EMOTIONAL INTELLIGENCE

STYLE PROFILE REPORT

ZERO frequency®
by Mabel Katz

John Doe - Sample
8/7/2020

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TABLE OF CONTENTS

This report contains information about your results and about emotional intelligence styles, in general. The contents list, below, indicates what is in each section:

Introduction 3

Your Results 4

Interpreting Your Results 5

- **Empathetic**
- **Organized**
- **Reflective**
- **Conceptual**

Emotional Intelligence Style Pros & Cons 8

- **Reflective / Conceptual**
- **Organized / Empathetic**

Your Individual Score 9

Developing Your Emotional Intelligence Style Skills 10

The Emotional Intelligence Style Model 11

Pulling It All Together 15

My Contract for Change 16

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INTRODUCTION

Emotional intelligence has become a familiar term in recent years, and has come to be seen as something which individuals should be able to effectively apply as often as possible. This is particularly the case in leadership situations of various kinds, or in dealing with other people in day-to-day communications. The term emotional intelligence draws on two simple concepts: To be "intelligent", or what we will term "applying knowledge appropriately", and to be "emotionally astute", or what we will term "applying feelings appropriately". This model takes the view that emotional intelligence is driven by people's motivation and the relative structure, or flexibility, of their thinking about themselves and others. This model, therefore, suggests that "applying knowledge appropriately" is fundamentally about analysis and intuition, and "applying feelings appropriately" is fundamentally about experience and expression. The profile consequently utilizes a four quadrant grid to help categorize and measure emotional intelligence style.

In this grid, the first axis describes an individual's basic motivation or drive as far as their behavior is concerned. At the "Outcome" end of the scale, this means being focused predominantly on tasks or results, and adopting either an analytical or intuitive emotional intelligence approach. At the "Belief" end of the scale, this means being focused predominantly on past experience and personal values, and adopting either a practical or expressive emotional intelligence approach.

The second axis on the grid relates to the extent to which people are structured or not in their approach and behavior. At the "Controlled" end of the scale, this involves people focusing on facts and being systems oriented. At the "Experimental" end of the scale, this involves people focusing on being open or flexibly minded, and being "feelings centered" in their relationship with others.

By intersecting these two axes, the grid created shows four emotional intelligence styles. Each of these four styles may be adopted in different situations, although it is often the case that most individuals will utilize one or two styles in most circumstances that they encounter. The four resulting styles carry the labels of REFLECTIVE, CONCEPTUAL, ORGANIZED, or EMPATHETIC.

While all of these styles have their specific contributions to make in being emotionally intelligent, the more an individual can utilize the most appropriate style in a situation, the more emotionally intelligent they are likely to be.

The appropriate use of emotional intelligence requires considerable practice for many people. However, the process starts with a strong sense of self-awareness and a diagnostic appreciation of the style(s) in which they are already strong or are in need of further development. After viewing your own results, the subsequent interpretation notes will offer some guidance on how this future improvement effort may be carried out.

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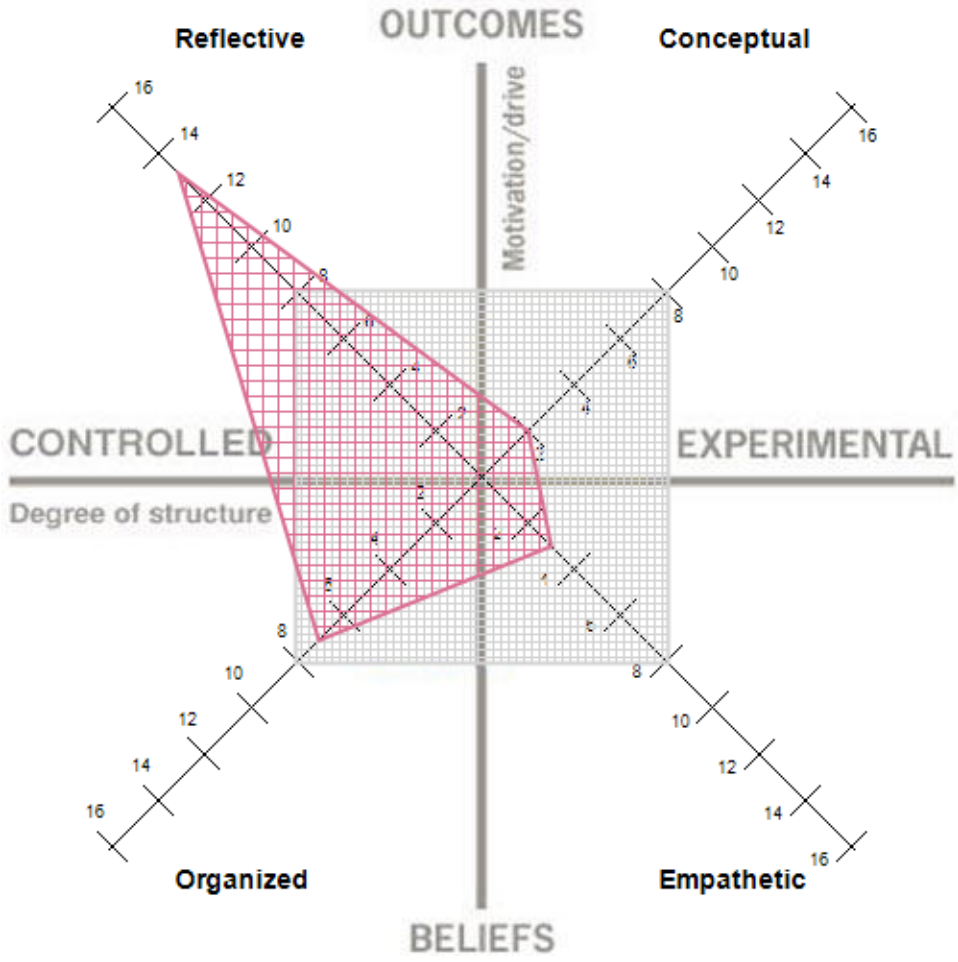
EMOTIONAL INTELLIGENCE STYLE GRID PROFILE

John Doe - Sample



Note: The square shaded area suggests an entirely balanced emotional intelligence approach. Of course, every situation is different and may require slightly different styles to handle it. This shaded square is, therefore, only an average, and merely suggests that we should draw upon all four quadrants as much as necessary when the circumstances are appropriate.

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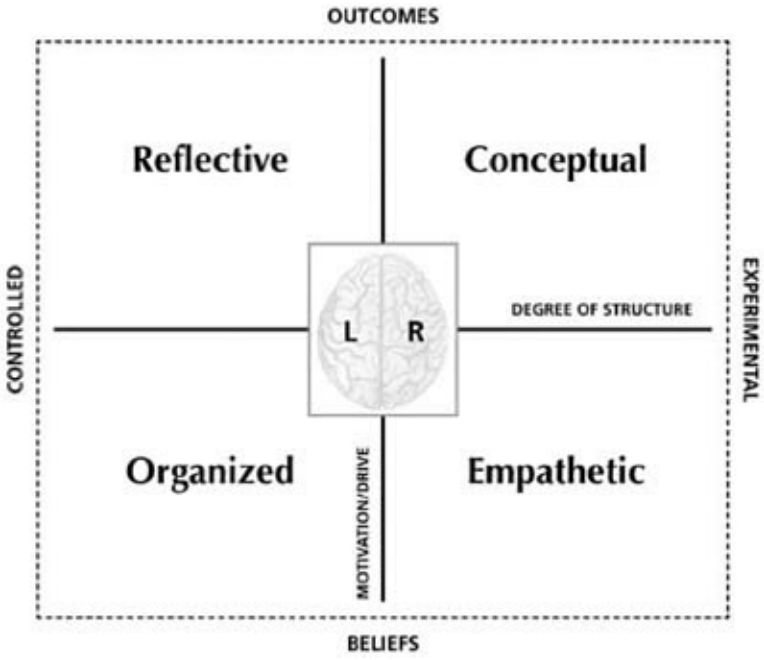
INTERPRETING YOUR RESULTS

The effective emotional intelligence grid has four quadrants, with a general descriptive label for each:

1. **Reflective**
2. **Conceptual**
3. **Empathetic**
4. **Organized**

These quadrants are the outcome descriptions from the thinking structure brought to bear and the extent to which motivation is outcome or belief driven. This is represented on two intersecting axes in a simple grid fashion as follows:



Individuals may actually draw upon all four of these different emotional intelligence styles in different situations. In addition, an individual can learn or choose to use more of a particular style than another. However, if the instrument has been completed honestly, for the most part an individual is likely to have a primary and/or a secondary style that are considerably stronger than the others. This means that they are likely to adopt these styles more often and with greater ease than other styles. It should be noted that Reflective and Organized styles are largely seen to be left-brain driven, where Conceptual and Empathetic styles are largely seen to be right-brain driven.

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THE EMOTIONAL INTELLIGENCE STYLES

EMPATHETIC

John Doe - Sample's score for this style: 3.00
You will therefore naturally make some use of this style

In this highly experimental and highly beliefs-driven style, the individual is likely to have a strong drive to understand and communicate with people at a social level, and spend much of their time looking to extend and deepen their relationships with others. To do this they will adopt a warm and gregarious approach to new situations and events in general, and strive hard to understand other people's inner feelings and views. The Empathetic type consequently likes to connect with others at an emotional level and most enjoys relationships where feelings are open and known (and outcomes and task goals are secondary).

The Empathetic type is predominantly interested in how the world of inner feelings, beliefs, and values can be better understood. They are therefore likely to adopt an open, giving, and altruistic approach on the basis that it may well engender the same response in others.

ORGANIZED

John Doe - Sample's score for this style: 7.00
You will therefore naturally make a lot of use of this style

In this high structure and highly beliefs-driven style, the individual is likely to strongly value a world in which people can interact simply, fairly, and with certainty (and, therefore, purposefully seek to establish sound processes that others will find helpful to follow). To do this they will approach new situations by communicating the importance of issues such as clear processes and systems, personal competence, good planning, and discipline as a basis for an organized world in which people can operate in a calm, familiar, and well ordered climate.

The Organized type is predominantly interested in how the world of inner beliefs, and the values of every individual, can be accommodated in an ordered way, with a well understood and practical set of parameters in which people can operate with confidence and certainty.

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REFLECTIVE

John Doe - Sample's score for this style: 13.00
You will therefore naturally make a lot of use of this style

In this high structure and high outcomes or results-driven style, the individual is likely to be task-focused, but look to achieve their goals in a quiet, considered, ordered, and incremental or sequential manner. To do this they will approach new situations by looking to collect information that they can logically analyze and weigh up carefully in their mind before they decide or act. The Reflective type is predominantly interested in how the external world is structured and ordered and is, therefore, concerned to continually gather data to be mentally sifted and reviewed.

The Reflective type consequently sees emotions, feelings, beliefs, and values only as observable behaviors or actions that should be noted and appropriately categorized alongside all other perceptions of external events or situations. In other words, personal empathy levels with emotions experienced are low or even non-existent.

CONCEPTUAL

John Doe - Sample's score for this style: 2.00
You will therefore naturally make some use of this style

In this highly experimental and high outcomes or results-driven style, the individual is likely to be task-focused, but look to achieve their goals in a challenging, stretching, decisive, and non-linear manner. To do this they will approach new situations by putting forward a variety of observations, ideas, and suggestions designed to push people's thinking to new or different horizons. Some of these views may be deliberately offered with little pre-thought or impulsively, but are often argued quite strongly nonetheless. The Conceptual type is predominantly interested in how the external world can be understood in a range of different ways, and changed or altered through action. New information, therefore, helps to modify this person's model of the world.

The Conceptual type sees emotions, feelings, beliefs, and values only as observable behaviors to be incorporated into their big picture view of people and life in general.

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EMOTIONAL INTELLIGENCE STYLE PROS AND CONS

REFLECTIVE	
Pros	**Cons**
- Likely to think about issues quite deeply.	- May discount people's feelings.
- Likely to adopt a logical and analytical approach.	- May see some strong beliefs as being poorly grounded in facts and evidence.
- Likely to approach problems systematically.	- May be seen as cool and aloof.
- Likely to ably weigh up complex alternatives.	- May dismiss all opinions and assumptions until they have hard "proof".

EMPATHETIC	
Pros	**Cons**
- Likely to be generous of spirit and giving as a person.	- May take large amounts of time to understand other people's feelings and ignore time constraints.
- Likely to take time and trouble to understand people's feelings.	- May use gut feel, instinct, and guesswork to form their views.
- Likely to avoid conflict and work hard to make peace.	- May take issues on trust and take people at face value.
- Likely to seek deeper and more meaningful relationships.	- May look to avoid difficult or unpopular decisions.

CONCEPTUAL	
Pros	**Cons**
- Likely to enjoy taking on large and complex issues and challenges.	- May make decisions without much quiet or detailed consideration.
- Likely to raise new and interesting options and possibilities to explore.	- May not engage in any step-by-step planning or preparation.
- Likely to be quick in selecting from a range of alternative options.	- May quickly jump from one issue to the next (in "skittish" fashion).
- Likely to cover a lot of ground in a short space of time.	- May not follow through or tie up loose ends.

ORGANIZED	
Pros	**Cons**
- Likely to value the development of clear systems and processes.	- May resist being pushed to decide or act.
- Likely to look for widespread input from others in shaping a sound conclusion.	- May focus on the present much more than the future.
- Likely to see themselves as resolute and dependable.	- May not push the boundaries or stretch beyond known limits.
- Likely to highly value practical experience.	- May impose controls where they are not wanted.

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YOUR INDIVIDUAL SCORE

Now that your individual score has been plotted, you should be in a position to:

- **Review the balance of emotional intelligence styles that you draw upon when you encounter different situations.**
- **Compare your mix of emotional intelligence styles with an entirely "balanced" emotional intelligence profile.**
- **Determine whether you should look to adjust your style or to practice making more use of styles other than your current primary style, to achieve better future results.**

As we said at the outset, there are no right or wrong answers in applying a particular emotional intelligence style. This is partly because every situation is highly individualistic. As such, every person needs to try to use the style that is both comfortable for them at a "gut feel" level, and is likely to work or be of most usefulness in the particular situation. This essentially involves being able to understand and effectively apply both your knowledge and your feelings in an appropriate way in each different situation that you face. Therefore, we are always trying to intelligently harness our emotions to think and act in the most helpful way possible (for ourselves and others).

In the final analysis, the essential value in any measurement instrument is in the extent to which it provides a useful indicator of your personal way of operating. Ideally, this should help an individual reflect upon and judge whether any adjustments or changes are necessary or desirable.

By completing this profile, your scores should provide a useful basis for such a review to take place. To extend this further, you may want to ask two or three of your colleagues to complete the profile. By averaging their scores and plotting them on the grid, this can create an interesting comparison between your own perceived personal style and the style that others perceive you to practice.

Whatever your scores, and whether they are yours alone or enhanced by the views of others, you may want to develop your skills in styles other than the one in which you are already strongest (your primary style). Consequently, on the next page, you will find a number of broad suggestions that you might like to think about in each category.

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DEVELOPING YOUR EMOTIONAL INTELLIGENCE STYLE SKILLS

REFLECTIVE	CONCEPTUAL
Positive ways to use this style:	**Positive ways to use this style:**
1. Slow things down and encourage people to take their time before deciding or acting (including yourself).	**1.** Put specific and detailed issues into their wider or broader context to help better understand them.
2. Think about issues in a systematic, sequential, or step-by-step fashion to better understand how things fit together in an overall sense.	**2.** Generate lots of new and interesting options and possibilities to help successfully deal with familiar issues and problems.
3. Slowly and logically collect all the data that is needed in order to weigh the alternatives properly, and make an informed decision.	**3.** Deal with lots of issues or topic areas more quickly and at a shallower level in the first instance.
4. Take the time to write down possible new or different approaches or angles on prevailing problems or challenges.	**4.** Idly explore the possible future consequences of different scenarios or potential courses of action.
ORGANIZED	**EMPATHETIC**
Positive ways to use this style:	**Positive ways to use this style:**
1. Approach situations in a quiet, considered, and controlled manner, looking to understand how individuals are likely to be thinking or feeling.	**1.** Put other people's needs ahead of your own on a frequent basis.
2. Draw upon experience and things that have been said and done in the past to ensure that future actions are sensible and consistent	**2.** Go out of your way to identify opportunities to bring people together to communicate and resolve any conflict or unhelpful differences.
3. Encourage individuals to develop systematic approaches and solutions that can be easily tracked and measured to gauge overall success.	**3.** Put yourself in other people's shoes to better understand how they might be thinking or feeling from their perspective.
4. Focus on what you know for sure or believe to be true rather than to guess or make unfounded assumptions.	**4.** Aim to understand people at a deeper and even more spiritual level, looking to appreciate their fundamental drives and motives.

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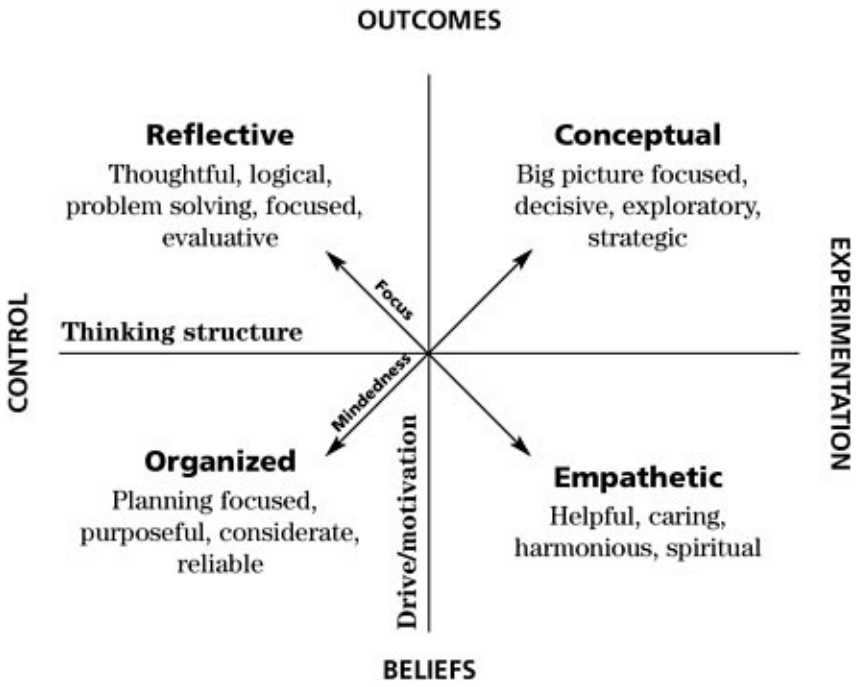
THE EMOTIONAL INTELLIGENCE MODEL

The emotional intelligence model in this instrument has four quadrants. These are **Reflective**, **Conceptual**, **Empathetic** and **Organized**. These quadrants are the outcome descriptions from the level of thinking structure brought to bear and the extent to which motivation is outcome or belief driven. This is represented on two intersecting axes in a simple grid fashion as follows:



Although each of these quadrants has a unique descriptive label, if you look at the opposite parts on a diagonal basis, the grid can be viewed in terms of an individual's emphasis on being: 1) Open versus systems minded; 2) Feelings versus facts focused. Let's look at the differences between the two extremes of the first of these diagonal axes.

OPEN MINDEDNESS

Being open minded (or what we describe as being in the Conceptual quadrant in the grid) is highly task or goal centered in terms of basic drive or motivation, and flexible and experimental in terms of structure. In other words, open minded individuals gear themselves to expect lots of ambiguity from the world and simply work towards making sense of their experiences or find patterns and connections that have appeal or interest. This means that such people are comfortable in exploring new horizons, taking a pioneering role, and being strategic in their thinking. In addition, they are usually fast to assimilate and assess the circumstances in which they find themselves and can, therefore, be quite decisive in their views and opinions.

From an emotional intelligence perspective, people that are strongly open minded will be quick to appraise the facts of a situation and be able to deal with a considerable amount of complexity. However, even though they may readily recognize and manage their own feelings, their focus on outcomes and general impact may preclude such people from fully appreciating the emotions that others may be experiencing (at least for some of the time).

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The pros and cons of this style are shown in the table below.

An open minded or conceptual style

PROS - Likely to:

- Enjoy taking on large and complex issues and challenges
- Raise new and interesting options and possibilities to explore
- Be quick in selecting from a range of alternative options
- Cover a lot of ground in a short space of time

CONS - May:

- Make decisions without much quiet or detailed consideration
- Not engage in much step-by-step planning or preparation
- Quickly jump from one issue to the next (in skittish fashion)
- Not follow through or tie up loose ends.

SYSTEMS MINDEDNESS

Being systems minded (or what we describe as being in the Organized quadrant of the grid) is highly belief-centered in terms of basic drive or motivation, and procedurally focused or controlled in terms of structure. In other words, systems minded individuals like predictability and certainty from their world and, therefore, dislike ambiguity or a lack of order. They will seek to avoid too much free experimentation, exploration, or pioneering type thinking, preferring to make sense of what they know, or build understanding on a step-by-step basis. Such people look to assess circumstances/situations in terms of their utility or purpose, and look to follow a highly planned path in which steps from A to B are both certain and considerate of the pace that is comfortable for everyone involved.

From an emotional intelligence perspective, people that are strongly systems minded will be slow and careful to appraise a situation and like as much order and certainty as they can get. They will look to take their time and generally make every effort to gather information on other people's feelings, so as to take them fully into account. They are also likely to hold strong beliefs of their own.

The pros and cons of this style are shown in the table below.

A systems minded or organized style

PROS - Likely to:

- Value the development of clear systems and processes
- Look for widespread input from others in shaping a sound conclusion
- See themselves as resolute and dependable
- Highly value practical experience and knowledge

CONS - May:

- Resist being pushed to decide or act
- Focus on the present much more than the future
- Not push the boundaries or stretch beyond known limits
- Impose controls where they are not wanted

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FACTS FOCUSED

Being facts focused (or what we describe as being in the Reflective quadrant in the grid) is goal centered in terms of basic drive or motivation, but more controlled and ordered in terms of structure. In other words, facts focused individuals like to calmly and quickly think about what they perceive or experience, or to process data in an ordered and sequential way. This means that such people are comfortable with a lot of highly varied data, but need to feel that they have the time to deal with it sensibly before responding or acting. Like the open-minded emotional intelligence style types, facts focused individuals are comfortable in dealing with strategic issues and dealing with future possibilities. However, they are likely to take much longer to make a final decision and are, therefore, not typically impetuous.

From an emotional intelligence perspective, people that are strongly facts focused will be effective at sifting data or experience, or analyzing why this happens (or what could happen in the future) in a logical and thoughtful way. However, although they may think deeply about the feelings that they perceive in themselves and others, they often are likely to find that some feelings or emotions do not fit their evaluative criteria or mental models. These emotions may, therefore, be dismissed as irrational aberrations.

The pros and cons of this style are shown below:

A facts focused or reflective style

PROS - Likely to:

- Think about issues quite deeply
- Adopt a logical and analytical approach
- Approach problems systematically
- Ably weigh up complex alternatives and options

CONS - May:

- Discount people's feelings
- See some strong beliefs as poorly grounded in facts and evidence
- Be seen as cool and aloof
- Dismiss all opinions and assumptions until they have hard "proof"

FEELINGS FOCUSED

Being feelings focused (or what we describe as being in the Empathetic quadrant in the grid) is belief or values centered in terms of basic drive or motivation, and openly experimental in terms of structure. This typically means that feelings focused individuals tend to value positive relationships with other people, and see it as important to understand their views and ideas in a genuine and sincere way. In other words, feelings focused individuals like to socialize with other people, and generally enjoy an open and sharing conversational climate. Although a feelings focused person will enjoy new situations (and are comfortable meeting people for the first time), they will be more interested in the quality of the relationship, or one in which a deeper understanding can be built over time.

From an emotional intelligence perspective, people that are strongly feelings focused will be effective at reading the emotions of others or getting them to willingly reveal their feelings through conversation. They will also be effective at building genuinely open and warm relationships and teams around them. However, a feeling focused person may also over rely on their emotional intuition at the expense of clear facts or data that may indicate that a different view should be taken. They may also work too hard to avoid even minor conflict at times.

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A feelings focused or empathetic style

PROS - Likely to:

- Be generous of spirit and giving as a person
- Take time and trouble to understand people's feelings
- Minimize or avoid conflict and work hard to make peace
- Seek deeper and more meaningful relationships

CONS - May:

- Take large amounts of time to understand other people's feelings or ignore time constraints
- Use gut feel, instinct, and guesswork to form their views
- Take issues on trust and take people at face value
- Look to avoid difficult or unpopular decisions

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PUTTING IT ALL TOGETHER

Perhaps the reason why emotional intelligence, and to a greater extent understanding our emotions, has become of such broad interest in recent times is because the analytical intelligence of people (our IQ) has been increasing or improving at the expense of our emotional intelligence (or our EQ). In fact, at the beginning of the 21st century, it could be reasonably suggested that people have never been so depressed, angry, and prone to worry than at any time ever before.

Although there are good reasons why the intellect or IQ of the average person is inevitably much higher than it was 100 or even 50 years ago (like better nutrition, more and better education, smaller family sizes, etc.), the pace at which we now live and the competitive pressure to be faster and smarter than the next person means that people focus ever more on improving their rational, left brained, and analytical intellect, and not their more sensing, right brained, big picture, feelings, or emotional side. Understanding and applying emotional intelligence is, therefore, a way to redress this balance and perhaps to live a more balanced lifestyle in which how well we recognize and manage our feelings is just as important as how well we develop and manage our intellect.

Ultimately, emotional intelligence skills are about finding balance in your work life (and your life as a whole). To help do this, we have suggested four broad styles in which people can develop this balance (the emotional intelligence styles of being **Reflective**, **Conceptual**, **Organized**, and **Empathetic**). Even with small efforts to use all of these styles, rather than just one or two, the payoffs in terms of improved personal and team relationships can be substantial over time.

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MY CONTRACT FOR CHANGE

Here is a link to a 12 page workbook that can help you further
http://assessments24x7.com/rsb/RSBei.pdf

1. My personal goals to become more emotionally intelligent on a balanced basis are:

a) _____

b) _____

c) _____

2. As a result, I will make more time to achieve the goals by giving less priority to:

a) _____

b) _____

c) _____

3. Each week I will record my progress by: _____

_____

4. My support person(s) will be: _____

_____

5. My support person(s) will help me by: _____

_____

6. I will use the following methods to maintain my momentum and learn along the way:

a) _____

b) _____

c) _____

7. I will reward myself for achieving my milestones by: _____

_____

8. My end reward will be: _____

_____

Signed _____ **Dated** _____

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