas Happiness looks at pleasant emotional states in the present, Optimism measures the extent to which we view the future positively.

You hear this kind of measure applied all the time when people talk about a 'glass half full or a glass half empty' kind of person.

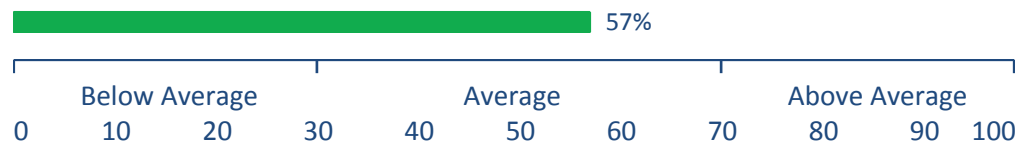
Average scores

Your score indicates that you are as optimistic as other people. You alternate between feeling positive about the future and viewing it with anxiety. You take a fairly realistic and balanced view.

Here are some issues you can think about and work on.

- You may consider yourself (and others may view you in the same way) as a realist. But your view doesn't mean you're always realistic: you might mistake the signs in some cases and be pessimistic when optimism is the correct response or vice versa.
- When you do feel very positive or negative seek other people's point of view to check your outlook.

FACET: SELF ESTEEM



Self esteem measures how you evaluate yourself: your abilities, your achievements, and other aspects of your life.

Low self-esteem is often used as an excuse for mistakes or socially unacceptable behaviour. There is a kernel of truth in this interpretation: self-esteem is an important driver of achievement and well-being.

Good levels of self-esteem are important in all aspects of our lives and very low levels can cause problems to your well-being. However, even here the situation is not absolute. People with low levels of self esteem can do demanding jobs well, create satisfying relationships and enjoy their lives. Too high a level of self-esteem can cause as many problems as very low self-esteem.

Average scores

You have an average level of self-esteem. You are as positive as most people about yourself, your achievements, what you have been given in life, what you have worked to achieve and who you are.

This score suggests you will not be tempted by two extremes. One is to be over-confident and arrogant. The other is to doubt your ideas so much that you are unable to do your job effectively or take a full part in social and family life.

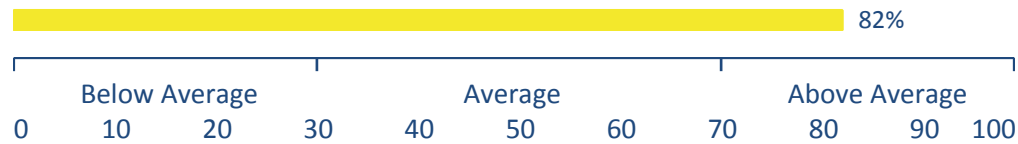
Of course, you will doubt yourself at certain times and in specific circumstances. But these can be useful learning experiences.

You'll flourish in roles which are pretty well-defined, but where you also need to back your own judgement.

Here are some issues you can think about and work on.

- Try to identify and note triggers such as an unguarded comment or a personal confrontation that cause a sudden drop or rise in self-esteem. By thinking about such events you can develop ways of coping with damaging effects and building on positive ones.

SELF CONTROL FACTOR



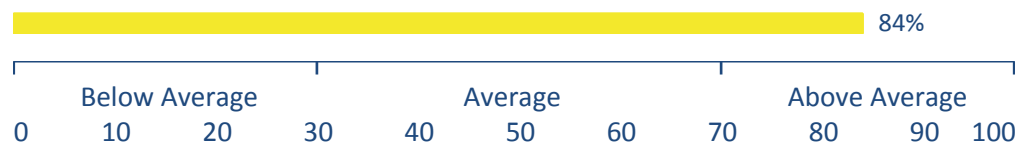
This Factor describes how well you regulate external pressure, stress, and impulses.

It is made up of:

- **Emotion Regulation:** your capacity to regulate your emotions, stay focused and remain calm in upsetting situations;
- **Impulse Control:** whether you think before you act, if you give into your urges, or take hasty decisions;
- **Stress Management:** how well you manage pressure and stress.

In order to learn more about specific aspects of your overall well-being, please refer to the individual Facets mentioned. This will enable you to pinpoint specific strengths and areas for development.

FACET: EMOTION REGULATION



Emotion Regulation measures how you control your feelings and internal states in the short, medium and long term. Emotion Expression, another Facet in this report, measures how you communicate your feelings and emotion to other people. The two areas will affect each other: what you feel and think may affect how you act. But Emotion Regulation concentrates on your internal states rather than their outward expression.

Emotion Regulation concentrates on such issues as your ability to stay calm and focused even in upsetting situations. Negative thoughts and disruptive emotions get in the way of our concentration and affect our performance. What are seen as positive emotions can be as disruptive as negative ones. For example, you may get too happy or excited to think straight: these feelings may cause you to jump to conclusions rather than take into account all the factors of a problem. Dwelling on the way emotions have affected us for too long may serve to make a problem worse, rather than better.

Above Average scores

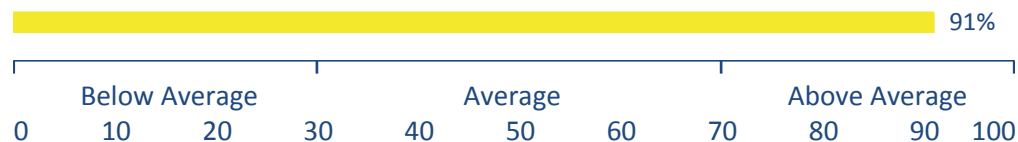
Your score suggests you understand and control your emotions. You may well have strong emotions but you are able to control them to achieve what you want, rather than let them dominate you.

You will be particularly good at roles where there is frequent contact with people who may be demanding or upset, for instance in customer service and advisory areas. Your score suggests you can be a good negotiator and can control feelings such as anger or irritation as you process the information you need to.

Here are some issues you can think about and work on.

- Emotion is important in relationships, not least in giving cues to others so they can judge your attitude to them. Beware of being so in control of your internal emotions that you appear self-absorbed.
- Emotion is also important in individual decision-making. Allowing gut feelings to influence your thinking can help shorten the time it takes to make an important decision.
- Controlling your emotions can be an effort. This can cause internal emotional pressure. If you need to keep firm control of your emotions in one part of your life, search for harmless ways - such as competitive sport - for letting them out in other areas.

FACET: IMPULSE CONTROL



This Facet measures the characteristic way we act: with forethought and planning or unthinkingly, quickly and on the spur of the moment.

We are taught to think before we make decisions or act. We are supposed to weigh up evidence and arguments. Yet work and life change so fast that there isn't always time to think things through. Decisions have to be made based on incomplete information. Sometimes it is more important to act than to weigh up the options. Many people will admit, when pressed, that they at times act on gut instinct, on pre-existing beliefs, on impulse or for reasons they find hard to explain.

Many senior leaders say that one of their most important jobs is to make decisions quickly, based on minimal evidence. They claim that making a decision and acting is usually better than sitting around and over-analysing a situation.

Both thinking things through and acting on impulse have their positive and negative aspects.

Above Average scores

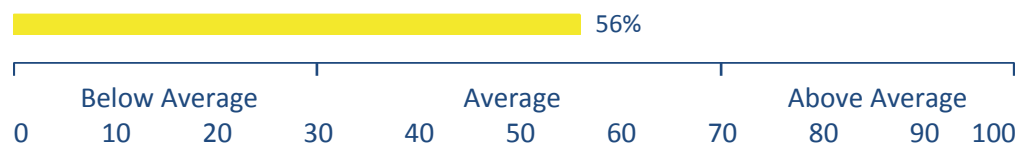
You prefer to plan ahead, to take your time to gather evidence and evaluate arguments before deciding on any course of action. More than most people, you can control impulses to just do things without a worked out reason.

You will enjoy jobs where there is enough information, expertise and time to immerse yourself in data and construct a careful argument from it. At home you will want to weigh up the risks and implications of any course of action.

Here are some issues you can think about and work on.

- You risk paralysis by analysis. This involves getting so involved in looking at the evidence that you never come to a decision.
- You cannot have absolute certainty before acting or making every decision. Business problems rarely have a single correct answer. It would look odd if you treated every decision in your private life like a scientific experiment.
- If you love planning then always make sure you have one or more people around you who are more impulsive. Recognise that their way of thinking is not wrong or slapdash, but a different, complementary way of facing the same problem.
- Planning reduces risk, but it can result in lost opportunities.

FACET: STRESS MANAGEMENT



Stress Management measures how well you handle pressure and stress. These are inescapable aspects of work and home life. A certain amount of pressure is essential for achieving what we want and enjoying many activities. Past a certain point pressure and stress have psychological and physical effects which prevent us doing our best work, finding pleasure in our life or, in extreme cases, staying healthy.

Many people try to develop ways of coping with the pressure and this Facet looks at whether you feel you cope well.

Stress has received a lot of attention in recent years. There are many books and training courses that describe ways of living a less unhealthily pressured life, including methods to prioritise work and relaxation techniques.

Average scores

Like most people, you are capable of handling pressure much of the time, although there are occasions when you get stressed and anxious. Watch out for these. Some stress or pressure can help you perform

at the optimum level; past a certain point your performance will suffer.

Here are some issues you can think about and work on.

- Watch out for inconsistency: times when you are fairly relaxed but suddenly feel pressured. Consider using relaxation and other techniques to reduce stress levels.
- Try to identify those situations, people and tasks which raise and reduce stress. Note these down as they occur. This will help you avoid the former and use the latter.

EMOTIONALITY FACTOR



This Factor describes your capacity to perceive and express emotions and how you use them to develop and sustain relationships with others. It is made up of:

- Empathy: your capacity to understand other people's viewpoints and if you take their feelings into account;
- Emotion Perception: your capacity to understand your own and other people's emotions;
- Emotion Expression: your capacity to express your emotions;
- Relationships: your capacity to forge and sustain fulfilling relationships both in and out of work.

In order to learn more about specific aspects of your overall profile, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.

FACET: EMPATHY



This Facet measures whether you understand other people's viewpoints and their reasons for feeling and acting the way they do. It also looks at how far you take their motives and feelings into account when considering how to respond to them.

If you understand why someone is doing or thinking something, you are in a better position to communicate with them in the most effective way.

Thus, empathy is a key element in work roles, from management and supervision to selling and customer support. It also helps in personal relationships.

Empathy is important with colleagues. Understanding someone's reasons for doing something can avoid misunderstandings and arguments at work. People often attribute the wrong motives to each other.

Empathy does not imply agreement or sympathy. It can lead you to judge someone more harshly because you've put yourself in their shoes and found their thinking sloppy, their motives dubious or their reasons for acting in a certain way inadequate.

Empathy has downsides: it can lead you to focus on individuals and their concerns, rather than on a wider picture or the goal you have in mind.

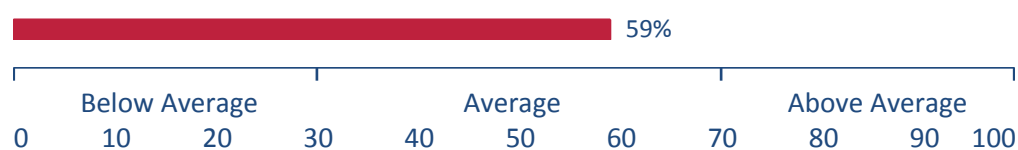
Average scores

Your scores suggest you take into account others' viewpoints and feelings as much as most people.

Here are some issues you can think about and work on.

- Take care not to be inconsistent: showing empathy one moment then turning it off. Consistency is important in good relationships and good management.
- People differ in how empathetic they are. Try not to judge highly empathetic people as weak or people who score low on this Facet as unsympathetic.

FACET: EMOTION PERCEPTION



Emotion Perception measures your emotional literacy: how good you are at understanding your and other people's emotional feelings. Empathy measures how easy you find it to put yourself in others' shoes. Emotion Expression is your ability to make your emotions clearly understood. By contrast, Emotion Perception looks at how well you can read emotions in any situation.

Research shows that inability to recognise emotions, coupled with a lack of sensitivity to social situations (which is measured in Social Awareness) can cause anti-social behaviour and avoidable disagreements. These can hinder organisational effectiveness and happiness in relationships, among other things. Emotion Perception contributes to the smooth running of any group of people.

Average scores

Your score suggests you are as good as most people at understanding your own and other people's feelings. There are, however, times when you may feel emotionally confused, unable to decode other

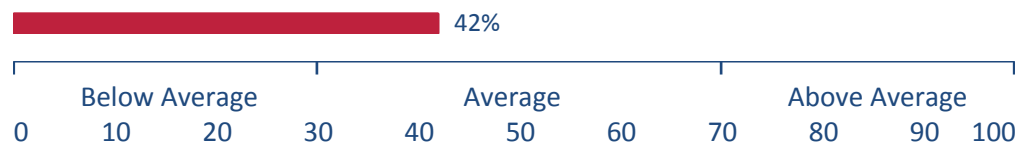
people's emotional signals and maybe feel unsure about exactly what you feel.

You don't run the risk of translating all problems into human and emotional terms and ignoring other important aspects of work and social life.

Here are some issues you can think about and work on.

- There are times when you can't decode another person's feelings. Acknowledge and accept that and ask more questions until you're sure. Jumping to conclusions is dangerous.

FACET: EMOTION EXPRESSION



The Facet Emotion Regulation concerns control of your internal states. By contrast this Facet, Emotion Expression, measures how fluent you are at communicating your emotions to others.

We express our emotions in many different ways: through our facial expressions; through our posture and bodily actions; through written and spoken words. We can express our emotion deliberately to create a desired effect, or naturally without any forethought.

Emotion is not a soft side-issue at work or outside it. It contributes to work culture, problem solving, motivation, trust and building effective teams. Being able to express how we feel can prevent misunderstandings in relationships.

Average Scores

You are as good as most people in communicating your feelings and you are comfortable with finding the right words and actions to get your feelings across.

Your responses suggest that, at times, you will resist showing your emotions; at other times, you won't be able to find the right way to communicate what you are feeling. This may vary across different emotions and depend on their strength.

The ability to switch between emotional honesty and a more managed approach in which your behaviour and language seem less emotional is useful in both social and work life.

Here are some issues you can think about and work on.

- If people find you cold at one moment and emotionally expressive the next they may begin to distrust you.
- Be sure you express positive emotions (pride in someone else's work, admiration) as much as

negative ones (anger at a mistake). UK industry has often been criticised for being based on criticism, rather than praise. Appreciation of others delivers real organisational benefits. This is as true in relationships as in work. People can be hurt when a close friend constantly picks them up on faults, but never gives them thanks or praise.

FACET: RELATIONSHIPS



This Facet measures how effective you are at starting and maintaining relationships with others.

Attitudes to relationships can be looked at in many ways. To some people relationships are a priority. To others their own thoughts and the jobs they have to do are more important. People can be more or less skilled in starting relationships and continuing them. Numbers of relationships differ from person to person, as does their depth.

We use the language of relationship management at work all the time without realising it. It helps us to explain why people work the way they do and what projects or roles they're best suited to. You may find people characterised as:

- good networkers - people with a large number of not particularly deep relationships;
- a good team member - who has deeper relationships with a small group; or
- loners - people who don't seem to need relationships with others and may be concentrated on specific tasks.

This way of describing people also fits how we function outside work: some people have lots of friends and keep in touch; some have a few close friends.

Below Average scores

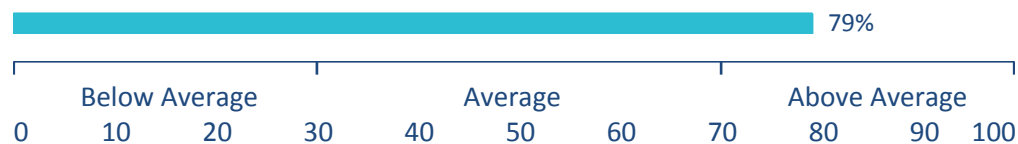
Your score suggests that you believe you have difficulty establishing and maintaining fulfilling personal relationships. This may be because you are not interested in relationships of this kind or feel that you are not particularly skilled in relationship building. You may behave in ways that upset people close to you and have drawn out arguments with them because of misunderstandings or clashing needs. You may not have intended to be rude but that's how it may appear.

Here are some issues you can think about and work on.

- People may see your need to focus on work, your own thoughts or a personal project as rudeness. Other people will need to interact with you. Create set times to talk.
- You may not have a close network to talk over problems with and most of us need some sort of external validation or alternative viewpoint. See if one of your friends can fulfil this role.

- Most people with low scores on this Facet are not complete loners. Problematic personal relationships are unlikely to affect your work life directly. However, it is possible that they may divert your energy and impair your ability to concentrate on your job. Making an effort to improve your personal relationships will bring you closer to those you love. It will also help you build your social skills and improve work relations.
- Pay attention to your work-life balance. There is a danger that you may work too hard, too long or too intensely without a rich private life to give you a contrast.

SOCIABILITY FACTOR

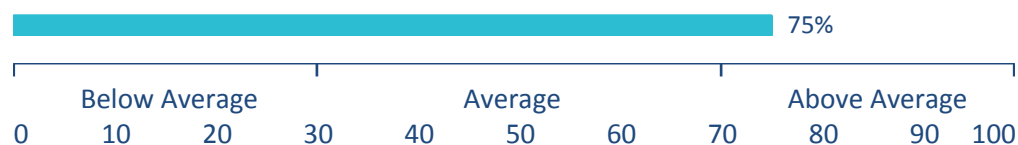


This Factor describes your capacity to socialise, to manage and to communicate with others. It is made up of:

- **Emotion Management:** your capacity to manage other people's emotional states;
- **Assertiveness:** how forthcoming you are and the degree to which you stand up for your own rights;
- **Social Awareness:** your capacity to feel comfortable in social contexts and how you behave in the presence of people you do not know well.

In order to learn more about specific aspects of your overall well-being, please refer to the individual Facets mentioned. This will enable you to pinpoint particular strengths and areas for development.

FACET: EMOTION MANAGEMENT



As opposed to Emotion Regulation, which deals with your ability to control your own emotions, Emotion Management measures your ability to manage other people's emotional states. It looks at how effective you believe you are in influencing how other people feel. You can do this by sympathising with them, calming them down and motivating them. At times you will want to make people feel better but Emotion Management is not just about instilling positive emotions in other people. It is about the wider issue of getting other people to act in a way that achieves a goal. You may want to instil a variety of emotions in employees if you feel that will help you to, for instance, improve underperformance. In some personal situations, people's emotions can get out of control and prevent a problem being solved:

we may want to calm things down.

Above Average scores

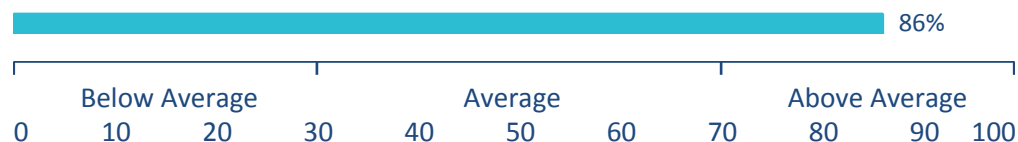
Your score indicates that you believe you are better than most people at influencing how other people feel. You will be particularly good at jobs which involve a lot of personal contact in both formal settings (such as appraisals or negotiations) and informal settings (where you're in a large office with a number of people working for or with you).

This is an important skill in organisations and it becomes more and more important the more senior your job. It also contributes to sales success. If you can make the customer feel enthusiastic, motivated, happy or even safe, you're more likely to make a sale.

Here are some issues you can think about and work on.

- You may get a reputation for being manipulative or controlling. Using emotion management techniques too visibly can be off-putting for other people.
- Beware of intruding into other people's emotions. The surest way to make a bad impression is to overstep the barriers people set up around their emotional life.
- Don't let emotion management take over. You have other things to do.

FACET: ASSERTIVENESS



Assertiveness measures how forthright and frank you are in putting your views across. It also looks at whether your views are based on your beliefs, on an objective analysis of data, or simply on emotional reactions. It suggests how far you will stand up for what you perceive as your rights.

Assertiveness is different from aggression, though the two qualities are sometimes confused. Aggression involves hostile acts or feelings; assertiveness is a tendency to stand up and argue for your views.

Above Average scores

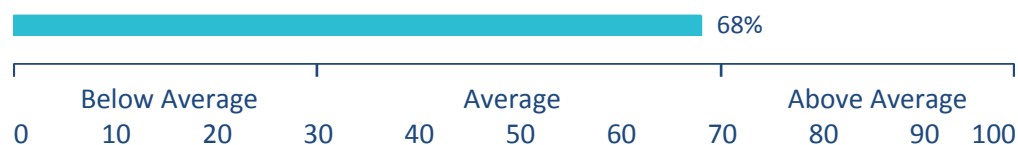
You are more forthright and frank than most people. You will be comfortable when you argue your corner even if people directly disagree with you. You will not hang back in asking for things you want or need, in criticising or complimenting other people.

Frankness is an important leadership quality. People like a clear view of their situation at work and expect managers to confront and resolve difficult situations. This is also true in social and personal situations where addressing a problem early and honestly prevents it growing. You are well-equipped to do this.

Here are some issues you can think about and work on.

- Don't continue to argue for your views after people have decided on a different position or course of action. This can make you seem inflexible. You need to be aware when an argument has gone against you.
- People who score lower on assertiveness may interpret your natural frankness as aggression or rudeness. They may take your comments more personally than you do. Be sure after such a discussion that you review what has happened and check that your attitude has not been misinterpreted.
- Don't fight about every decision. Learn to choose your battles. If you turn every decision into a major argument people will start seeing you as aggressive. They may stop raising issues with you.
- Avoid concentrating on your own arguments so much that you miss what other people are saying. Communication is a two-way process and hearing is as important as expressing.

FACET: SOCIAL AWARENESS



Social situations bring their own pressures and we are more or less good at noticing these and then adapting to them. There are unwritten and sometimes formal rules about how we dress, act or even speak differently at work, at home and in certain types of restaurant. Some of us make efforts to adapt; some of us make a point of being ourselves.

Social Awareness measures your perception of how aware you are of different situations and how you adapt your behaviour based on this awareness.

Average scores

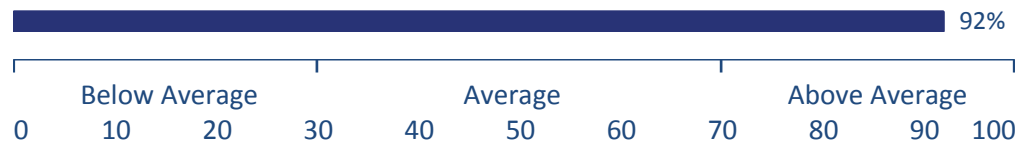
Your score indicates that you generally notice and adapt to different social contexts as much as most people, but there are times when you are unsure about how to behave in the presence of people you do not know well.

You may be more conscious of your behaviour in certain social contexts and need to plan more about fitting in certain situations than someone who perceives themselves as higher on this scale.

Here are some issues you can think about and work on.

- You may get upset if you feel you have misjudged and not adapted to a social situation correctly. People often think about this and feel embarrassed. In fact, others notice it less than we think.
- If you want to improve your social skills there are plenty of techniques around in areas such as active listening, asking and giving help. This can enhance both your personal and your work relationships.

FACET: ADAPTABILITY



Adaptability measures how flexible you are in your approach to life. It reflects how you adapt to new environments, conditions and people, and how you deal with change. Your score indicates whether you will welcome and even seek out new experiences or will prefer a more stable environment and work.

Understanding your score on this Facet will help you cope with different situations at work, such as a reorganisation, a new job or a long, mundane project. It will also help you address personal changes, such as moving house or breaking up with a partner.

Above Average scores

Your responses suggest you are more flexible in your approach to life than most people. You are willing to adapt to new environments and conditions and like to try new things. You find novelty and change enjoyable. You may need variety to stay interested in a situation and may push new initiatives if they don't happen naturally.

This means you will prefer jobs and situations which are relatively unstructured or where there is not a pre-existing system that has to be applied. You prefer to wake up every morning and believe you are going to face new challenges. You will tend to be enthusiastic and may champion new ideas.

Being adaptable is important in most organisations which regularly face changing conditions and environments.

At times you will have to cope with routine tasks or situations. But if your situation stays the same for too long you'll find it doesn't excite you and you will probably get bored.

Here are some issues you can think about and work on.

- You may search out change for its own sake. This can be deeply disruptive for people who don't share your attitudes. Ask yourself "does change really help us to achieve what we want to?".
- Remember, those around you may not adapt as well to change as you do.
- Your enthusiasm for change may drown out sensible caution. Make sure you listen to warning voices, even when you're excited by new possibilities.

FACET: SELF MOTIVATION



Research shows that individuals are motivated by many different things in their work. These include financial rewards, status, praise, and social interaction.

Self Motivation measures the extent to which a person is intrinsically motivated. In other words, they have their own internal standards which they apply to any task and their motivation comes from achieving those standards.

Below Average scores

Your score suggests you have lower than average levels of self-motivation and persistence. You need external factors to motivate yourself and you may feel you need incentives and encouragement to get things done. During the course of a long project with few interim results you may find your commitment flagging. Where there is a clash between doing a job correctly and other pressures - whether exerted by your manager or by your own priorities - you may well skimp on the quality of your work. You may also find yourself giving up a job before it is finished, if it is not giving you the rewards you want.

Because of this you will probably suit jobs where there is a set series of processes you have to follow.

Here are some issues you can think about and work on.

- Try to find out what really makes you want to succeed, whether that's praise, money, advancement, being a member of a team or sociability. This is crucial in deciding your career;
- Working on a job that really does require high standards. Be honest; see if someone better-suited can do it.