

ARCH
PROFILE
MR 360

EIQ 360 - R (Emotional Intelligence Quotient)

Company: Acme Company
Report for: John Sample
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Table Of Contents

Table Of Contents	1
Introduction	2
Result Details	3
DEALING WITH EMOTIONS	4
RESILIENCE & PSYCHOLOGICAL HEALTH	7
SOFT SKILLS	13
DRIVE	24
Summary & Gap Analysis	31
Advice and Tips	38
List of Raters	39
Additional Materials	40

Introduction

No one knows us better than ourselves. However, there are circumstances where we may not be fully aware of our latent talents, and unable to find the gaps in our skills and knowledge. A 360 feedback system is like walking into a house of mirrors – we get to see ourselves from different perspectives, and perhaps learn things about what we reflect back to others that we've never known before.

The goal of a 360 feedback system is to provide insight into your skills, attitudes, behaviors, and personality from the perspectives of those who work most intimately with you. While it can be difficult at times to receive criticism from others, regardless of how constructive it is, recognize that the feedback is offered with the intention to see you grow as a professional and as a person

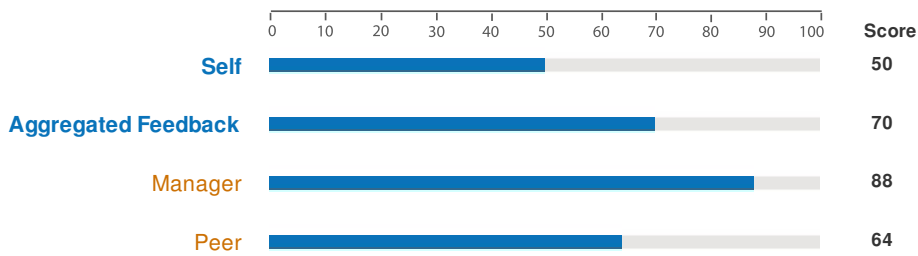
Make sure to review your results in detail, paying close attention to skills/traits in which others recommend improvement, and any areas in which there are clear gaps between your ratings and the ratings of others.

Result Details

Each trait/skill assessed in EIQ 360 will be show on a scale from 0 to 100. Your overall performance rating will appear first, followed by a breakdown of each competency.

OVERALL

Overall emotional intelligence competency level.



The feedback of your raters indicates that your emotional intelligence is fairly good - there are a few areas where you still have room to grow. Below you will find your self-assessment ratings and those of your raters for each of the traits and skills evaluated in the feedback assessment. We recommend that you go through each rating carefully and objectively.

As you are reading through your report, it might be a good idea to take notes - questions you would like to ask your raters, suggestions on how to improve in certain areas, or new performance goals you would like to set. You can use the exercises that will be provided with each result as a springboard for mapping out your growth and development process.

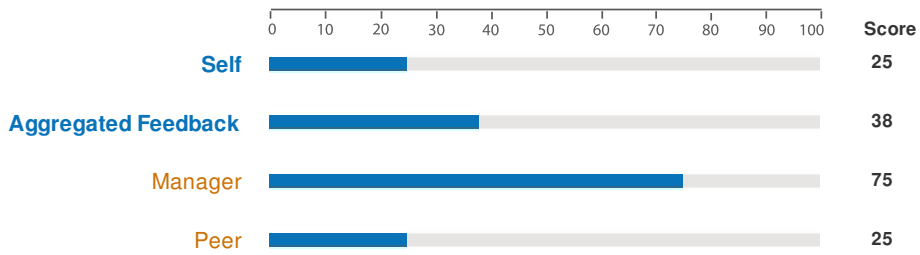
Please remember that receiving feedback from your raters, both positive and negative feedback, is an essential aspect of your professional growth. The goal of a 360 feedback program is to help you reach your full potential. You are not changing who you are but rather, are becoming a better version of you.

DEALING WITH EMOTIONS

Emotions are a normal and ineludible part of the human experience. This makes it important, if not essential, to learn how to deal with them. The following section encompasses your ability to handle your emotions.

Comfort with Emotions

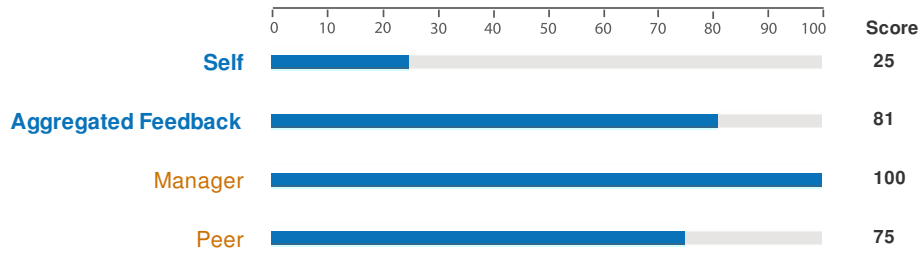
Degree of comfort in social situations that require expression of emotion as well as the need to deal with other people's emotional expressions.



Displays of emotion and/or emotional situations in general will often push you out of your comfort zone. You are likely relatively comfortable with less intense feelings, but the idea of being involved in more sensitive or emotionally charged circumstances makes you ill-at-ease. You may even go out of your way to avoid potentially sensitive situations.

Self-Monitoring

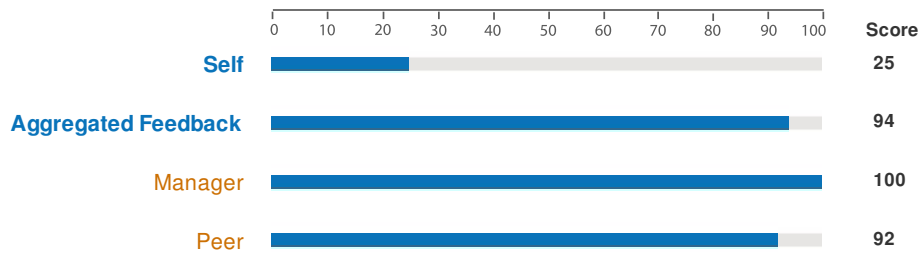
Degree to which a person is able to engage in healthy self-censorship.



You regularly practice self-monitoring, and know when and how to engage in social restraint. You think through the consequences of your words and actions before doing anything that you know could offend someone or that you could end up regretting. Not only are you able to recognize the need for forethought, you actually take the needed time to consider the repercussions of your behavior and adjust accordingly.

Self-Control

Ability to regulate and control one's emotions; to show poise in stressful situations.



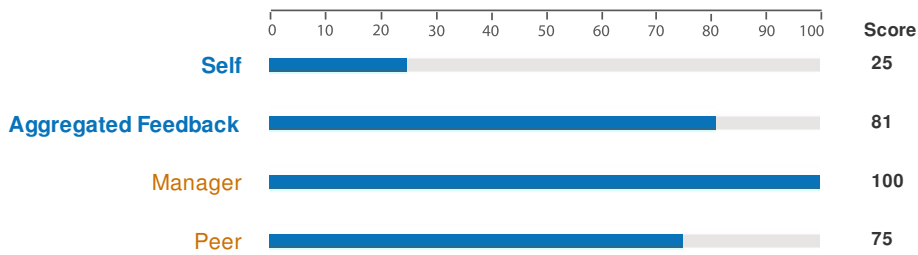
You seem to have exceptional emotional control. You are very good at keeping yourself composed when your patience and restraint is tested, and can tolerate a great deal of situations that others would likely find frustrating. This is an asset.

RESILIENCE & PSYCHOLOGICAL HEALTH

In order to adapt to the inevitable ups and downs that life offers, mental strength is essential. What many people fail to realize, however, is that the ability to stay strong in the face of challenges is not an inherent trait; it must be (and can only be) developed by facing problems and hardship head-on. Only then that we can develop the strength to overcome the next challenge that comes along. Review the results below for information on your psychological make-up.

Coping Skills

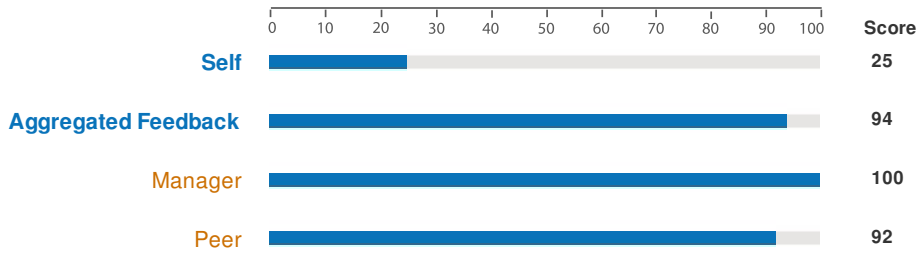
Ability to work well under pressure through use of healthy coping techniques.



You show a great deal of fortitude in stressful situations. You do not allow pressure to overwhelm you, and are able to stay focused and composed. You likely use several practical and healthy techniques to cope with stress, and are able to bounce back with a fair amount of ease.

Emotional Selectivity

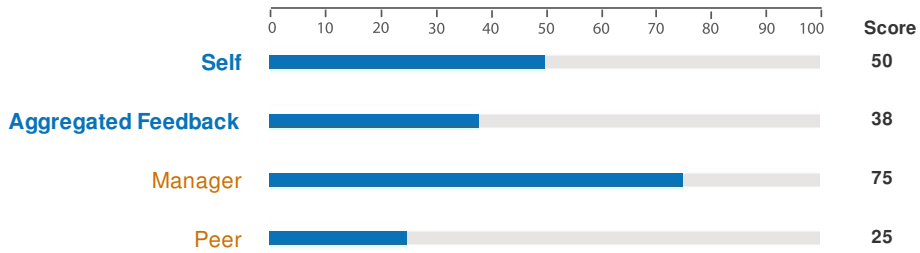
Ability to let go of little annoyances and move on; to pick one's battles.



You have learned to accept the minor annoyances that life can bring, and do not allow them to disturb your peace of mind. You are able to put these minor issues in perspective, let go and move on. You go with the flow and don't expend unnecessary energy concerning yourself with inconsequential issues.

Positive Mindset

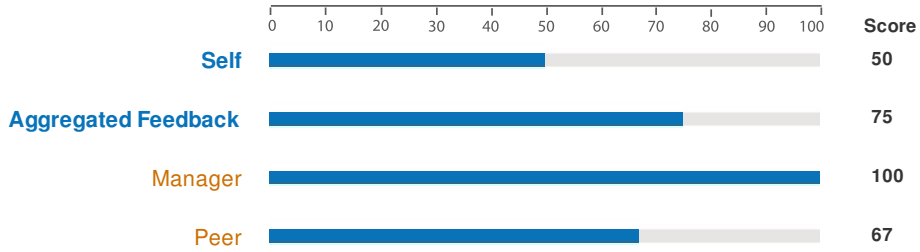
Degree to which a person possesses an upbeat, optimistic, and hopeful attitude.



You are more of a pessimist than an optimist, and likely prefer not to get your hopes up (or are generally unable to convince yourself that things can turn out for the better). While there may be some potential benefits to a pessimistic outlook, optimism has been shown to enhance creativity, resilience, goal orientation, and success likelihood.

Resilience/Hardiness

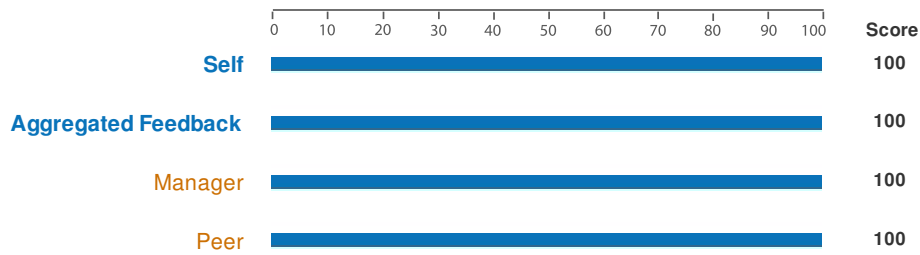
Degree to which a person shows determination and mental toughness in the face of hardship; ability to bounce back from difficulties.



Sometimes, you feel like throwing in the towel when times are tough, but it's rare for you to give up too easily. You are fairly resilient and mentally tough. With time, effort, and strength, you usually manage to overcome most of the hardships that life throws at you.

Deliberation

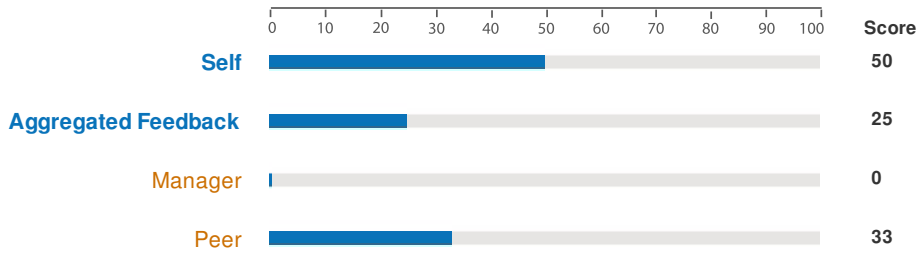
Tendency to plan ahead, to be prudent, and to carefully consider options before taking actions.



You will not take a risk, make a decision, tackle a project, or start your day without creating a plan. You are a strategic thinker, and will carefully and meticulously reflect on what needs to be done and how. This allows you to anticipate problems ahead of time, and adjust your approach accordingly. You are always thinking ahead and will likely be ready for whatever situation arises.

Rumination

Tendency to over-think issues.



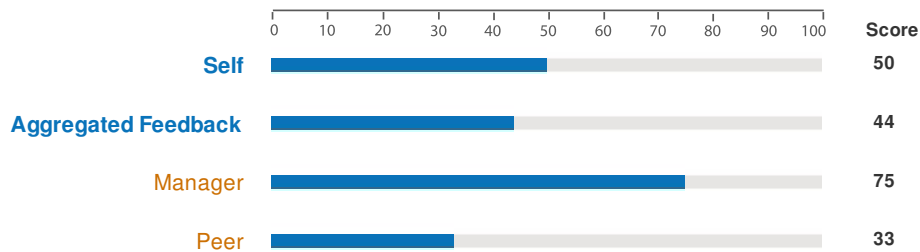
Even if you are going through a tough time, you do not allow yourself to obsess about the situation. You are able to keep track of your thoughts, prevent them from spiraling into negativity, and keep problems in perspective. You don't over-think issues and instead, choose to put them out of your mind when you don't need to be thinking about them. This allows you to go about your work day without being consumed or distracted by your worries. Note: People who score low on Rumination and Deliberation could be at risk for carelessness or recklessness.

SOFT SKILLS

Navigating the social world requires a certain degree of finesse. Without it, we are unable to develop a rapport with others and build strong, harmonious relationships. The following section encompasses the traits and skills that make social interaction more pleasant and productive.

Social Insight

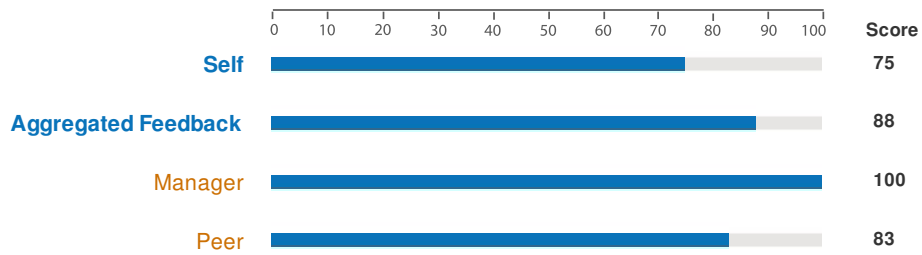
Ability to read a social situation, understand social cues, and respond according to what is most appropriate for the circumstances.



You have likely had your fair share of social missteps. You do not always make it a point to step back, observe, and listen when interacting with others. This is the basis of social insight - and when you don't put an effort into practicing this skill, you are more likely to misjudge or misunderstand a social situation, and in turn respond in manner that doesn't befit the circumstances. You need to work on being more insightful and attentive.

Communication Skills

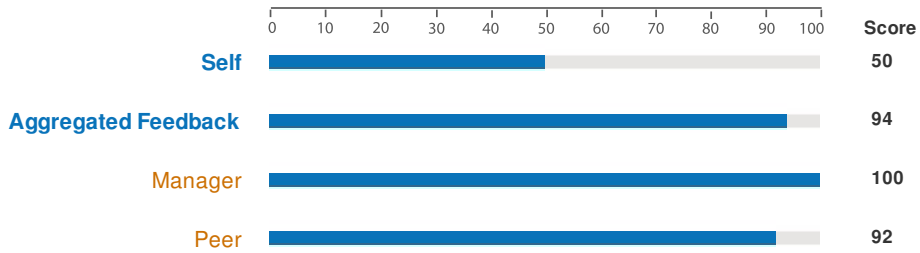
Ability to express oneself clearly and effectively.



You have excellent communication skills. You express yourself clearly and effectively, and have a firm grasp on how to convey a message so that others get the intending meaning, reducing the likelihood of misunderstandings. This is an essential skill because being in contact with others requires the ability to communicate productively.

Listening Skills

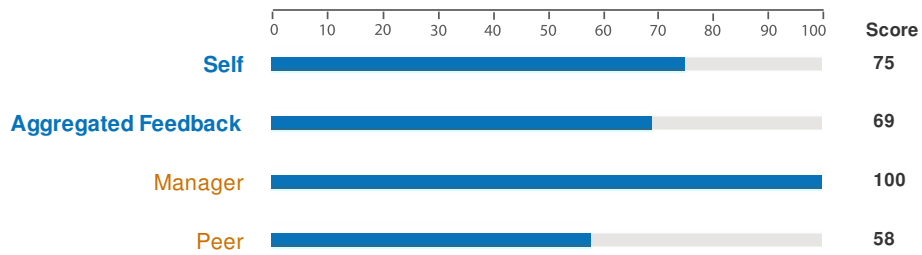
Ability to actively pay attention to others.



You are a very attentive listener. There is very little information, if any, that gets by you. Most importantly, your willingness to listen to others makes them feel valued and shows them that you genuinely care about their opinion. In turn, people will feel more comfortable opening up to you. You are willing and able to offer others your undivided attention.

Diplomacy

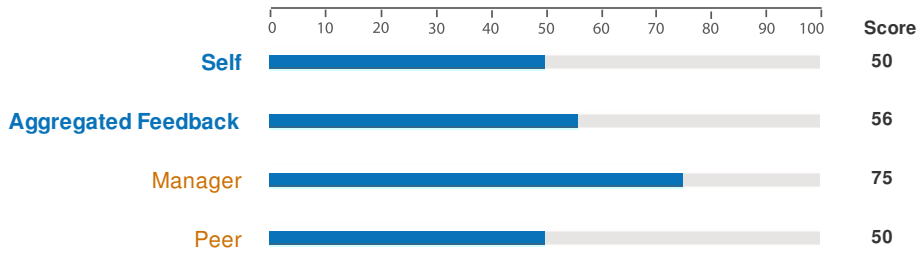
Ability to interact with others in a tactful manner.



You are usually quite diplomatic in your approach to others, and use tact in most sensitive situations. While you may have occasionally found yourself saying the wrong thing at the wrong time, or being a little insensitive, you are likely aware of times when you have done this and are learning from your mistakes. You simply need to make it a point to be mindful of how others are responding to you.

Empathy

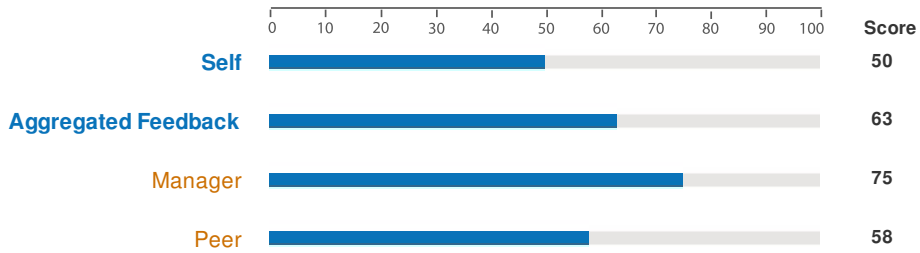
Ability to see situations from another person's perspective - to identify with others



You are somewhat empathetic, but either don't put this skill into practice often enough, or struggle to fully understand other people's perspectives. Like social insight, this is a skill that is essential to building relationships with others - without it, you are more likely to have difficulty understanding and getting along with others. You have a basic level of skill, which means you have a foundation you can work from in order to improve.

Compassion

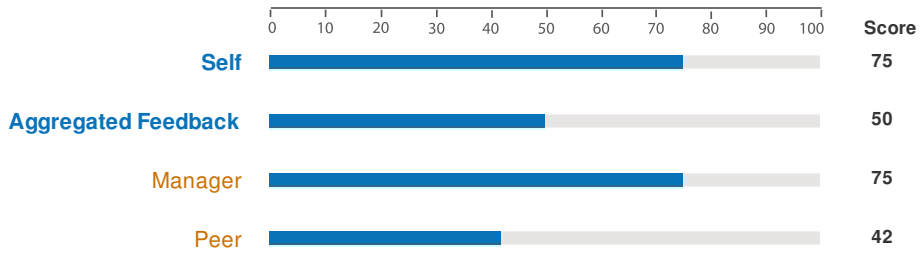
Degree to which a person feels sympathy for others and desires to help them.



As a whole, you think it's important to show compassion, and to do what you can to make other people's lives better. This doesn't necessarily mean that your needs will always take a backseat to those of others, or that you intend to dedicate your entire life to improving the world, but it is important to you to have a positive impact on those around you. You are fairly sympathetic and understanding, and want to offer support if you can.

Adaptable Social Skills

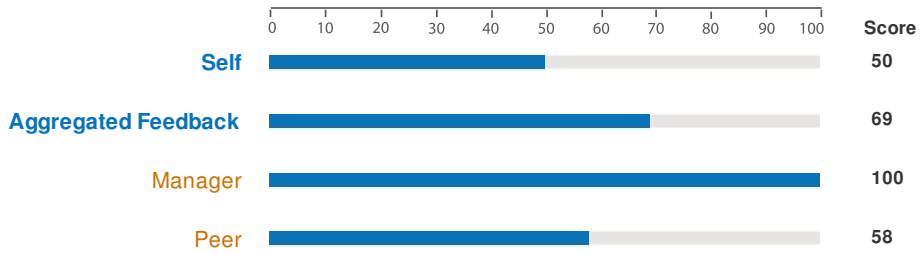
Ability to adjust one's communication style and social behavior to best fit the audience or social situation.



Although you are sometimes able to adjust your social approach when it is called for, you may not always recognize the situations in which it is necessary for you to do so. There is nothing wrong with being yourself. However, it's important to recognize that sometimes, you need to adjust the way you speak or conduct yourself in certain social settings or with certain people, and you do not seem to be doing this on a consistent basis.

Conflict-Resolution Skills

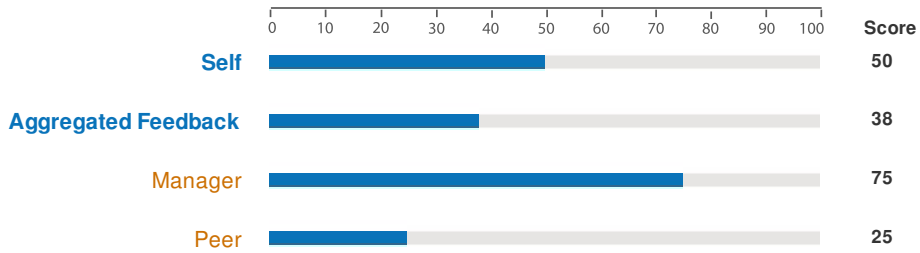
Ability to handle conflict situations with poise and professionalism; ability to resolve conflict effectively.



Dealing with conflict isn't the ideal situation for you (as would be the case for most people), although you try to resolve disagreements in the most productive manner possible. It can occasionally be a struggle for you to remain objective, but you have the basic skills needed to handle conflict situations. There is still room to fine-tune your approach, and this involves reminding yourself to step back, keep your emotions under control, and keep the goal of compromise in mind at all times.

Ability to read body language

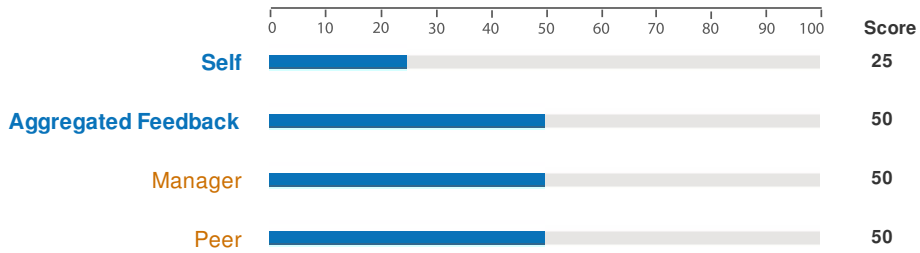
Ability to interpret other people's body language, facial expressions, gestures, etc.



You have a great deal of difficulty interpreting body language. Given that a large percentage of communication is non-verbal, this could place you at a significant disadvantage in social situations. If you misread a person's body language, you are more likely to misinterpret what they are feeling, which will in turn make it difficult for you to adjust your own response or behavior. This can result in social missteps and even conflict, which is a problem in positions where you work with people. Learning how to read body language is possible, however, if you're willing to be trained.

Mentoring Skills

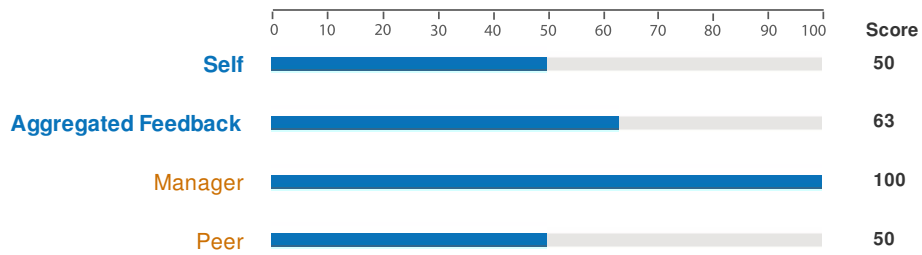
Ability to develop and guide others to help them reach their full potential.



You provide some guidance in order to help bring out and develop other people's strengths, but if your goal is to mentor others, you will need to improve certain skills or at least put them to better use. Mentoring requires strong people skills and a willingness to set the right example for others. If you work on these areas, your mentoring potential will improve as well. This is an important skill to have if your job requires you to train new staff or if people regularly look to you for guidance and leadership.

Authenticity

Determines whether an individual is upfront and sincere.



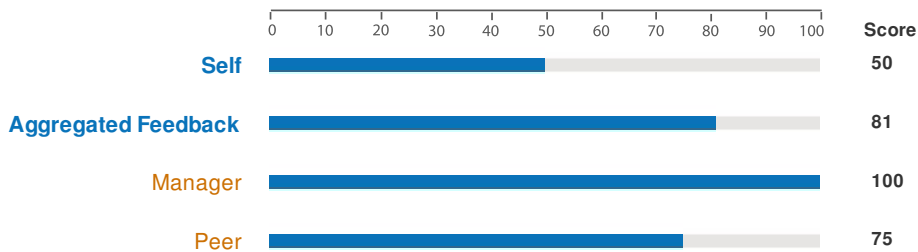
You are generally frank and sincere, and will show your true self, at least with people you are comfortable with. You may sometimes hold back from being completely straightforward, perhaps if you think someone wouldn't be able to handle the truth or if you really believed it would do more harm than good. Overall, you think being authentic is important, and likely won't intentionally put on an act unless you felt it was absolutely necessary.

DRIVE

Human beings have an inherent desire to be doers, to have an impact on the world. If we do not allow complacency or passivity to set in, we would be able to accomplish anything. However, while drive comes from within, it is a fire that must constantly be stoked. The following section is comprised of the traits and skills that can propel you forward on the road to success.

Awareness of Strengths and Limitations

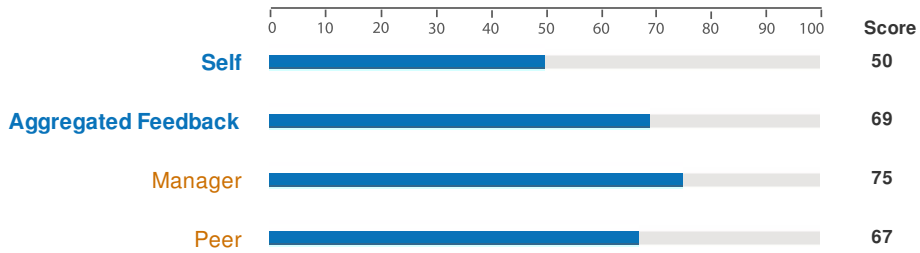
Assesses whether a person has a clear understanding of his/her faults and his/her assets.



You are fully cognizant of your strengths and skills and know full well that there are some gaps in your knowledge and capabilities. Essentially, you know who you are and what you bring to the table. Most importantly, you use this awareness of your strengths and limitations to make smart choices and plan/adjust your life accordingly.

Ambition

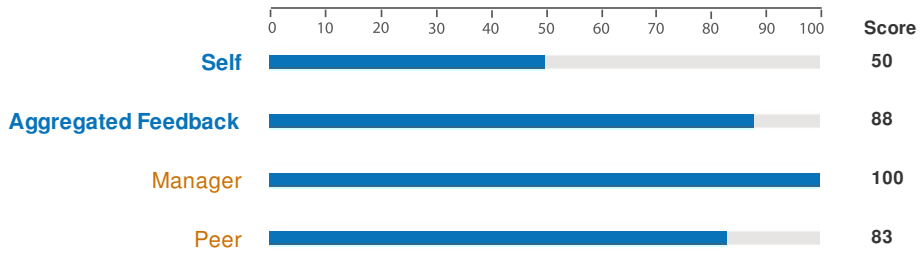
Assesses a person's level of desire to achieve something great.



It is rare for you to settle for the status quo. You are fairly ambitious, and likely have at least a few lofty aspirations that you want to attain. Achievement is important to you, and you want to work toward something that you can be proud of. You won't set the bar excessively high, but you do challenge yourself and push yourself to reach a higher potential.

Problem-Solving Skills

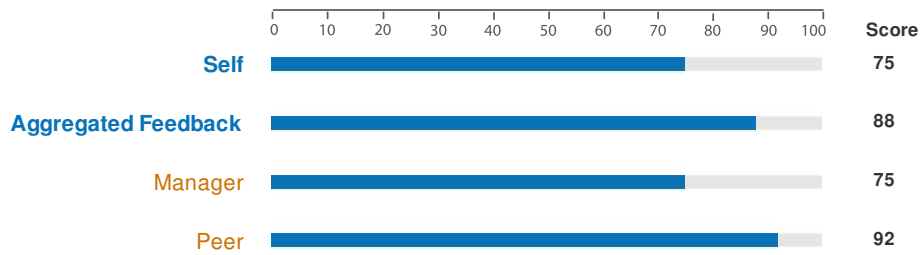
Assesses whether a person solves problems effectively and in a timely manner.



Problems are a part of life, and this is a caveat that you seem to have accepted. Rather than gripe or run when faced with difficulties, you stay focused and on track and work hard to find a solution. You show a great deal of determination when faced with problems and will not give up until they are resolved.

Self-Motivation

Degree to which a person is motivated to succeed and shows perseverance in the face of obstacles.



You possess a strong level of drive, and are able to find the inner incentive to propel yourself forward. You persevere in the face of obstacles, and when you set your mind to something, you will not stop until you get it done.

Question 25:

In your opinion, does this person need to improve his/her approach to conflict? If so, what would you recommend? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I feel like I resolve conflict well. I strive to work out a win-win scenario for everyone involved.

Manager:

- John resolves conflict better than anyone else I know.

Peer:

- John seems to approach conflict as he does any other problem - he analyzes, conducts research, etc. So he will find a logical solution to the issue. My concern is that his indifference (not a lack of caring, but a lack of emotion) almost seems like he is patronizing the other person, even though I know this isn't the case. Sometimes, just saying "I understand how you feel" and meaning it, can make all the difference.
- John is pretty good at dealing with conflict but it depends on who he is dealing with. When he has a disagreement with someone calm and rational, he handles it well. When it is someone who is yelling and verbally aggressive, he gets uncomfortable, although most people wouldn't notice.
- There is zero emotion when he is in a conflict situation. This is good in some situations, in that he doesn't get heated, but can also make him appear cold. It's almost like he just wants to outwit his opponent. His arguments come off as cold and calculated.

Question 26:

In what ways can this person better demonstrate emotional intelligence? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I supposed I can share my feelings a little more. I rely more on logical reasoning, but I can recognize now that it's not necessary to view feelings as unprofessional. I was once told by a colleague that I am a little "robotic," so maybe I can be more expressive.

Manager:

- From my perspective he is doing fine. John is always calm, poised, and professional. His team likes him and his clients enjoy working with him.

Peer:

- John needs to understand that there is nothing wrong with having feelings. When something frustrating happens (a recent client backed out of a project after we had done a month's worth of work), he barely reacted. He just said, "These things happen." It wouldn't have been bad to show a little frustration. I am not saying he has to yell and scream, but at least show that he was feeling the same way his team was. Otherwise, he looks like he doesn't care. And I know that he does, he just doesn't show it.
- I think he needs help with managing his emotions. I have never seen him lose control of his emotions but I feel this is because he hides/suppresses a lot.
- Be more human. There is no better way to explain it. If he's mad, he should say so. People will still respect him.

Question 27:

In which other areas, if any, do you feel this person can improve? (Enter your comments in the box below. If you do not wish to add any comments, you can skip this question).

Self:

- I wouldn't mind working with a coach to improve my overall emotional intelligence. Overall, I feel I am doing fairly well in this area, but I think some coaching would help in terms of improving my comfort with emotional and stressful situations.

Manager:

- I don't see much room for improvement, aside from not overthinking things too much.

Peer:

- I think John should talk to his team more, less about business and more about stress, burnout, and just general frustrations. He is a rock for his team, but I honestly think it would help us more to know that sometimes he gets frustrated and stress too. I guess it would make us feel less alone.
- No comments received
- He is a prime candidate for coaching. He is a good communicating but not good at expressing himself (emoting).

Summary & Gap Analysis

Summary Table

In the Summary table, you will find a compilation of all the scores on the 360 assessment from the participant (Self), all raters combined (Aggregate), and other rater categories (e.g., Managers, Direct Reports, Peers, Internal Clients, External Clients).

This is useful for the participant and coach as a quick summary of the person's overall behavior, performance, thinking style or emotional responses.

For your convenience, we have color-coded the results. The cut-off points are to some degree arbitrary, but they are based on our coaching experience with leaders and employees. You can, of course, adjust the thresholds if you wish, based on your own desired benchmarks.

Color-coding legend for Summary Table

Color	Legend
Green	Green indicates an excellent result. Improvement may still be possible in order to take a skill to an even higher level, but overall it is great as is.
Yellow	Yellow indicates a good result, which means there is some room for improvement. This would be considered a medium priority issue.
Orange	Orange indicates a development area with quite a bit of room for improvement. This would be considered a medium to high priority issue.
Red	Red indicates a significant development area that the participant needs to work on, if relevant to his or her role. This should be considered high priority.

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer
OVERALL	50	70	88	64
Comfort with Emotions	25	38	75	25
Self-Monitoring	25	81	100	75
Self-Control	25	94	100	92
Coping Skills	25	81	100	75
Emotional Selectivity	25	94	100	92
Positive Mindset	50	38	75	25
Resilience/Hardiness	50	75	100	67
Deliberation	100	100	100	100
Rumination	50	25	0	33
Social Insight	50	44	75	33
Communication Skills	75	88	100	83
Listening Skills	50	94	100	92

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer
Diplomacy	75	69	100	58
Empathy	50	56	75	50
Compassion	50	63	75	58
Adaptable Social Skills	75	50	75	42
Conflict-Resolution Skills	50	69	100	58
Ability to read body language	50	38	75	25
Mentoring Skills	25	50	50	50
Authenticity	50	63	100	50
Awareness of Strengths and Limitations	50	81	100	75
Ambition	50	69	75	67
Problem-Solving Skills	50	88	100	83
Self-Motivation	75	88	75	92

Gap Analysis Table

The purpose of the gap analysis table is to highlight discrepancies among the ratings, specifically:

- Between Self and Aggregate
- Between Self and other rater categories (e.g., Manager, Peer, Clients, Direct Reports)

If there are discrepancies between ratings, what does this indicate?

There are a number of factors that can be at play. For example:

When there is a large discrepancy between a participant's self-ratings and the ratings of his or her evaluators:

- It could be an indication of low self-awareness. The participant's self-perception is not aligned with how he/she is perceived by other people. Oftentimes, such discrepancy indicates a "blind spot" that the participant needs to bring into his or her awareness, and address.
- It could be an indication of low self-esteem. The participant is under-valuing his or her skills and contribution.
- It could be an indication of overconfidence. The participant is over-valuing or over-exaggerating his or her skills and contribution.
- The participant could be playing it safe by discounting his or her skills, so that others do not think that he or she has an inflated ego.

When there is a large discrepancy between the different rater categories:

- It could be an indication that the participant behaves disparately depending on the circumstances. Essentially, the participant adapts his/her attitudes and behaviors based on who he/she is interacting with. This can be a conscious adaptation - and the intention may range from negative to positive. For example:
 - The participant may be deliberately engaging in socially desirable behavior in order to look good in front of the right people (e.g., supervisor, manager, clients).
 - The participant may recognize the importance of self-monitoring (e.g., being more casual with peers, but acting more professionally with a manager or client).
- It could be indication that the participant subconsciously changes his/her behavior because of the way he or she was raised, because of past experiences, or as a result of behavioral conditioning. For instance, he or she may be at ease with some people (e.g. peers), but feels intimidated when dealing with a supervisor or manager (e.g. is assertive with colleagues or direct reports, but holds back opinions/ideas and becomes acquiescent with an authority figure).

Thus, the purpose and value of the gap analysis is to reveal the dynamics of a participant's behavior. It can help to pinpoint when adaptive actions are at play and, with the help of a coach, the participant can identify the underlying cause of the discrepancy.

Color-coding legend for Gap Analysis Table

- A plus (+) sign indicates that the Self score is higher than the rater score.
- A minus (-) sign indicates that the Self score is lower than the rater score.

Color	Legend
Green	The difference between the Self score and rater score is negligible (difference of 5 points or less)
Yellow	The difference between the Self score and rater score is minor (difference of 5 to 10 points)
Red	The difference between the Self score and rater score is significant (difference of more than 10 points)

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer
OVERALL	-20	-38	-14
Comfort with Emotions	-13	-50	0
Self-Monitoring	-56	-75	-50
Self-Control	-69	-75	-67
Coping Skills	-56	-75	-50
Emotional Selectivity	-69	-75	-67
Positive Mindset	+12	-25	+25
Resilience/Hardiness	-25	-50	-17
Deliberation	0	0	0
Rumination	+25	+50	+17
Social Insight	+6	-25	+17
Communication Skills	-13	-25	-8
Listening Skills	-44	-50	-42

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer
Diplomacy	+6	-25	+17
Empathy	-6	-25	0
Compassion	-13	-25	-8
Adaptable Social Skills	+25	0	+33
Conflict-Resolution Skills	-19	-50	-8
Ability to read body language	+12	-25	+25
Mentoring Skills	-25	-25	-25
Authenticity	-13	-50	0
Awareness of Strengths and Limitations	-31	-50	-25
Ambition	-19	-25	-17
Problem-Solving Skills	-38	-50	-33
Self-Motivation	-13	0	-17

Advice and Tips

To help you get started on the path toward growth and improvement, EIQ 360 offers a variety of insightful and practical tips to improve each competency assessed on the test. You can access the full list of tips by downloading the PDF file at the end.

- **Face it - everyone has feelings.** Emotions are not unique, and are experienced by everyone (though perhaps under different circumstances). It is human nature. Keeping this in mind will enable you to be more accepting of not only your own emotions, but those of others.
- **Keep your mind focused on possibilities.** Think of the best-case scenario or outcome possible and keep your mind focused on that as a goal. When it comes to problems, focus on those aspects of a problem or situation that are within your control or that you can change for the better. Avoid dwelling on matters over which you have no control and cannot change.
- **Be objective.** Try not to allow your own emotions to interfere with your judgment. Whenever we engage with others and try to perceive how they are feeling, we bring our own emotions to the table. Do your best to remove your own feelings from the situation when attempting to evaluate someone else's.
- **Pause and reflect.** For example, your first impulse after being insulted might be to respond with anger or a few nasty insults in return. Impulses associated with anger are commonly among the most difficult to control. However, a moment of reflection will certainly inform you that it is *not* the most appropriate response and it *will* have negative consequences.
- **Be aware of your audience.** Adjust not only the content of what you say but the style and manner you express yourself to accommodate the background, experience, and temperament of those you are interacting with. Adapt the tone or the way you express yourself. For instance, the familiar and joking manner you employ with friends may not be appropriate with customers or your manager.

For full access to all tips, please download the following PDF file:

<http://archprofile.com/mr360pdf/IndividualEIQ360.pdf>

List of Raters

For your references, the following is the list of your raters for this 360 assessment.

- john@test.com
- mary@example.com
- konstantin@test.com
- kate@example.com

Additional Materials

To enhance your emotional intelligence, feel free to review the materials suggested below.

Books:

Title: Title: Don't Sweat the Small Stuff...and it's all small stuff: Simple Ways to Keep the Little Things From Taking Over Your Life.

Author: Richard Carlson, Ph.D.

Publication year: 1997

Publisher: Hyperion: New York (NY)

URL: https://www.amazon.com/Sweat-Small-Stuff---small-Series/dp/0786881852/ref=sp_atf_image_1_1?ie=UTF8&qid=1368547460&sr=8-1

Title: The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership.

Author: David R. Caruso & Peter Salovey

Publication year: 2004

Publisher: Jossey-Bass: San Francisco (CA)

URL: https://www.amazon.com/Emotionally-Intelligent-Manager-Emotional-Leadership/dp/0787970719/ref=sp_atf_title_1_1?s=books&ie=UTF8&qid=1368547514&sr=1-1

Title: Emotional Intelligence: Why it can matter more than IQ

Author: Daniel Goleman

Publication year: 1995

Publisher: Bantam: New York (NY)

URL: https://www.amazon.com/Emotional-Intelligence-10th-Anniversary-Matter/dp/055380491X/ref=sp_atf_title_1_1?s=books&ie=UTF8&qid=1368547577&sr=1-1

Title: Working with Emotional Intelligence

Author: Daniel Goleman

Publication year: 1998

Publisher: Bantam: New York (NY)

URL: https://www.amazon.com/Working-Emotional-Intelligence-Daniel-Goleman/dp/0553378589/ref=sp_atf_title_1_1?s=books&ie=UTF8&qid=1368547603&sr=1-1

Title: Emotional Intelligence In Action: Training and Coaching Activities for Leaders, Managers, and Teams

Author: Marcia Hughes & James Bradford Terrell

Publication year: 2012

Publisher: San Francisco (CA)

URL: https://www.amazon.com/Emotional-Intelligence-Action-Training-Activities/dp/1118128044/ref=sr_sp-atf_title_1_1?s=books&ie=UTF8&qid=1368547627&sr=1-1

Title: The Emotional Intelligence Activity Book: 50 Activities for Promoting EQ at Work

Author: Adele B. Lynn

Publication year: 2002

Publisher: AMACOM: New York (NY)

URL: https://www.amazon.com/Emotional-Intelligence-Activity-Book-Activities/dp/0814471234/ref=sr_sp-btf_title_1_6?s=books&ie=UTF8&qid=1368547627&sr=1-6

Title: Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes

Author: Adele B. Lynn

Publication year: 2007

Publisher: AMACOM: New York (NY)

URL: https://www.amazon.com/Quick-Emotional-Intelligence-Activities-Managers/dp/0814408958/ref=sr_sp-atf_title_1_1?s=books&ie=UTF8&qid=1368547780&sr=1-1

Title: Character Strengths and Virtues

Author: Christopher Peterson & Martin Seligman

Publication year: 2004

Publisher: Oxford University Press, Inc.: New York (NY)

URL: <https://www.amazon.com/Character-Strengths-Virtues-Handbook-Classification/dp/0195167015>

Title: Lifescrpts: What to say to get what you want in life's toughest situations (Revised Ed.)

Author: Stephen M. Pollan & Mark Levine

Publication year: 2004

Publisher: John Wiley & Sons, Inc.: Hoboken (NJ)

URL: https://www.amazon.com/Lifescrpts-What-Lifes-Toughest-Situations/dp/0471643769/ref=sr_sp-btf_title_1_1?s=books&ie=UTF8&qid=1368547824&sr=1-1-fkmr1

Title: The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationship

Author: Jeanne Segal

Publication year: 2008

Publisher: McGraw-Hill: (USA)

URL: https://www.amazon.com/Language-Emotional-Intelligence-Essential-Relationships/dp/0071544550/ref=sr_spatf_title_1_1?s=books&ie=UTF8&qid=1368547860&sr=1-1