

Note: The purpose of the following quiz is to provide you with an introduction to Emotional Intelligence (EI). The results you get from this quiz are NOT a comprehensive picture of your EI and the quiz is NOT representative of Hay Group surveys. If you are interested in testing and developing your EI, you should contact us at 617 425 4500 for information on our Emotional Competence Inventory, a tool designed to be administered by accredited users only.

How Emotionally Intelligent Are You?

1. You are on an airplane that suddenly hits extremely bad turbulence and begins rocking from side to side. What do you do?
 - A] Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.
 - B] Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.
 - C] A little of both a and b.
 - D] Not sure - never noticed.

2. You are in a meeting when a colleague takes credit for work that you have done. What do you do?
 - A] Immediately and publicly confront the colleague over the ownership of your work.
 - B] After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.
 - C] Nothing, it's not a good idea to embarrass colleagues in public.
 - D] After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.

3. You are a customer service representative and have just gotten an extremely angry client on the phone. What do you do?
 - A] Hang-up. It doesn't pay to take abuse from anyone.
 - B] Listen to the client and rephrase what you gather he is feeling.

- C] Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.
- D] Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

4. You are a college student who had hoped to get an A in a course that was important for your future career aspirations. You have just found out you got a C- on the midterm. What do you do?

- A] Sketch out a specific plan for ways to improve your grade and resolve to follow through.
- B] Decide you do not have what it takes to make it in that career.
- C] Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher.
- D] Go see the professor and try to talk her into giving you a better grade.

5. You are a manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?

- A] Ignore it - the best way to deal with these things is not to react.
- B] Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.
- C] Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.
- D] Suggest to the person telling the joke he go through a diversity training program.

6. You are an insurance salesman calling on prospective clients. You have left the last 15 clients empty-handed. What do you do?

- A] Call it a day and go home early to miss rush-hour traffic.
- B] Try something new in the next call, and keep plugging away.
- C] List your strengths and weaknesses to identify what may be undermining your ability to sell.

- D] Sharpen up your resume.

7. You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do?

- A] Tell her to forget about it-she's OK now and it is no big deal.
- B] Put on one of her favorite tapes and try to distract her.
- C] Join her in criticizing the other driver.
- D] Tell her about a time something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.

8. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What is the best thing to do?

- A] Agree to take a 20-minute break before continuing the discussion.
- B] Go silent, regardless of what your partner says.
- C] Say you are sorry, and ask your partner to apologize too.
- D] Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.

9. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?

- A] Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.
- B] Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.
- C] Begin by asking each person individually for ideas about how to solve the problem.
- D] Start out with a brainstorming session, encouraging each person to say whatever comes to mind, no matter how wild.

10. You have recently been assigned a young manager in your team, and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?

- A] Accept that he "does not have what it take to succeed around here" and find others in your team to take on his tasks.
- B] Get an HR manager to talk to him about where he sees his future in the organization.
- C] Purposely give him lots of complex decisions to make so that he will become more confident in the role.
- D] Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.

The questionnaire you just completed is by no means an exhaustive measure of your Emotional Intelligence, both because of its length and the fact that it is self-scoring. For a more complete and accurate picture of your Emotional Intelligence we have developed a validated multi-rater assessment tool called the Emotional Competence Inventory (ECI).

What your score means (hypothetically)

100 -- Maximum Score

75

50 -- Average Score

25

0 -- Minimum Score

The Basics of Emotional Intelligence Include

Knowing your feelings and using them to make life decisions you can live with.

Being able to manage your emotional life without being hijacked by it -- not being paralyzed by depression or worry, or swept away by anger.

Persisting in the face of setbacks and channeling your impulses in order to pursue your goals.

Empathy -- reading other people's emotions without their having to tell you what they are feeling.

Handling feelings in relationships with skill and harmony -- being able to articulate the unspoken pulse of a group, for example.

The Answers (your answers are shown in blue)

1. The turbulent airplane:

Anything but D - that answer reflects a lack of awareness of your habitual responses under stress. Actively acknowledging your stress and finding ways to calm yourself (i.e. engage in a book or read the emergency card) are healthier responses.

[A] 10 Points - Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.

[B] 10 Points - Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.

[C] 10 Points - A little of both A and B.

[D] 0 Points - Not sure - never noticed.

2. The credit stealing colleague:

The most emotionally intelligent answer is D. By demonstrating an awareness of work-place dynamics, and an ability to control your emotional responses, publicly recognizing your own accomplishments in a non-threatening manner, will disarm your colleague as well as puts you in a better light with your manager and peers. Public confrontations can be ineffective, are likely to cause your colleague to become defensive, and may look like poor sportsmanship on your part. Although less threatening, private confrontations are also less effective in that they will not help your personal reputation.

[A] 0 Points - Immediately and publicly confront the colleague over the ownership of your work.

[B] 5 Points - After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.

[C] 0 Points - Nothing, it's not a good idea to embarrass colleagues in public.

[D] 10 Points - After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.

3. The angry client:

The most emotionally intelligent answer is D. Empathizing with the customer will help calm him down and focusing back on a solution will ultimately help the customer attain his needs. Confronting a customer or becoming defensive tends to anger the customer even more.

[A] 0 Points - Hang-up. It doesn't pay to take abuse from anyone.

[B] 5 Points - Listen to the client and rephrase what you gather he is feeling.

[C] 0 Points - Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.

[D] 10 Points - Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

4. The 'C' Midterm:

The most emotionally intelligent answer is A. A key indicator of self-motivation, also known as Achievement motivation, is your ability to form a plan for overcoming obstacles to achieve long-term goals. While focusing efforts on classes where you have a better opportunity may sometimes be productive, if the goal was to learn the content of the course to help your long-term career objectives, you are unlikely to achieve.

[A] 10 Points - Sketch out a specific plan for ways to improve your grade and resolve to follow through.

[B] 0 Points - Decide you do not have what it takes to make it in that career.

[C] 5 Points - Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher.

[D] 0 Points - Go see the professor and try to talk her into giving you a better grade.

5. The racist joke:

The most emotionally intelligent answer is C. The most effective way to create an atmosphere that welcomes diversity is to make clear in public that the social norms of your organization do not tolerate such expressions. Confronting the behavior privately lets the individual know the behavior is unacceptable, but does not communicate it to the team. Instead of trying to change prejudices (a much harder task), keep people from acting on them.

[A] 0 Points - Ignore it - the best way to deal with these things is not to react.

[B] 5 Points - Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.

[C] 10 Points - Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.

[D] 5 Points - Suggest to the person telling the joke he go through a diversity training program.

6. The setback of a salesman:

The most emotionally intelligent answer is B. Optimism and taking the initiative, both indicators of emotional intelligence, lead people to see setbacks as challenges they can learn from, and to persist, trying out new approaches rather than giving up, blaming themselves or getting demoralized. Although listing your strengths and weaknesses can be a helpful exercise, without actively plugging away motivation to sell will tend to decrease.

[A] 0 Points - Call it a day and go home early to miss rush-hour traffic.

[B] 10 Points - Try something new in the next call, and keep plugging away.

[C] 5 Points - List your strengths and weaknesses to identify what may be undermining your ability to sell.

[D] 0 Points - Sharpen up your resume.

7. The Road-Rage colleague:

The most emotionally intelligent answer is D. All research shows that anger and rage seriously affect one's ability to perform effectively. Daniel Goleman, in his book *WVEI* This link points to another Hay Group site., coined the phrase "amygdala hijacking" to describe the process of losing one's temper in this kind of situation. Your ability to avoid or control this emotional reaction in yourself and others, is a key indicator of emotional intelligence. In the road rage scenario, any attempt to calm down your colleague by distracting him away from the effects of the amygdala hijack will have a positive impact on the situation and his behavior, particularly if you are able to effectively empathize with him.

[A] 0 Points - Tell her to forget about it-she's OK now and it is no big deal.

[B] 0 Points - Put on one of her favorite tapes and try to distract her.

[C] 5 Points - Join her in criticizing the other driver.

[D] 10 Points - Tell her about a time something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.

8. The shouting match:

The most emotionally intelligent answer is A. In these circumstances, the most appropriate behavior is to take a 20-minute break. As the argument has intensified, so have the physiological responses in your nervous system, to the point at which it will take at least 20 minutes to clear your body of these emotions of anger and arousal. Any other course of action is likely merely to aggravate an already tense and uncontrolled situation.

[A] 10 Points - Agree to take a 20-minute break before continuing the discussion.

[B] 0 Points - Go silent, regardless of what your partner says.

[C] 0 Points - Say you are sorry, and ask your partner to apologize too.

[D] 0 Points - Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.

9. The uninspired team:

The most emotionally intelligent answer is B. As a leader of a group of individuals charged with developing a creative solution, your success will depend on the climate that you can create in your project team. Creativity is likely to be stifled by structure and formality; instead, creative groups perform at their peaks when rapport, harmony and comfort levels are most high. In these circumstances, people are most likely to make the most positive contributions to the success of the project.

[A] 0 Points - Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.

[B] 10 Points - Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.

[C] 0 Points - Begin by asking each person individually for ideas about how to solve the problem.

[D] 5 Points - Start out with a brainstorming session, encouraging each person to say whatever comes to mind, no matter how wild.

10. The indecisive young manager:

The most emotionally intelligent answer is D. Managing others requires high levels of emotional intelligence, particularly if you are going to be successful in maximizing the performance of your team. Often, this means that you need to tailor your approach to meet the specific needs of the individual, and provide them with support and feedback to help them grow in confidence and capability.

[A] 0 Points - Accept that he 'does not have what it takes to succeed around here' and find others in your team to take on his tasks.

[B] 5 Points - Get an HR manager to talk to him about where he sees his future in the organization.

[C] 0 Points - Purposely give him lots of complex decisions to make so that he will become more confident in the role.

[D] 10 Points - Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.