



# Emotional Intelligence Self-Assessment

Gabrielle K. Gabrielli, Ph.D.

1 = Strongly Disagree 2 = Moderately Disagree 3 = Neutral 4 = Moderately Agree 5 = Strongly Agree

**Part 1 - Rate Yourself.** Using the scale above, please *honestly* respond to the number that best describes your assessment of yourself for each statement.

1. I use both negative and positive feelings to guide my decisions.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2. I am the picture of grace under pressure.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3. Negative feelings help me address changes I need to make.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4. I am effective at listening to other people's problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5. No matter the obstacles or demands, I am good at focusing my attention to be productive.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6. I have a calming influence on people around me.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7. I am completely responsible for how I feel and react to others.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8. After something has upset me, I can easily regain my composure.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9. I have the ability to regularly monitor my emotions.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
10. I do not dwell on negative things or hold grudges.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
11. I am sensitive to the emotional needs of others.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
12. I enjoy challenges and look for the positive in everything I do.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
13. I help others capitalize on their motivations to achieve their goals.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
14. I am very creative when faced with adversity.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
15. I respond appropriately to other people's moods and motivations.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
16. I can easily enter into a "Zen" state, or a state characterized by calmness, intuition, and focus.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
17. When the time is right, I face my negative feelings and work through the issue.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
18. I am capable of calming myself after a discouraging event.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
19. Knowing my true feelings is crucial to my wellbeing.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
20. I am good at understanding the emotions and motivations of other people.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
21. I am often able to cheer other people when they are sad.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
22. I can easily set negative feelings aside when called upon to perform.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>



## Emotional Intelligence Self-Assessment

23. I am aware of subtle social signals that indicate what others need.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
24. People view me as a great coach for others.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
25. People who are aware of their true feelings are better able to cope and perform in all aspects of their lives.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
26. I can effectively sense other people's feelings, even when they don't match their words.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
27. People seek my advice about handling relationships.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
28. When other people are upset or sad, I feel their pain.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
29. I am an optimist no matter what gets in my way, and this enables me to motivate myself to overcome setbacks.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
30. I am easily able to manage my stress levels.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**Part 2 - Score.** Add your scores (1-5 for each item) based on the instructions below.

Competency	Item Numbers	Your Score
	<i>Example</i>	<i>5 + 3 + 4 + 4 + 2</i>
		<i>18</i>
<b>Self-awareness</b>	1 + 3 + 9 + 17 + 19 + 25	
<b>Self-regulation</b>	2 + 7 + 8 + 10 + 18 + 30	
<b>Motivation</b>	5 + 12 + 14 + 16 + 22 + 29	
<b>Empathy</b>	4 + 11 + 20 + 23 + 26 + 28	
<b>Effective Relationships</b>	6 + 13 + 15 + 21 + 24 + 27	

**Part 3 - Interpret Your Scores.** Compare your scores with the chart below to assess your competencies compared to a cross-industry sampling.

Competency	Excellent	Needs Some Improvement	Needs Much Improvement
<b>Self-awareness</b>	25 or above	20 - 24	19 or below
<b>Self-regulation</b>	25 or above	20 - 24	19 or below
<b>Motivation</b>	25 or above	20 - 24	19 or below
<b>Empathy</b>	25 or above	20 - 24	19 or below
<b>Effective Relationships</b>	25 or above	20 - 24	19 or below

## Handling Conflict Effectively



### SASHET

The way that we react to situations generally falls into 6 categories known as SASHET. Keep a tally of each of these reactive emotions that you feel, asking yourself the following:

1. What emotion are you feeling?
2. What is the situation that triggered that emotion?
3. Was this a healthy way of reacting and interpreting the situation?
4. If your reaction was not healthy, what would you do differently?

*Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results (Mersino, 2007)*

### CALM Model of Conflict Resolution

The CALM Model	
<b>C</b>	<b>Clarify the issue.</b>
<b>A</b>	<b>Address the problem.</b>
<b>L</b>	<b>Listen to the other side.</b>
<b>M</b>	<b>Manage your way to resolution.</b>

When conflict arises, ask yourself the following questions to clarify the emotions behind the conflict and help resolve the situation using the CALM model.

1. What am I upset about? In specific behavioral terms, what actually happened? Who else is involved? What did they do?
2. What emotions am I feeling (see SASHET)? Why am I feeling that way?
3. Have I contributed to the problem?
4. Am I just overreacting? If so, why?
5. What are my desires for an outcome to this conflict? What will successful resolution look like?
6. If I were the other person in this situation, how would I want to be approached?
7. Could the other person have been motivated by good intentions?
8. Has this happened before, or is this a first time occurrence?
9. How is this situation affecting me and my work? Are others impacted? If so, how?
10. What can I do to facilitate getting the results I want? What counter-productive behaviors do I want to avoid?



# Emotional Intelligence Tips of the Day

*Implement a different tip each day, either in sequence (1-20) or by beginning with the areas of emotional intelligence where you need the most improvement.*

## 1. SELF-AWARENESS

**Tip of the Day #1** - David Caruso and Peter Salovey said, "Emotions are information." Are you able to fully experience your emotions at work and use them as information? Or do you try to "leave emotions at the door?" Try logging every emotion you feel throughout the day today. Later tonight, spend some time reflecting on those emotions and see if you can understand the information that each emotion provides.

**Tip of the Day #2** - Do you recognize when you are experiencing feelings during the day? A simple technique for increasing emotional self-awareness is to track emotions during the day using SASHET, an acronym for Sad, Angry, Scared, Happy, Excited and Tender. Keep a SASHET tally sheet today and see if there are patterns in the emotions you feel and those you don't feel.

**Tip of the Day #3** - Sarcasm is usually an indication that someone is angry and scared. When you hear sarcasm, ask yourself what that person is angry and scared about. This is especially important if you are the one using sarcasm. Make note of the times today that you hear sarcasm being used and look behind the sarcasm to the emotions of the individual.

**Tip of the Day #4** - Most of us cringe when we hear negative feedback or criticism. Feedback is a gift. Even critical feedback usually contains some kernel of truth that helps us grow if we are open to it. When we hear critical feedback, we need to get over our own defensiveness, listen carefully, and ask probing questions that lead us to that kernel of truth. Our greatest growth opportunities will come from those 'gifts' from others.

**Tip of the Day #5** - Self-confidence is when we are grounded, secure, and self-assured. It's easy to be rattled or thrown off our game by a recent setback or failure. One technique for overcoming a lack of self-confidence is to reflect on our past successes. Create a timeline on a piece of paper and mark on it the successes, small and large, that you have experienced over your career. By reviewing our past successes, we can put our current setbacks into perspective and see them as temporary.

## 2. SELF-REGULATION

**Tip of the Day #6** - There are times when we remain unflustered by others and times when we react strongly. Pay attention to those times when you let other people push your buttons. What are the specific conditions where you are likely to let your guard down? Is it when you are tired, stressed, sick, feeling unappreciated or criticized, or not taking care of yourself? Try to avoid putting yourself in those situations where you aren't able to choose a graceful response.

**Tip of the Day #7** - Many of us work in environments that are stressful. We can remain poised when we learn to reduce our own stress level. Laughing out loud, going for a walk, spending time with people you like, breathing techniques, and meditation may help you unwind. Select one of these techniques and practice it today, even if you don't think that you really need it.

**Tip of the Day #8** - Perfectionists find that people never quite measure up to their expectations. They can be just as hard on themselves. Instead of going for perfection, strive for excellence that can be defined as doing your very best in every situation. Celebrate excellence and don't get sucked into thinking that everything needs to be perfect.

**Tip of the Day #9** - Sometimes we set ourselves up for negative outcomes by arriving late or unprepared for meetings. This can cause us to lose momentum for the rest of the day. The next time you have an important meeting, try going to bed early, getting up early, and getting in to work before everyone else. Allow yourself some quiet time to review your notes and objectives for the meeting as well as to think about the emotions of each person who will be attending. Your calmness and quiet confidence will show clearly and may even be contagious.



### 3. MOTIVATION

**Tip of the Day #10** - You have the opportunity to establish values, goals, and expectations for your own behavior. If you don't know the path you wish to travel, you will never get where you want to go. Write your own SMARTER (specific, measurable, actionable, realistic, time-bound, enriching, rewarding) goals and share with others. This will help you be accountable to everyone, and with each success, the next is easier.

**Tip of the Day #11** - Getting the best performance out of yourself and others is directly related to motivation. Make it a point to encourage someone else- and yourself- to think outside your comfort zone and put yourself in a situation where you will succeed. For example, join Toastmasters to improve your public speaking skills, as well as your self-confidence or offer to take on new challenges. The success that you achieve will help improve future performance for other tasks, too.

**Tip of the Day #12** - Do you emit positive feelings and create what Goleman calls "resonance?" Or do you tend to give off negative vibes and create "dissonance?" Take time today to ask one or two of your current team members if they see you as positive and encouraging. Listen as quietly as you can, without defending, and try to note at least one or two things you can do differently to boost your resonance level.

### 4. EMPATHY

**Tip of the Day #13** - Learn to listen with empathy. This includes giving others your full attention when they are speaking and not interrupting them. When they have expressed themselves, respond with empathy and emotions (e.g. that sounds tough, you sound upset). Finally, ask them what you can do to help, without assuming you must solve their problems or tell them what to do.

**Tip of the Day #14** - Make a conscious effort to put yourself in somebody else's shoes. No matter what the scenario, if something upsets you today, try to be your own voice of reason and practice self-talk as if you were convincing yourself why you should see the other person's perspective (remember Gabrielle's suggestion of empathetic driving!).

### 5. EFFECTIVE RELATIONSHIPS

**Tip of the Day #15** - Rarely is anything of significance done by one person working alone. It is the relationships we build with others that determine how effective we will be as managers. Take an honest assessment of the most important stakeholder relationships for your current tasks. Make it a point today to meet with those individuals with the objective of improving your relationship with them.

**Tip of the Day #16** - Mom always said "If you can't say something nice, don't say anything at all". Unfortunately that approach can lead to a buildup of anger and hurt. A better approach is to keep short accounts with people by saying, "When you do/say X, I feel Y". This frees us up from holding on to resentments and avoids a major explosion down the road.

**Tip of the Day #17** - Picnicking is a term for people who eat their lunches alone at their desk, ostensibly because of their workload. This is isolating and keeps us out of relationships. Instead of eating alone, make it a point to go to lunch with a co-worker, team member, or a project stakeholder. The relationship you will build will produce benefits far greater than what you would gain by working through lunch at your desk.

**Tip of the Day #18** - While we all strive to do our best to build relationships, we invariably find that we don't always get along with others. If you consistently have relationship problems, look for patterns. Since we are the common denominator in our relationships, we may be the cause. Some of us unknowingly carry emotional baggage. By becoming aware of the pattern, we empower ourselves to do something about it.

**Tip of the Day #19** - People tend to thrive on positive recognition and wither on criticism. It is easier to point out what is wrong than to recognize what is right, but push yourself to be more encouraging. Try keeping a tally sheet of your team and mark down whenever you are able to recognize one of your team members. Strive for at least one positive or encouraging comment per person each day.

**Tip of the Day #20** - Building relationships with project stakeholders is a major contributor to success. Don't leave stakeholder relationships to chance; give this activity the same importance as other tasks. Add relationship-building tasks to your 'to do' and 'action item' lists, block out time on your calendar for relationships, and track your progress in this important area.

*Adapted from Anthony Mersino's Twenty Emotional Intelligence Tips from AIIPM, October 2007*

© Gabrielle Consulting, Inc.

For questions, email [gabrielle@gabrielleconsulting.com](mailto:gabrielle@gabrielleconsulting.com). Page 5 of 6



# Emotional Intelligence Action Plan

**Action Plan:** Think about the items in today’s session. For each item, as we discuss it, write your strengths, areas that need improvement, and what you specifically plan to do to improve EI in yourself and others. Include goal dates for each.

## Awareness

---

---

---

---

## Motivation

---

---

---

---

## Self-Regulation

---

---

---

---

## Empathy

---

---

---

---

## Social Skills and Effective Relationships

---

---

---

---

***“True transformation to leadership begins when people overcome fears and self-limiting beliefs to get out of their comfort zones and into their strength zones.”***

*- Dr. Gabrielle K. Gabrielli*