

Circle one of the hash marks that best represents where you would rate your current level of effectiveness for each of these 8 factors with the outer mark representing a "1" or the minimum ("I am very ineffective at this"). The inner most (to the center) would be a 9 or the maximum ("I am extremely effective at this"). Then go back through each factor and circle the hash mark where **you would like to be**. Consult the definitions that follow when answering. © 2015 World Class HR

RELATIONSHIPS

- Positive, Constructive, Healing (*Anabolic*)
- Non Judgmental
- Learning Opportunities (not obstacles)
- Values driven
- Responsible (accountable)
- Intuitive
- Empowering (self and others)
- Loving not critical or ego driven

PRODUCTIVITY

- Maximize results (not status quo)
- Use Participative / team orientation
- Apply high energy techniques
- Seek suggestions and ideas without removing responsibility for action
- Accountability/Use Objective Measures

LEADERSHIP

- Empathetic /Compassionate
- Constructive / Solution oriented
- Seek first to understand (Covey)
- Consensus building
- Principled / values driven
- We over “me” (*Anabolic*)
- Seeking over telling

DECISION MAKING

- Identify/understand all the issues
- Collaborate on well developed plan
- Seek consensus
- Acknowledge/Retain resources and skills)
- Metrics driven
- Solution focused (not obstacles driven)
- Clearly identify roles and responsibilities

INFLUENCING/INSPIRING

- Seek to understand first *
- Positive outlook on life (anabolic)
- Trusting
- Integrity / honesty
- Shares information / gifts willingly
- See great potential in self/others
- Recognizing contributions

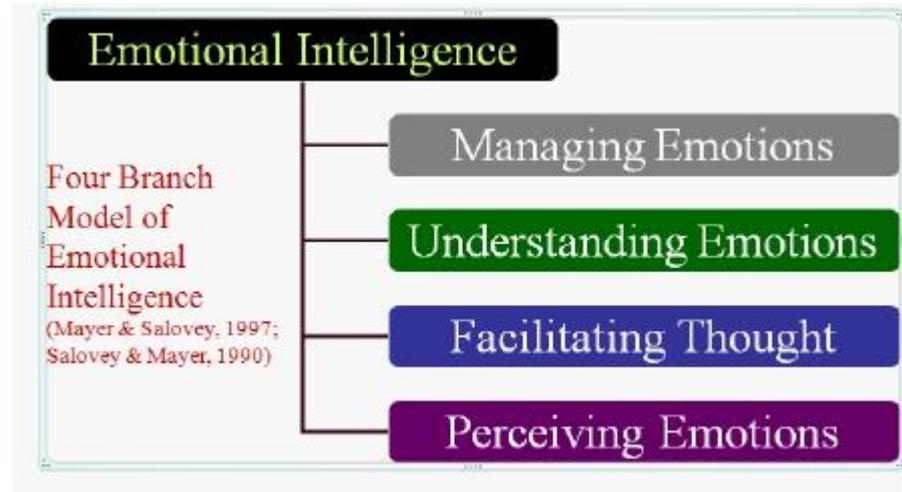
TIME MANAGEMENT/BALANCE

- First Things First* (Urgent/Important)
- Board's mission / values drive actions
- Goals in line with mission/values
- Be Accountable for commitments
- Enjoy life every day (schedule it)

* Stephen R. Covey

HEALTH/WELLNESS

- Self care / Self accepting
- Nutrition/Exercise/Development
- Support system
- Positive social relationships
- Personal development a priority
- Family



Emotional Intelligence, Cont'd

Definition (Mayer & Salovey, 1990)

Peter Salovey and John D. Mayer have been the leading researchers on emotional intelligence defined as *“the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.”* The 4 branch model is:

- 1. Identifying Emotions:** identify emotions in faces
- 2. Using Emotions to Facilitate Thought:** use emotions to solve problems
- 3. Understanding Emotions:** figure out what makes people “tick”
- 4. Managing Emotions:** make optimal decisions

Daniel Goleman (1995) model:

(1) Emotional Self-Awareness, (2) Managing one's own emotions (3) Using emotions to maximize (4) intellectual processing and decision-making (5) Developing empathy (6) The art of social relationships (7) managing emotions in others

Goleman found that 67% of abilities deemed as essential for effective performance were emotional competencies.... EI mattered twice as much as IQ across all job categories. The Center for Creative Leadership in 1994 found **75% of careers are derailed for reasons related to emotional competencies**, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust

TRACKING/MEASURING RETURN ON EXPECTATIONS (ROE)

PRODUCTIVITY

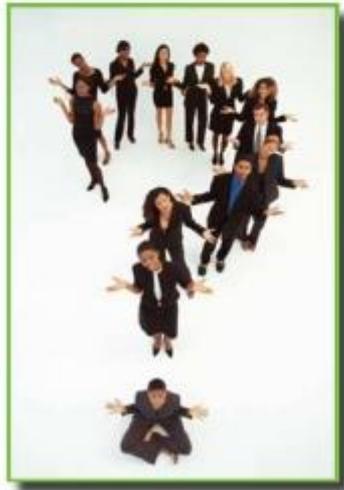
Currently, I would rate my Productivity (scale of 1-9, 9 as Extremely Effective) at

Within 6 months, I would like to my Productivity (scale of 1-9, 9 as Extremely Effective)

At this new level, here are examples of how my Productivity would be different from where it is currently

My organization measures Productivity in the following way:

QUESTIONS



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