



The Emotional Capital Report (ECR)

The world's most advanced assessments
for measuring and developing Emotional
Intelligence

Emotional Intelligence skills are critical for business growth

In today's competitive business environment, the key to unlocking superior performance lies in your people. Developing the power of Emotional Intelligence (EQ) is the key to increased performance and profitability.

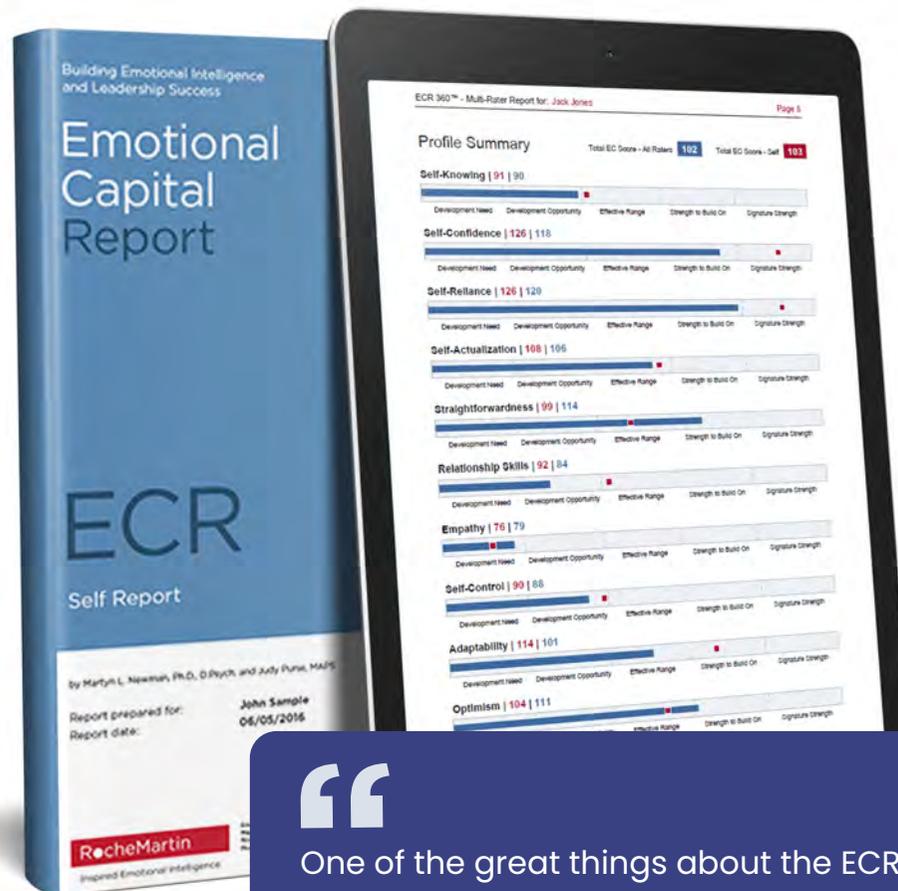
But how do companies get started with EQ development?

Research has identified 10 critical factors that form the foundation of the most advanced model of EQ – the Emotional Capital Model. Together, these factors form the building blocks of effective leadership.

The first step involves measuring and understanding the behavioural drivers that lie behind these competencies at an individual level. This personalised insight is essential in creating targeted action plans for development.

This is where **The Emotional Capital Reports (ECR)** come into play.

In this brochure, we'll explore what ECRs are, how they work, why they're needed, practical use cases, and the science that backs them. Let's dive in...



One of the great things about the ECR and the program is that it puts these concepts into the language of business and people have responded very well...it's become very easy to establish a base from which we can look at progress.

Jeremy Darroch
CEO, Sky

What is the ECR?

The Emotional Capital Reports are psychometric assessments that measure leadership behaviours against 10 emotional and social competencies linked to effective leadership.

The ECR Self

In just 10 minutes, you can assess an individual's Emotional Intelligence (EQ) levels. It provides:

- **Narrative descriptions** of the leadership behaviours associated with each score.
- **Coaching strategies** for developing greater Emotional Intelligence and leadership abilities.
- **An action plan** to design a personal blueprint to build Emotional Capital.

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The ECR 360™

Our ECR 360™ Multi-Rater Report uses a broader evaluation methodology to give you a more rounded view of performance, making it ideal for leadership development programs, executive coaching, and personal development.

- **Understand the differences in perception** by combining responses from your chosen raters and compare these scores to your 'self' scores.
- **View detailed responses** from raters via a verbatim section containing open-ended questions.
- **Receive tailored coaching strategies** for improving performance based on the examination of particular factors where Self scores and Rater scores are significantly different.

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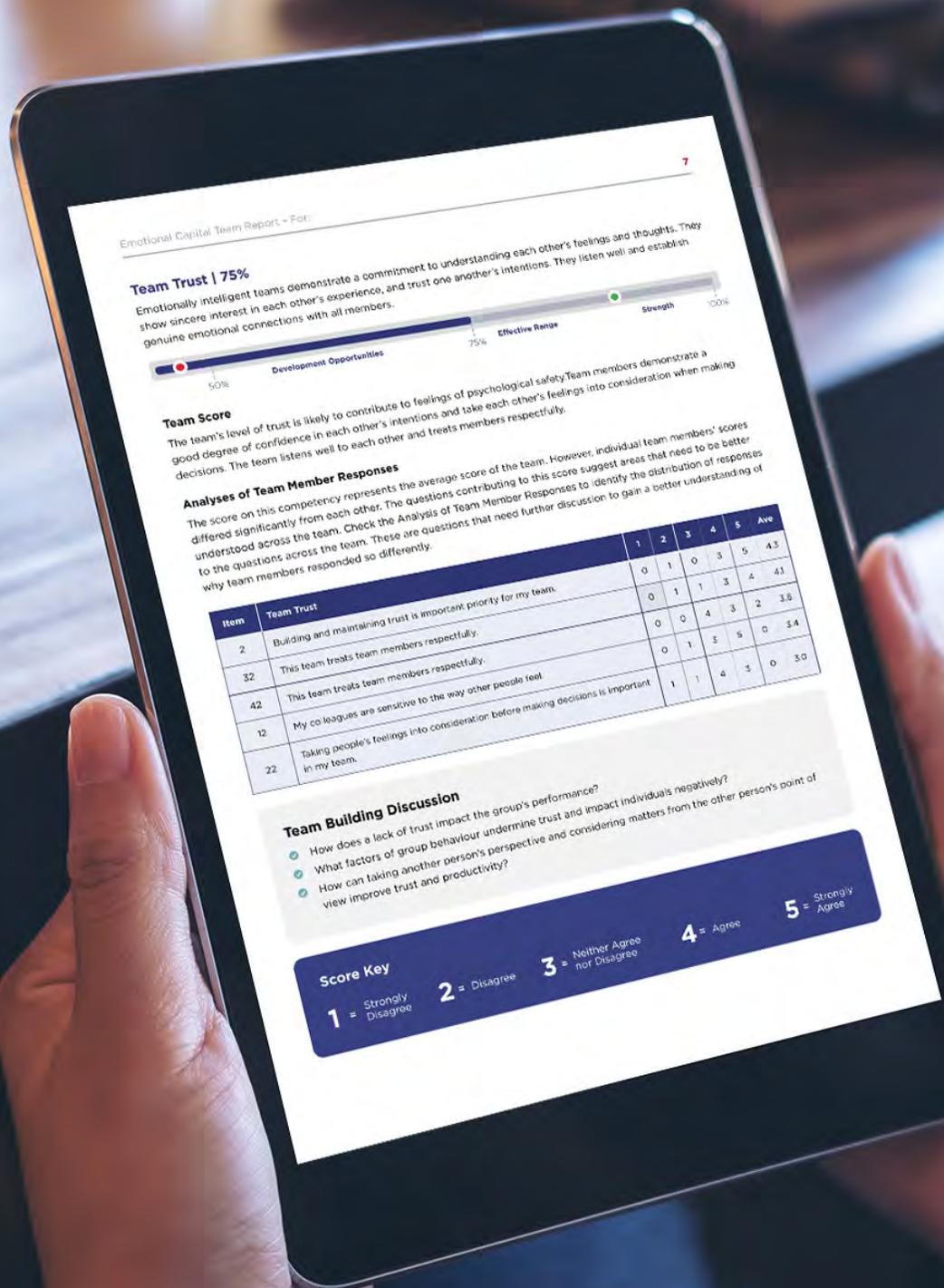


The ECR Selection

Looking to introduce EQ assessments in recruitment? This report aids in identifying talent and selecting high-performing employees. As well as providing scores against the 10 competencies, this report also includes:

- **A guide to the interpretation of scores** which can be explored during a behavioural interview. High and low scores are explored in light of their potential impact on performance and key follow-up questions are presented to guide the interview.
- **A summary evaluation** provides an opportunity to evaluate the level of confidence in the candidate's Emotional Intelligence profile, as well as an opportunity to make recommendations.

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Emotional Capital Team Report - For: 7

Team Trust | 75%

Emotionally intelligent teams demonstrate a commitment to understanding each other's feelings and thoughts. They show sincere interest in each other's experience, and trust one another's intentions. They listen well and establish genuine emotional connections with all members.



Team Score

The team's level of trust is likely to contribute to feelings of psychological safety. Team members demonstrate a good degree of confidence in each other's intentions and take each other's feelings into consideration when making decisions. The team listens well to each other and treats members respectfully.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Trust	1	2	3	4	5	Ave
2	Building and maintaining trust is important priority for my team.	0	1	0	3	5	4.3
32	This team treats team members respectfully.	0	1	1	3	4	4.1
42	This team treats team members respectfully.	0	0	4	3	2	3.8
12	My co-leagues are sensitive to the way other people feel.	0	1	3	5	0	3.4
22	Taking people's feelings into consideration before making decisions is important in my team.	1	1	4	3	0	3.0

Team Building Discussion

- How does a lack of trust impact the group's performance?
- What factors of group behaviour undermine trust and impact individuals negatively?
- How can taking another person's perspective and considering matters from the other person's point of view improve trust and productivity?

Score Key

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree 4 = Agree 5 = Strongly Agree

The ECR Teams

Mastering and enhancing EQ enables teams to operate at their very best. The ECR Teams Report assesses and develops the competencies needed to create three motivational states associated with team effectiveness.

- **Psychological safety**, which allows team members to believe your workplace is a safe environment for interpersonal risk taking.
- **Team identity**, which represents the degree to which individuals experience a positive sense of being included in the group.
- **Team efficacy**, which comprises the collective belief of all team members that they have the ability and capacity to work well as a team and accomplish their goals.

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Mastering EQ Programme

Perfect for leaders and managers aiming to improve business performance, the Mastering EQ Programme is a two-tier study course. It puts you in pole position in the race for improved productivity, stronger teams, happier employees, and better financial results.

Master EQ (Level 1) - Whole-Day Workshop

- Introduction to EQ video
- ECR Self Assessment
- Half-day group feedback
- Half-day Emotional Capital workshop
- Personal action plan
- Ongoing learning via SmartCoach
- Free copy of Emotional Capitalists
- Evaluation report

Master EQ (Level 2) - Whole-Day Workshop

- Advanced Dr Martyn Newman video
- ECR 360 upgrade
- Digital Workshop workbook
- Digital Workshop cards

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“We’re making better business decisions. We’re drawing more from the breadth and depth of the organisation. And we’re managing tensions much better today than in the past.”

Jeremy Darroch
Group CEO, Sky

Become the best version of yourself

The Mastering EQ Programme is arguably the most advanced, effective, and trusted EQ development plan available today.

Completing the Mastering EQ Programme sets you on the path to being the best version of yourself.

- **Enhanced interpersonal relationships**

By showing empathy, building trust, and communicating well, you'll unlock better collaboration and support.

- **Effective conflict resolution**

Your ability to manage emotions, actively listen, and understand different perspectives will help you facilitate compromise.

- **Improved decision-making**

Recognise and manage your own emotions, multiple perspectives, individual motivations, and the potential emotional impact of decisions.

- **Increased employee engagement and motivation**

Inspire and motivate your team by understanding their need for support, encouragement, and recognition.

- **Strengthened leadership ability** - Displaying flexibility, resilience, and an openness to new ideas allows you to lead well even in the most challenging circumstances.

What makes the ECR the world's most advanced EQ assessment?

- **Emotional Intelligence model** – This has been developed on the analyses and synthesis of 150 scientific studies over 15 years.
- **Large international normative database** – This consists of 3,240 professionals, including participants from Europe, Australia, Asia and the USA, ensuring the highest accuracy and applicability of leadership norms.
- **Ongoing revalidation** – The ECR was recently revalidated with 8,000 professionals drawn from 11 separate geographical regions. There are now more than 180,000+ professional profiles to draw on to ensure the ongoing development of the tool.
- **A validity indicator** – The Positive Impact Scale is designed to identify response bias and increase the accuracy of interpretation.
- **Statistical reliability and validity** – This provides increased confidence in the dependability and accuracy of the profile.
- **10 multi-dimensional factors specifically linked to effective leadership** – In practice, we've seen companies that develop these 10 skills experience 20 consecutive quarters of growth.

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The ECR is more than just a tool and RocheMartin has a very clear process of how you provide that feedback. People in our organisation have said that it's the best 90 minutes coaching in their career to-date.

Diane Hogbin-Mills
Executive Programmes Manager
Network Rail

Scientific rigour and reliability behind the ECR

The psychometric properties behind the ECRs have been scientifically assessed to ensure accuracy and dependability.

Age and gender effects – The ECR has the ability to assess the results against different age groups and genders. This enables the report to account for significant score variations due to age and gender, ensuring more personalised and relevant results.

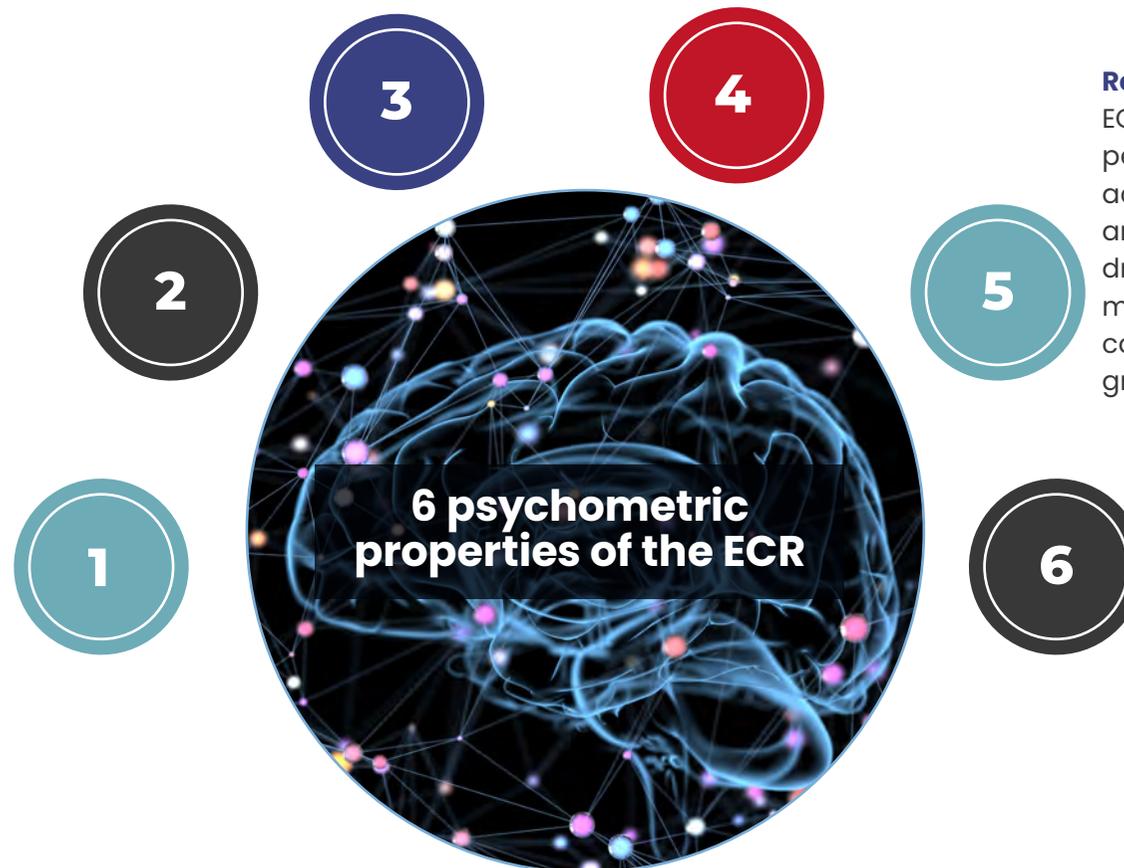
Consistency – The ECRs have been administered repeatedly over time across a diverse set of individuals and results demonstrate high coefficient reliability, ensuring the ECRs are both consistent and accurate.

Standard scores – An individual's raw scores are assessed relative to the benchmarking database to create a standard score, enabling comparisons across individuals and professional groups.

Normative data – A diverse range of occupations and several countries are used to create the base data. This diversity enhances the representativeness and applicability of the ECR across different professional and cultural contexts.

Reliability & validity – Research on the ECR has been published in scientific, peer-reviewed journals, ensuring the accuracy and consistency of data and the trustworthiness of conclusions drawn from that data. The ECR shows minimal measurement error which confirms that the 10 competencies are grouped well together.

ECR and leadership – the ECRs effectively identify individuals regarded as leaders by their peers. The reports provide valuable insights into leadership potential, aiding in the identification and development of future leaders.



Why is the ECR the 'Go-To' for Fortune 500's?

Put simply, it's the scientific rigour and professional application that underpins the reports. Derived from the analysis of almost 150 scientific and peer-reviewed papers and normed on an extensive international sample of professional people, the ECR has been tested in high-pressure business environments.

The ECR has been instrumental in facilitating the benchmarking, monitoring, and measurement of continuous EQ skills development.



1. Tailored skills benchmarks

- **Measured** – This powerful profiling tool gives a starting point from which all future progress can be measured.
- **Quick** – It takes only 10 minutes to complete, but its impact can last years.

2. Tailored training exercises

- **Instant and continuous development** – This gives participants a clear path forward on which they can continue to advance their EQ skills.
- **Supporting resources** – Material provided to each participant includes a copy of 'Emotional Capitalists', Dr Martyn Newman's internationally acclaimed book describing the business philosophy and coaching tactics of Emotional Capital.

3. Region and language-specific training

- **Multilingual** – The ECR report is available in a broad range of languages, giving participants the capacity to benefit from RocheMartin's expertise wherever they are in the world.
- **A range of reports, each tailored for different circumstances** – Including supporting recruitment.

The 10 key competencies that the ECR measures

INNER FOCUS

Helping individuals recognise and control their own emotional challenges and communicating openly.



Self-Knowing:
Recognising how your feelings impact on your opinions, attitudes and judgments.



Self-Control:
Being able to control your emotions and show restraint until you have had the time and space to think in a detached and rational manner.



Self-Confidence:
Being able to accept and respect yourself as you are.



Self-Reliance:
Being able to plan, make decisions and take responsibility with relative comfort and ease (i.e. you don't need others to verify your actions).

OTHER FOCUS

Enhancing our capacity to influence others through positive interpersonal relationships.



Empathy:
Being aware of, understanding and appreciating the feelings of others' 'thoughts and feelings.



Relationship Skills:
Being able to build collaborative, positive relationships where both parties benefit.



Straightforwardness:
Communicating feelings, thoughts and beliefs in a clear, open manner.

OUTER FOCUS

Enabling us to respond creatively and effectively, rather than defensively.



Optimism:
Being able to sense opportunities and focus on what can be achieved and bounce back quickly from setbacks.



Self-actualisation:
Learning to manage emotional energy in order to maintain an enthusiastic commitment to long-term goals.



Adaptability:
A key skill to develop in any workplace - especially at times of uncertainty and doubt - adaptability is your capacity to react well to change, be open to new ideas, and adjust your emotions, thoughts and behaviours.

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What does self-confidence mean? What does empathy mean? What does it take to build powerful relationships? The ECR gives you a very clear structure. All of these competencies can be measured and you can manage the development progress.

Maria Grigorova

Global Growth Acceleration Director, Mars Inc.

ECR in action: Practical applications

Diversity and inclusion

Before a team can work well, the people in it have to feel psychologically safe with one another to cooperate. This is achieved by establishing an environment where they are committed to understanding and valuing each person.

People need to feel secure enough not to take the lead when they can see another person could do it better. It requires a level of trust only a high EQ can establish.

How the ECR helps:

It cultivates self-awareness and directs development to areas that need to improve to create an open-minded, cooperative and therefore more productive team.

Attracting and retaining top talent

Within organisations, leaders initially create the culture based on the purpose and values they believe in.

All going well, the company's culture is then practically demonstrated through a set of well-defined behaviours which serve to attract, retain and inspire top performers.

How the ECR helps:

Using the ECR to develop leaders' social and emotional competencies creates an environment which is attractive and inspiring for the talent that exists within it, and also for those that the business may be looking to recruit.



The ECR program had a very positive impact. In our latest employee satisfaction index (ESI) we scored our highest ever on leadership.

Agneta Strandberg

Partner & HR Director, Ernst & Young



Leadership development

Decades of scientific research highlights that the most effective leaders are those with high levels of Emotional Intelligence (EQ).

Why? They build much more effective professional relationships. They understand their colleague's motivations. And they can have difficult conversations that lead to positive outcomes.

These skills are underpinned by building the Emotional Intelligence behaviours that drive peak performance.

How the ECR helps:

The ECR enables businesses to assess leaders against the 10 competencies to help develop critical skills and drive overall business performance. This creates an open-minded, cooperative and therefore more productive team.

Cultural transformation

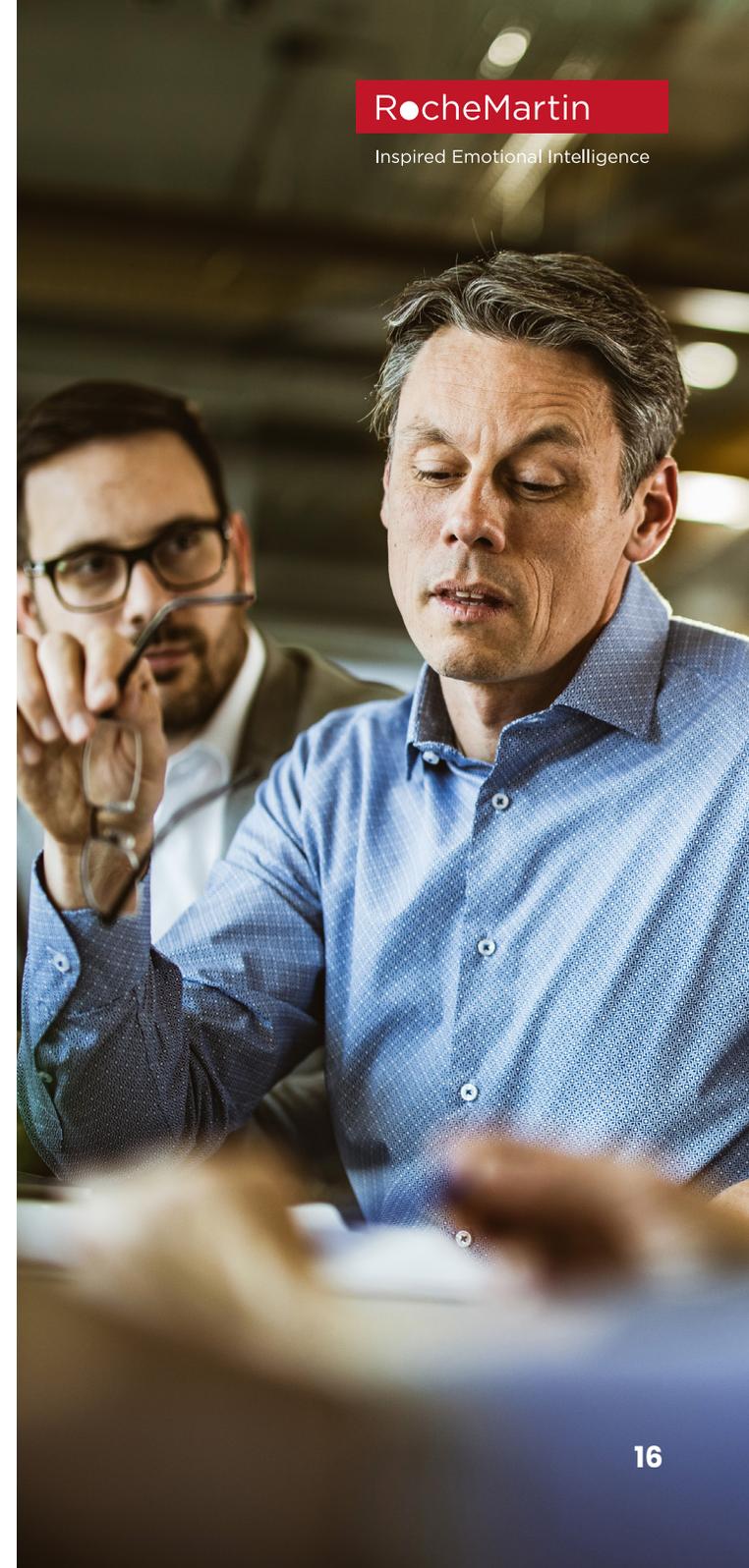
Culture begins with a company's purpose and values, which are essential for inspiring workers and creating a positive and productive environment.

Leaders create culture, but a common problem is how to operationalise these values into practical behaviours and embed them in company culture so that they define the 'way we do business.'

Creating behavioural frameworks is useful, but there must be the practical element of showing employees how to develop those behaviours.

How the ECR helps:

It provides the most robust platform for operationalising key behaviours and its compelling framework is best at engaging people to make the personal commitment necessary for change.



Wellness and wellbeing

From a psychological point of view, virtually all mental health issues involve an inability to manage and regulate emotions. Distressing and unmanageable emotions, for example, are central to mood and anxiety disorders as well as ADHD.

Emotional Intelligence focuses on emotional regulation and provides one of the best frameworks for building cultures that support people in the workplace.

How the ECR helps:

Research on EQ and mental health using the ECR showed that a person's total score for EQ was positively related to their ability to cope with daily demands and pressures. Essentially the ECR is a tool to assess individuals' overall wellbeing quantitatively.

Empowering sales teams

Technology has changed the traditional sales process by providing customers with greater access to product and industry information.

Product knowledge and an impressive sales pitch are no longer enough. Today the emotional experience of buying from a vendor is more important than products and price alone.

Sales professionals must know how to manage their own emotions and be skillful at managing the emotions of others intelligently to win the sale.

How the ECR helps:

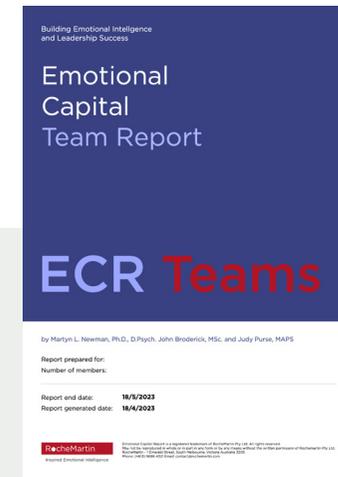
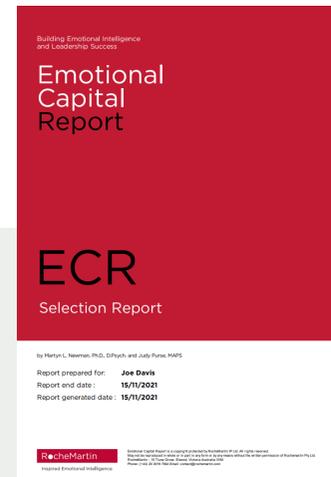
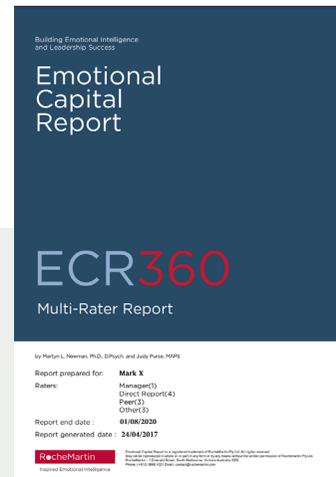
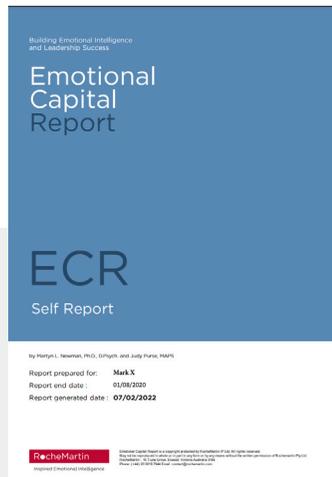
It enables businesses to understand and change behaviour to help sales teams sell more confidently and effectively.



Get a skills benchmark for each individual

LEARN MORE

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The ECR is the Emotional Intelligence tool of choice for many of the world-leading companies, including:



About RocheMartin

RocheMartin is an international provider of an emotional capital platform and related services. RocheMartin exists to help people to be their best selves and believes building emotional capital in people, teams and organisations has a major impact on business success. The platform is used to support leadership development (executive, talent and graduate), recruitment and selection, wellness and wellbeing strategy, and diversity and inclusion programmes.

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Inspired Emotional Intelligence