

Building Emotional Intelligence
and Leadership Success

Emotional Capital Report

ECR360

Multi-Rater Report

by Martyn L. Newman, Ph.D., D.Psych. and Judy Purse, MAPS

Report prepared for: **Mark X**

Raters: Manager(1)
Direct Report(4)
Peer(3)
Other(3)

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Inspired Emotional Intelligence

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RocheMartin - 1 Emerald Street, South Melbourne, Victoria Australia 3205
Phone: (+613) 9686 4321 Email: contact@rochemartin.com

Introduction

Emotional Capital Report 360

This report is designed to provide you with the results of the Emotional Capital Report 360™ that you recently completed. The report includes information about how you see your performance in relation to the competencies identified, and compares this with how others see your performance on these competencies. The aim of the report is to provide an objective perspective on your performance that may assist you to gain potentially new and valuable insights and achieve your professional development objectives.

What is a 'Competency'?

A competency is a measurable characteristic that is related to an effective performance in a specific job role. Inventories like this one are always approximations and estimates, not precise indicators. Because of the margin of uncertainty, you should use your own judgement as you review your results. The aim of the report is to assist you in gaining a better understanding of leadership effectiveness and the impact of your behavior on others.

The report is divided into the following sections:

- ECR 360™ Competency Scales
- Total Emotional Capital Score
- Profile Summary Graph - Provides an overview of your strengths and development areas across all competencies and compares how you rated yourself in comparison to the combined scores from all your raters
- Competency Analysis - Provides definitions, levels and scores by rater group for each competency in the survey
- ECR 360™ Profile Summary - Provides a summary comparison chart of all your scores on each competency across rater groups
- Analysis of Rater Responses - Provides a summary of how people have rated you by item for each competency
- Verbatim Comments - Written comments about your behavior and performance from those who provided you with feedback
- Coaching Section - This section highlights any significant differences that may have occurred between your self-appraisal on individual scales, and how others as a combined group (All Raters) may have scored you. It then provides you with suggested coaching strategies for improving performance

How Do I Get the Most Out of My Report?

First, review your Total Emotional Capital Score and Profile Summary Graph. These scores provide you with information on how various groups have rated you in comparison to your self-rating. Next, review the section on Competency Analysis. This section provides you with a brief definition of each specific competency and a comparison of your scores across rater groups. Focus on your strengths and think about how you can use these to your advantage in your role as a leader. Consider your lower scores as development opportunities and consider ways you may improve your performance in these areas. To obtain additional feedback on your performance, review the Verbatim Comments section. Finally, the Coaching Section highlights the differences that may have occurred when you have scored yourself significantly higher on individual scales compared to how your raters (All Raters) may have scored you. If differences have occurred, this section will provide detailed coaching strategies to assist you to enhance your leadership performance. The report is a development tool designed to provide you with an opportunity to engage in a constructive dialogue between you and a human resource professional.

ECR 360 Competency Scales

Self-Knowing
Self-Confidence
Self-Reliance
Self-Actualization

Straightforwardness
Relationships Skills
Empathy
Self-Control

Adaptability
Optimism

Discretionary Comments

Your scores on these competencies represent your self-reported level of skill in managing these leadership behaviors. The ECR 360™ is designed to act as an interpretive aid and should not be used as the sole basis for placement, intervention, or other kinds of decision making. The report is based on interpretations most common for the scores that are obtained. Unusual interpretations must be explored with other instruments on a case-by-case basis.

The information that is provided in this report should be used as a means of generating hypotheses and as a guide to assessment. Higher scores are associated with greater levels of emotional capital and better performance.

Score Key

Development Need	≤ 80	Your level of emotional capital in this area is likely to be limiting your effectiveness. Developing your skills here is essential to your success.
Development Opportunity	81 - 90	Your level of emotional capital is adequate, but there is opportunity for improvement. Capitalize on the opportunity to develop this into a strength
Effective Range	91 - 110	Your level of emotional capital in this area is typical of the general population and there is room to develop this skill to enhance your leadership.
Strength to Build On	111 - 120	You have above average emotional capital in this area. Build on this strength by considering additional strategies to create emotional wealth.
Signature Strength	≥ 121	Your score suggests you have above average emotional capital in this area. Seize every opportunity to lead with this strength to capitalize on your success.

Score Key : Refer to page 3

Emotional Capital Model

Inner Focus

This cluster of competencies enables you to develop your leadership presence and communicate authentically and openly. The cluster includes:

- Self-Knowing
- Self-Control
- Self-Confidence
- Self-Reliance

Other Focus

These competencies enable you to grasp the emotional dimensions of a business situation and enhance your capacity to influence others to achieve productive outcomes. The cluster includes:

- Empathy
- Relationships Skills
- Straightforwardness

Outer Focus

These competencies enable you to take on new challenges and respond creatively and effectively to new opportunities. The cluster includes:

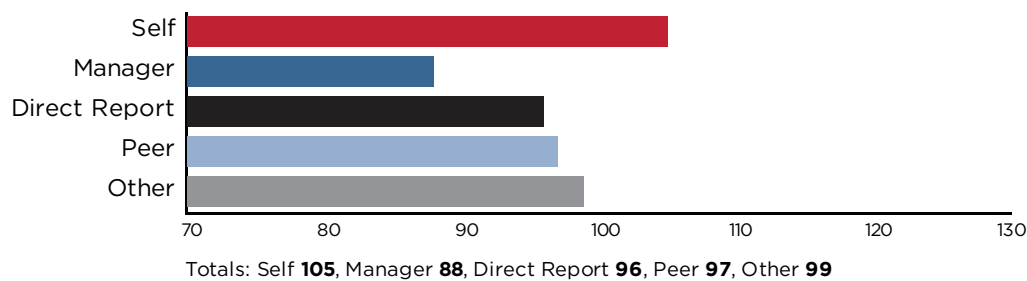
- Adaptability
- Optimism
- Self-Actualization



Score Key : Refer to page 3

Total Emotional Capital Score

The chart below displays your Total Emotional Capital scores by comparing your self-assessed score with the average score for each rater group.



Score Key

- ≤ 80 Development Need
- 81 - 90 Development Opportunity
- 91 - 110 Effective Range
- 111 - 120 Strength to Build On
- ≥ 121 Signature Strength

The Total Emotional Capital Score provides a general indication of how you rate your overall leadership competencies compared to how others see you. Remember, it may be that not all raters have had a chance to observe the full range of your professional functioning, so bear this in mind when interpreting the above results.

Profile Summary

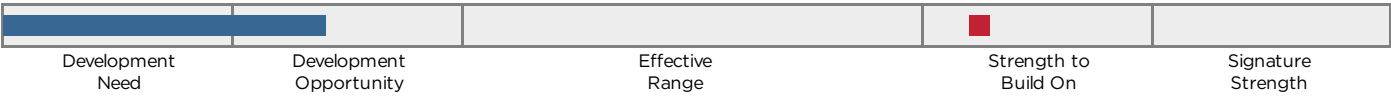
Total EC Score - All Raters

96

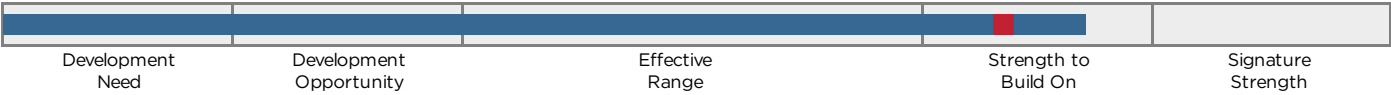
Total EC Score - Self

105

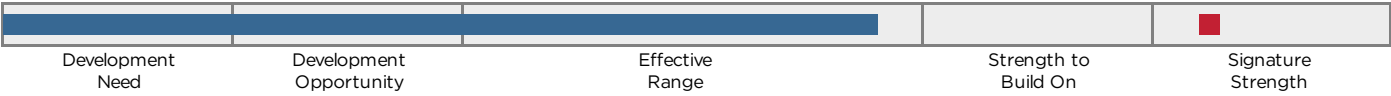
Self-Knowing | 112 | 84



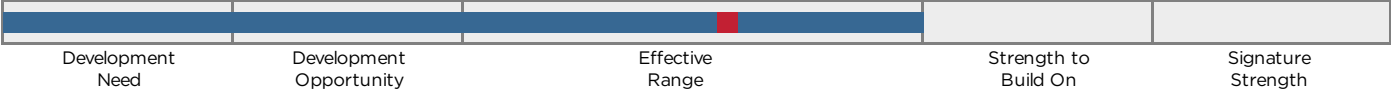
Self-Confidence | 113 | 117



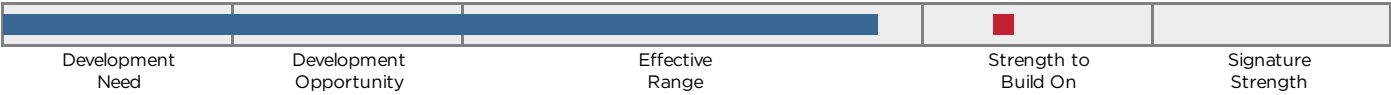
Self-Reliance | 122 | 108



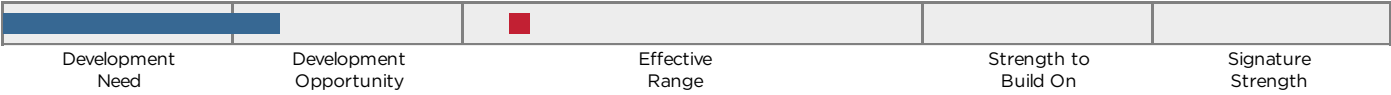
Self-Actualization | 101 | 110



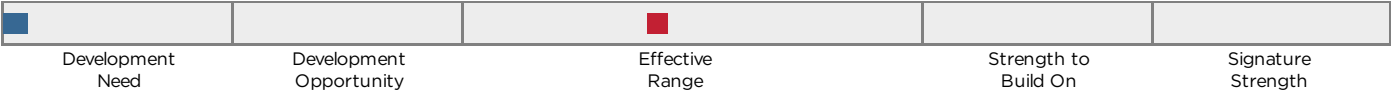
Straightforwardness | 113 | 108



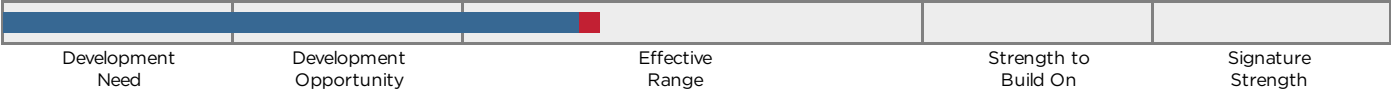
Relationships Skills | 92 | 82



Empathy | 98 | 71



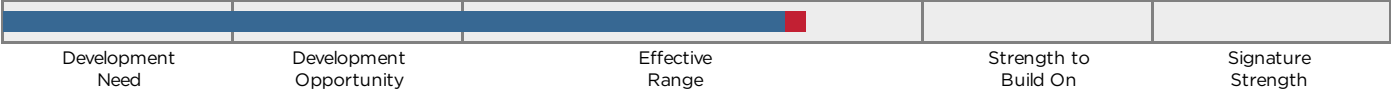
Adaptability | 95 | 95



Self-Control | 86 | 89



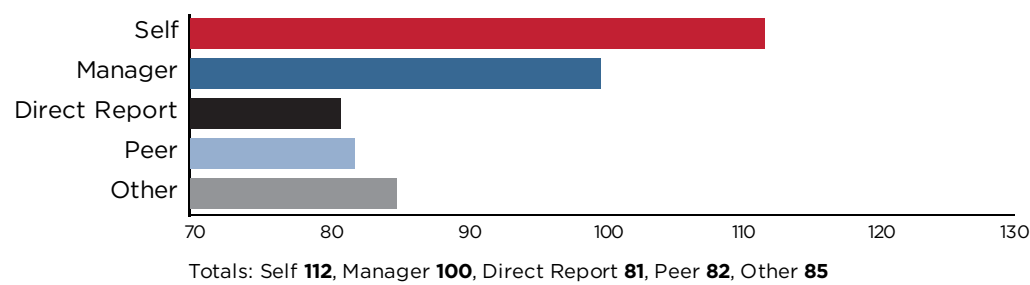
Optimism | 104 | 104



Score Key : Refer to page 3

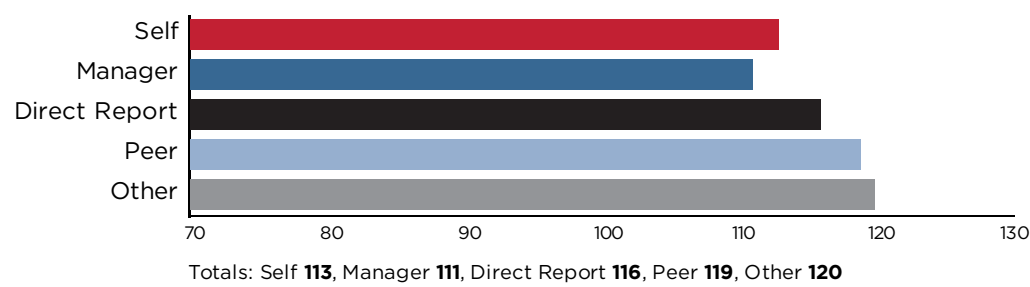
Competency Analysis

Self-Knowing



Emotionally intelligent leaders are aware of their emotional experience and know what they are feeling most of the time. They have the capacity to recognize how their feelings and emotions impact on their personal opinions, attitudes and judgements.

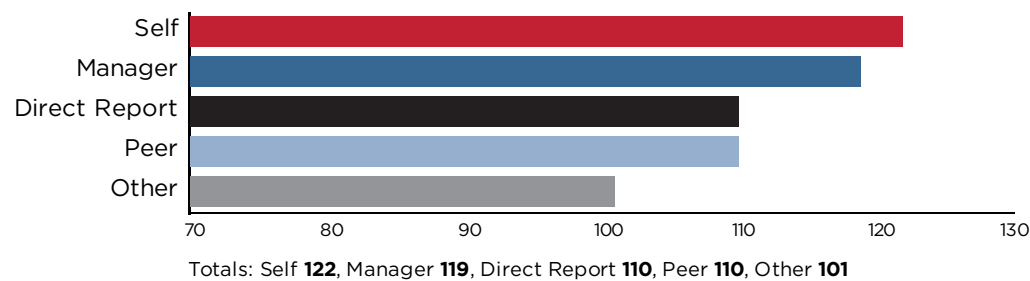
Self-Confidence



Emotionally intelligent leaders accept and respect themselves and essentially like the people they are. They are confident in their skills, abilities and judgements and possess the emotional resources necessary to maintain motivation and achieve challenging goals.

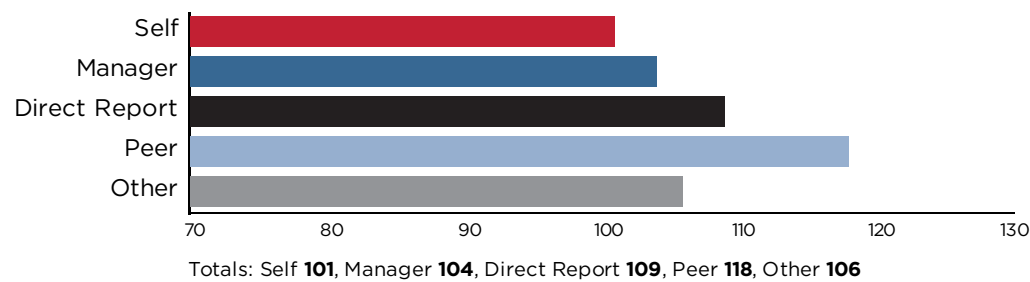
Competency Analysis

Self-Reliance



Emotionally intelligent leaders have the power to be selfreliant in developing ideas and making significant decisions. They recognize that they are a complete and self-directed person and have the power and responsibility to choose between options and make decisions.

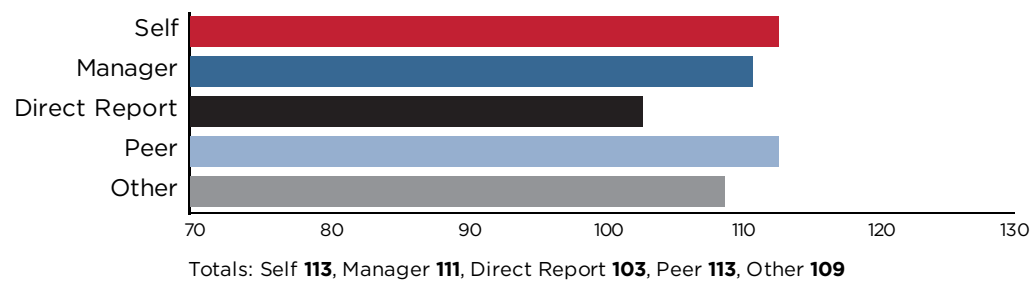
Self-Actualization



Emotionally intelligent leaders maintain an enthusiastic commitment to long-term goals. They have achieved an effective work/life balance and derive satisfaction from their accomplishments. They enjoy setting challenging personal and professional goals.

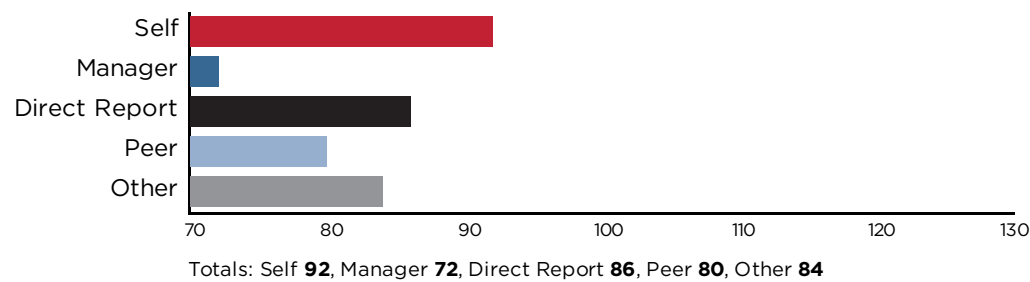
Competency Analysis

Straightforwardness



Emotionally intelligent leaders express their feelings and points of view openly in a straightforward way, while respecting the fact that others may hold a different opinion or expectation. They are comfortable challenging the views of others and give clear messages.

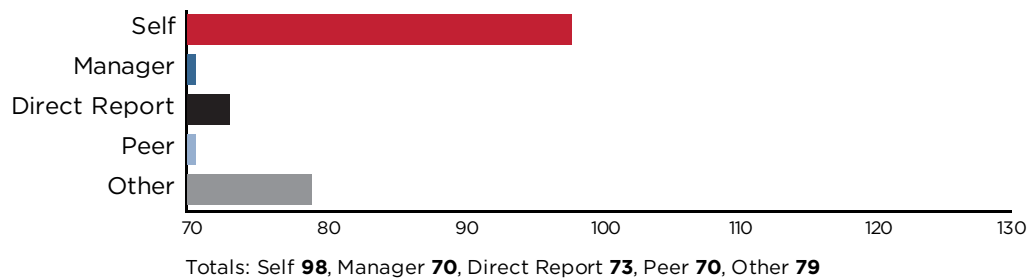
Relationships Skills



Emotionally intelligent leaders have the knack for establishing and maintaining mutually satisfying relationships characterized by positive expectations. They can gain the support and commitment of others and value working with others to achieve their goals

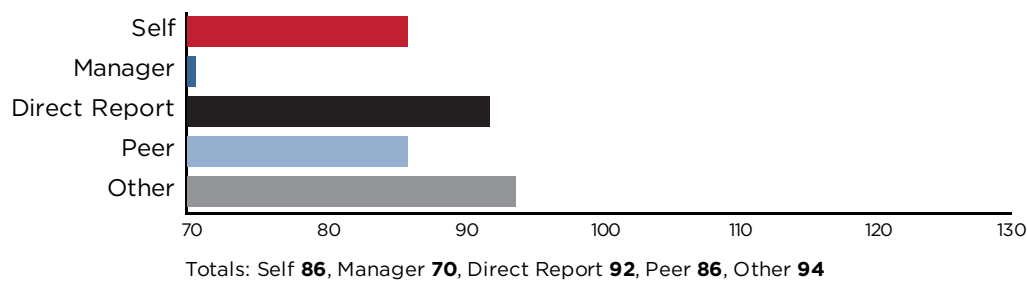
Competency Analysis

Empathy



Emotionally intelligent leaders have the capacity to understand other people’s feelings and thoughts. They listen well and take into account other people’s feelings and circumstances before communicating their message or making a decision.

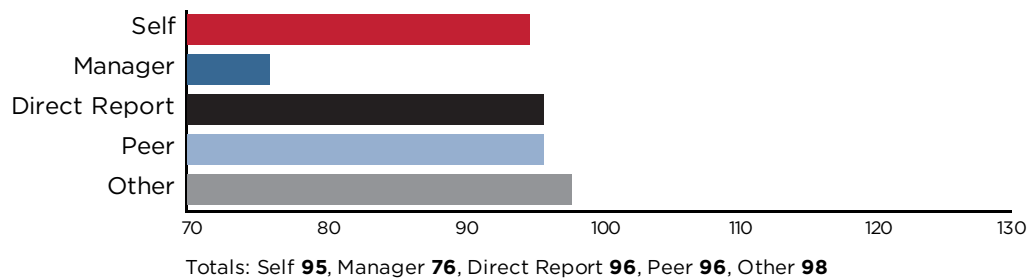
Self-Control



Emotionally intelligent leaders manage their emotions well and restrain their actions until they have time to think rationally. They are able to stay calm in stressful situations and maintain productivity without losing control. They make considered decisions and project a composed, reliable presence.

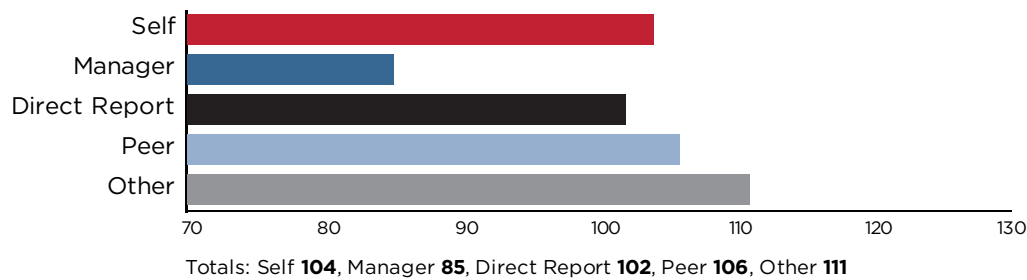
Competency Analysis

Adaptability



Emotionally intelligent leaders are able to adapt their thinking, feelings and actions in response to changing circumstances. Flexible leaders are tolerant of others and receptive to new ideas and consider different points of view. They are champions of change.

Optimism



Emotionally intelligent leaders sense opportunities even in the face of adversity. They are resilient, can see the big picture and where they are going, and are able to focus on the possibilities of what can be achieved.

ECR 360™ Profile Summary

The table below is a summary of your ECR 360 competency scores.

	ECR	ECR 360				
	Self	Manager	Direct Report	Peer	Other	All Raters
Self-Knowing	112	100	81	82	85	84
Self-Confidence	113	111	116	119	120	117
Self-Reliance	122	119	110	110	101	108
Self-Actualization	101	104	109	118	106	110
Straightforwardness	113	111	103	113	109	108
Relationships Skills	92	72	86	80	84	82
Empathy	98	70	73	70	79	71
Adaptability	95	76	96	96	98	95
Self-Control	86	70	92	86	94	89
Optimism	104	85	102	106	111	104
Total	105	88	96	97	99	96

Score Key

≤ 80	Development Need
81 - 90	Development Opportunity
91 - 110	Effective Range
111 - 120	Strength to Build On
≥ 121	Signature Strength

Score Key : Refer to page 3

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

Item	Content	Content					
		1	2	3	4	5	Ave
	Self-Knowing						
1	This person has good self-awareness.	0	3	2	5	1	3.4
41	I find it difficult to read this person's thoughts and feelings.	1	4	3	3	0	3.3
31	This person rarely communicates personal thoughts and feelings.	1	3	4	3	0	3.2
11	This person recognises how their emotions affect their behavior.	0	2	7	2	0	3
21	This person understands how their behavior affects others.	1	3	4	2	1	2.9
	Self-Confidence						
2	This person has solid self-belief.	0	0	0	3	8	4.7
12	This person is confident in their skills and abilities.	0	0	0	4	7	4.6
42	I would describe this person as self-confident most of the time.	0	0	0	5	6	4.5
22	At critical times this person doubts their ability to perform well.	6	4	1	0	0	4.5
32	This person is envious of other peoples achievements.	2	7	2	0	0	4

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

Item	Content	Content					
		1	2	3	4	5	Ave
	Self-Reliance						
23	This person is self-directed and persistent in pursuing actions.	0	0	0	2	9	4.8
33	This person prefers to be told what to do.	3	6	2	0	0	4.1
13	This person performs best in an environment that allows them to act independently.	0	0	2	6	3	4.1
43	This person can take control of a situation and direct others when they need it.	0	0	2	7	2	4
3	This person has difficulty making independent decisions.	3	6	1	1	0	4
	Self-Actualization						
4	This person is strongly motivated to achieve goals.	0	0	1	2	8	4.6
44	This person doesn't seem to enjoy their work.	5	5	1	0	0	4.4
34	This person is passionate about work and life.	0	1	1	2	7	4.4
24	This person appears to have limited interests.	4	6	0	0	1	4.1
14	This person is happy with their work/life balance.	0	1	2	7	1	3.7

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

Item	Content	Content					
		1	2	3	4	5	Ave
	Straightforwardness						
35	This person finds it easy to tell people what they think.	0	0	1	3	7	4.5
15	This person defers to the views of others rather than stand-up for their own opinion.	4	7	0	0	0	4.4
45	This person is not easily intimidated.	0	0	1	9	1	4
5	This person has trouble saying 'no' even when necessary.	0	9	2	0	0	3.8
25	This person is very straightforward.	1	0	2	7	1	3.6
	Relationships Skills						
26	This person is a bit aloof.	3	3	2	2	1	3.5
36	This person likes helping people achieve their goals.	0	2	4	4	1	3.4
16	This person communicates easily with most people.	0	1	6	4	0	3.3
46	This person is interested in other people's opinions.	0	3	6	1	1	3
6	This person can work well with a wide variety of people.	1	3	4	1	2	3

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

Item	Content	Content					
		1	2	3	4	5	Ave
	Empathy						
7	This person finds it difficult to connect with people at a more personal level.	2	3	4	1	1	3.4
17	This person is good at understanding other people's feelings.	0	5	2	4	0	2.9
27	This person can easily see other people's perspectives.	1	3	4	3	0	2.8
37	This person avoids hurting other people's feelings.	1	4	4	2	0	2.6
47	I would describe this person as a 'good listener'.	3	4	2	1	1	2.4
	Self-Control						
48	This person is good at handling competing demands.	0	1	5	4	1	3.5
28	This person seems anxious much of the time.	0	7	1	3	0	3.4
8	This person remains cool under pressure.	0	4	2	5	0	3.1
18	It is hard for this person to control their emotions.	1	3	4	2	1	3.1
38	This person is more patient than most.	2	3	5	0	1	2.5

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Analysis of Rater Responses

The table below shows how your raters have responded to each question in the ECR 360™. The individual items are ordered from highest average rater score (Ave) to the lowest. This allows you to easily see your strengths and development areas within each competency.'

Item	Content	Content					
		1	2	3	4	5	Ave
	Adaptability						
49	Starting new things is challenging for this person.	4	5	2	0	0	4.2
19	This person finds it easy to adapt to workplace changes.	0	1	3	5	2	3.7
9	This person is not disturbed by changes to their daily routine.	0	2	2	5	2	3.6
29	This person can be quite stubborn at times.	1	2	2	3	3	2.5
39	This person finds it hard to change their opinion.	0	2	1	7	1	2.4
	Optimism						
40	This person is optimistic.	0	0	2	6	3	4.1
30	This person sees the opportunities that exist in situations.	0	0	3	4	4	4.1
10	This person finds it easy to bounce back from defeat.	0	1	0	8	2	4
50	This person sees the possibilities of what can be achieved despite the difficulties.	0	0	4	4	3	3.9
20	This person worries about things going wrong.	1	4	2	3	1	3.1

Five Point Response Scale:

- 1 = Very Seldom true
- 2 = Seldom true
- 3 = Sometimes true
- 4 = Often true
- 5 = Very often true

Verbatim Comments

The feedback comments recorded below have been provided to you by your raters to assist you in clarifying your signature strengths and identify your potential development opportunities. Keep in mind that they do not represent the absolute truth about your performance, but are intended to offer you new insights to enable you to take control of your professional development.

Please identify and list this person's key strengths.

Peer (3)

" Mark is optimistic, passionate and experienced which is clearly a benefit to the group which is looking to establish and re-invent itself. Mark is a real 'do-er' and expects similar from the group; as a result he pulls people and the group forward. Mark is very motivated and maintains really high levels of drive, which ensures the group keeps developing and growing. Mark thrives off innovation and therefore challenges the status quo in a way that we keep looking for the next thing in the market place. Mark is also very generous and happy to give freely to the group. "

" Mark is passionate, has energy and drive, not only to discover, but also to deliver. "

" professional, motivated, intelligent, good work ethic, interested in new things/ideas, does things his own way, confident in own abilities, enthusiastic, "

Direct Report (4)

" Mark is a highly energetic and results driven individual. These traits are evident in his approach to both work and life. Mark always makes himself available to help team members, provide direction and give feedback regardless of his own work commitments. "

" Technically strong Hard working Confident High quality outputs "

" – Very determined and outcomes focused – Hardworking – Very good at break down complex issues into manageable tasks. "

" Works quickly to deliver high quality results can bring clarity to chaotic situations "

Manager (1)

" Intellectual intelligence Positive outlook Enthusiasm Strategic thinker Flexible consultant "

Other (3)

" Hard working, positive, inquisitive "

Score Key : Refer to page 3

" Strategic Thinker Good at helping others see where a project is heading technically "

" Self-motivated Driven to achieve above average outcomes Very confident of his skills (and rightly so) "

Verbatim Comments

The feedback comments recorded below have been provided to you by your raters to assist you in clarifying your signature strengths and identify your potential development opportunities. Keep in mind that they do not represent the absolute truth about your performance, but are intended to offer you new insights to enable you to take control of your professional development.

Please identify specific areas where this person has the opportunity to improve performance, and describe the benefits you think may be achieved.

Peer (3)

" Mark needs to consolidate the amount that he emails to the group. His messages are great messages; however due to the consistent volume of emails, very important messages can get lost. Mark should also try and listen more carefully and patiently with people that are new to him, or in groups, and with those that do not know what he is like... Doing this will create earlier trust with the people he talks to and meets; it will also allow clients and people to build rapport with him earlier in the piece. "

" Mark can forget to listen or take other opinions, feelings and considerations into account. Has a style that can be interpreted as abrupt or rude. "

" avoid talking over the top of other people, be mindful that well meant comments to help guide and improve someone can also come across as being critical of them / team. "

Direct Report (4)

" Mark has a pragmatic and fact-based thought process. Because of this, he can sometimes be abrupt and too direct which can at times offend or make others feel uncomfortable. "

" Listening Team player Team building Supportive "

" – Not always a good listener "

" Be mindful of those around, leverage the skills of the skills of the team to deliver results Build relationships with the team to bring learnings back into the group "

Manager (1)

Score Key : Refer to page 3

" Mark needs to listen more and not jump to conclusions. Mark needs to be more supportive of staff that he doesn't naturally relate to Become more of a manager within the team "

Other (3)

" Slow things down to capture everything on the first iteration. As a result he could become more efficient. "

" Need to really listen and not jump to conclusions based on the first sentence hear. Take the time to clarify, inquire, and ask open questions to fully understand another point of view Share yourself genuinely with the team to help them engage both mentally and emotionally "

" Mark's passion can sometimes come across as aggression (or at least an unwillingness to change) for clients who don't know him very well. Once you know him, its clear this comes from the right place. "

ECR 360 Coaching Section

ECR360

This report is designed to be used in conjunction with your personal Emotional Capital Report. It provides you with an opportunity to understand how other people view your emotional and social competencies and the way you respond to professional and personal challenges. This section highlights any significant differences that may have occurred between your self-appraisal on individual scales, and how others as a combined group (All Raters) may have scored you.

Although the report is developed on a sound scientific basis, it also considers you as the expert on yourself and your experience. Accordingly, all descriptions used in this report are for you to consider in light of your experience and judge for yourself how accurately they apply to your performance. Remember, many of your behaviors are automatic and you may have become accustomed to them. This section provides you with an opportunity to gain insight into the potential impact of your leadership behavior on others. Reflect on your scores with the assistance of a professional coach and gain potentially new and valuable insights into what others need from you to enhance your leadership performance.

ECR 360 Coaching Section

SELF-KNOWING - Self Score greater than All Raters

The Self-Knowing scale measures your ability to be aware of your emotional experience and know what you are feeling most of the time. Given that your colleagues generally rated you lower than you rated yourself, you may not recognize how your feelings and emotions impact on your personal opinions and attitudes, and how you come across to others. To understand the meaning of this more clearly, review your scores on Self-Control and Empathy. These skills are closely linked to Self-Knowing and may provide further insight into how others perceive you. Your responses to people and situations may be positive or negative, but remember, most of your feelings and behaviors are linked to emotional needs. Negative feelings are often linked to unmet emotional needs. It may be that others have rated you lower because you have a tendency to 'act out' your emotional experiences, or it may be that you keep your emotions close to your chest and they find you 'hard to read' emotionally.

Coaching Strategy

- ✓ Ask a trusted friend or a personal coach what they notice about your behavior.
- ✓ Become a witness to your thoughts and notice physical signs that accompany a particular feeling.
- ✓ Try to suspend judgment of yourself and others and take an honest look at what you are thinking and feeling. Identify what you need and why you react the way you do.
- ✓ Pay particular attention to how emotions affect you during conflict and ensure you remain calm and considered in your responses.
- ✓ Introduce a brief pause to check your emotional pulse.
- ✓ Pay particular attention to other people's emotional reactions to you and consider your behavior in light of this feedback.

ECR 360 Coaching Section

SELF-RELIANCE - Self Score greater than All Raters

Self-reliance is the ability to plan and make important independent decisions. It involves recognizing that you are a complete and self-directed person and have the power and responsibility to choose between options and make decisions. Given that your colleagues generally rated you lower than you rated yourself, you may have a tendency to prioritize other people's agendas ahead of your own and find it difficult to act independently. Lower scores from your direct reports may mean that they are looking to you for more direction and authority in decision-making. Lower scores from your manager and peers may suggest they are looking for more independence and initiative from you, as well as greater accountability. It is critical to your success that you develop your self-belief, back your judgment and act in more self-reliant ways. Examine your scores on the scales Self-Confidence and Straightforwardness. These skills are closely linked to Self-Reliance and may help to create a clearer picture of your leadership style.

Coaching Strategy

- ✓ Build independence by pinpointing areas of strength and capitalizing on these.
- ✓ Work with a coach to develop confidence in taking challenging initiatives and communicating more confidently.
- ✓ Seek feedback on your performance from your colleagues.
- ✓ Take action where the dominant influence is personal conviction rather than the influence of others' opinions.
- ✓ Remind yourself that you are a leader and called to do the work of leadership - act the part.

ECR 360 Coaching Section

RELATIONSHIPS SKILLS - Self Score greater than All Raters

Relationship Skills involves having the knack for establishing and maintaining strong professional relationships characterized by positive expectations. These skills enable you to gain the support and commitment of others and help you to achieve your goals more efficiently by working well with others. In terms of emotional capital, relationships with colleagues are extremely valuable assets and an important source of information and collaboration. The quality of your relationships will determine whether or not people will work well for you, buy from you, employ you and enter into business with you. Given that your colleagues generally rated you lower than you rated yourself, it is critical that you address the differences in perception regarding your abilities in this area. Although people may respect you, they may not feel that they are accepted or valued by you, or even that you like them. The ability to form positive alliances is critical to your success. The more people are strongly connected to their leaders, the more motivated they are to contribute real value.

Coaching Strategy

- ✓ Invest more time in fostering relationships and in building networks with others.
- ✓ Take a personal interest in people and ask them about their interests and family.
- ✓ Disclose aspects of your personal life and find out what you have in common with others.
- ✓ Smile more often when you meet people and take a genuine interest in them.
- ✓ Strengthen your belief that people are basically your equals and talk to them on equal terms - conduct each relationship as if you are both partners.
- ✓ Demonstrate care and respect for each person you deal with and show an active interest in the things that interest them; promote positive emotions by addressing people's fundamental need for affiliation, involvement, recognition, and accomplishment.
- ✓ Review how your colleagues have rated you on the scales Optimism and Self-Confidence. These are closely linked to Relationship Skills and will give you further information on what others need from you to be successful in their jobs.

ECR 360 Coaching Section

STRAIGHTFORWARDNESS - Self Score greater than All Raters

Straightforwardness is your ability to express their feelings and points of view openly in a straightforward way, while respecting the fact that others may hold a different opinion or expectation. Straightforwardness is therefore important in building your reputation as a critical independent thinker who is comfortable challenging the views of others and is able to give clear messages to people. Given that your colleagues generally rated you lower than you rated yourself, you may have difficulties being straightforward with people or delivering messages credibly. It is important to be clear about your goals and what you are trying to achieve. See whether you tend to take responsibility for the reactions of others. Instead, focus on the payoff of achieving what you want, respect yourself and be honest and straightforward in your communication.

Coaching Strategy

- ✓ Identify any anxieties that stop you from communicating your messages in a clear and confident manner.
- ✓ Know what you want and why it's important to you and to others before you speak.
- ✓ Reinforce your point of view again, by using the 'Broken record' approach in which you repeat what it is you want again.
- ✓ When expressing a concern, establish direct eye contact, use a neutral tone of voice, focus on specific behaviors and be sure to invite the views of others to ensure a good outcome.

ECR 360 Coaching Section

EMPATHY - Self Score greater than All Raters

Empathy involves the capacity to be aware of, understand, and appreciate the feelings and thoughts of others. Leaders with advanced empathy skills know how to listen well and take into account other people's feelings and circumstances before communicating their message or making a decision. Given that your colleagues generally rated you lower than you rated yourself, you may have difficulties conveying to others that you understand them and appreciate their feelings. You may fail to take an active interest in the concerns of others and they may view this as a lack of interest in their experience. This can lead to misunderstandings and place a strain on relationships.

Coaching Strategy

- ✓ Practice active listening; pause and give people your full attention, make soft, natural eye contact, lean forward, add a warm smile and a nod of the head.
- ✓ Seek first to understand rather than be understood by asking clear, open questions that draw out the person's experience, then paraphrase what you have heard using an inquiring tone that reflects the content and the emotion contained in the message.
- ✓ Suspend your judgment and develop an attitude of curiosity towards the people you meet.
- ✓ Take an active interest in your people as people and create more rewarding wins for them.

Conclusion

This report is designed to provide you with an opportunity to review your leadership competencies and characteristic ways of responding within your role. Accordingly all descriptions used in this report provided to you by your colleagues to assist you to continually improve your performance. Remember, many of your behaviors are likely to be automatic and you may have become accustomed to them. This report provides you with an opportunity to reflect on your actions with the assistance of professional feedback and gain potentially new and valuable insights into your behavior and it's impact on others.

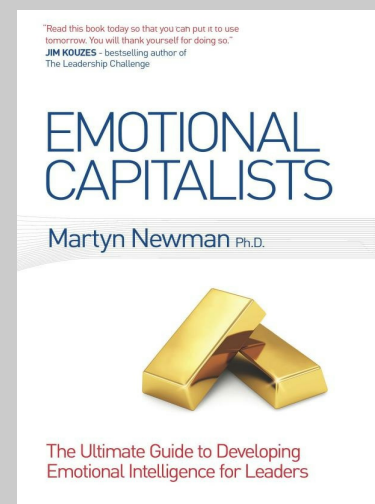
EMOTIONAL CAPITALISTS

The New Leaders

By Martyn Newman Ph.D.

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Daniela Sfameni
Global Head, Human Resource Development,
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