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MSCEIT
Personal
Development
Report

Sally Sample

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Welcome

Thank you for participating in the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT). This report is designed to help you increase your awareness of your abilities in emotional intelligence, it is written to give you tools and techniques to improve your abilities. At the back you will see your action plan to continue your journey and build momentum in learning. We suggest you choose two or three techniques, test them and if they suit you, build a habit, if they don't test something else.

The Langley Group is here for your support so remember to contact us for ongoing assistance and tools or programmes that can help with your ongoing growth and development.

Welcome to your MSCEIT report....

SAMPLE

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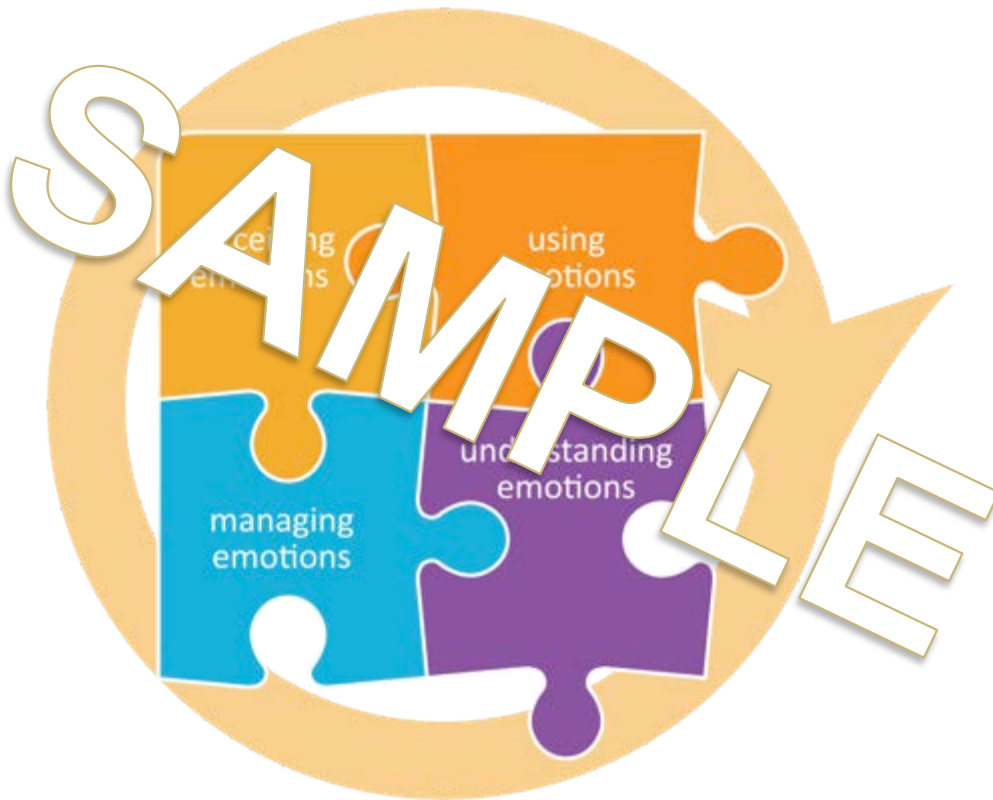
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What is Emotional Intelligence?

Defining Emotional Intelligence

“Emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth.” (Mayer & Salovey, 1997).



The MSCEIT™ measures four related abilities:

- *Perceiving Emotions* – the ability to correctly identify emotions in yourself, others and the environment.
- *Using Emotions* – the ability to use emotions to facilitate thought; to create emotions and to integrate your emotions into the way you think.
- *Understanding Emotions* – the ability to understand the causes and complexity of emotions; how they blend and change over time.
- *Managing Emotions* – the ability to manage emotions through effective strategies that integrate emotions to help achieve goals or make decisions about how to behave.

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A Closer Look at the Four Abilities

Perceiving Emotions



What is Perceiving Emotions? Everyone experiences and relates to feelings and emotions, whether you notice them or not. Even the environment has its own emotional context which impacts our emotions. Emotions contain valuable information about you, your relationships and the world around you. The ability to perceive emotions starts with being aware of these emotions and emotional clues, then accurately identifying what they mean.

How is this ability used? You need to recognise your own feelings and emotions so that you have accurate information about the world around you. Being aware of others' emotions is a key to working with people.

Using Emotions

What is Using Emotions? How we feel influences how we think. If you feel sad, you may view the world and react one way. If you feel happy, you may interpret the same events differently. People in a sad or negative mood tend to focus on the negative and notice problems. Those in a more positive mood tend to be better at generating ideas and finding solutions to problems. Using emotions is linking emotions with cognitive processes – knowing what moods are best for which situations and accessing the most appropriate mental ability.

How is this ability used? If you stay aware of your emotions, you can use them or shift them depending on your situation or cognitive task, the outcome may be more positive.



Understanding Emotions



What is Understanding Emotions? Understanding emotions is about emotional complexity and understanding what causes emotions. This is the ability to recognise why you have certain emotions; looking at your emotional triggers, some of which may have been embedded many years before – such as your values and beliefs. This ability answers questions such as: *Why am I feeling happy?* *How will John feel if I don't tell him?* *What will Lee do if I email rather than call?* *How will Joe feel when I announce these changes?*

How is this ability used? Insight into ourselves, and others, may require emotional knowledge and reflection. This knowledge helps you understand why you feel and react the way you do and helps you understand other people better. Do you know your values? Are you clear on your beliefs and how they impact your behaviour?

Managing Emotions

What is Managing Emotions? Emotions contain information, so ignoring this information means that we can end up making a poor decision. We need to stay open to our feelings and emotions, learn from them, and integrate them when making decisions, reacting or taking action. Sometimes it may be best to disengage from an emotion and return to it later in order to manage it effectively. Managing emotions is about having a range of strategies to draw on in order to react and respond effectively.

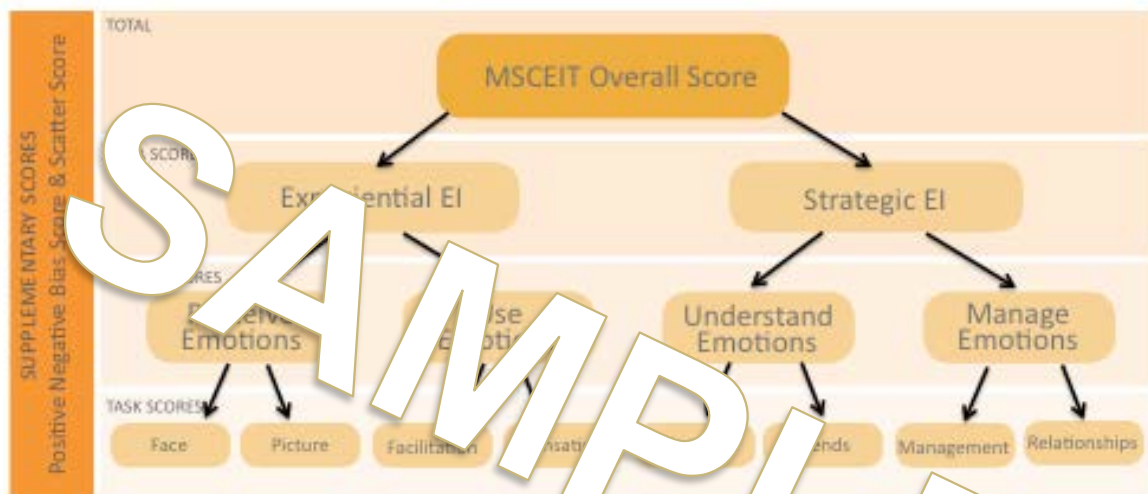
How is this ability used? By effectively managing your emotions you will be more successful, as a leader, team member and individual. Imagine being more resilient personally: imagine having fewer outbursts; imagine being able to communicate more effectively with people.



About the MSCEIT™

What the MSCEIT™ measures

The MSCEIT™ yields a number of scores relating to your emotional intelligence. The chart shows the scores covered.



The MSCEIT™ is an ability measure of Emotional Intelligence

The MSCEIT™ assessment is an ability-based measure of emotional intelligence. This means that you can get a low score on the MSCEIT™, yet through hard work and effort you can behave in an emotionally-intelligent manner. Conversely, you can get a high score on the MSCEIT™ and not utilise the emotional abilities that you possess.

When reading your MSCEIT™ report please take into account other things you know about yourself and place it into context. On the other hand, it is wise to be open to the results and consider them carefully before dismissing anything. It is critical to remember that every psychological measure has error associated with its results. Always remember: No assessment is perfect! Assessment scores reflect your ability as well as many other factors. Research conducted using the MSCEIT indicates that emotional intelligence does play a role in certain areas of life.

You can acquire new skills and new knowledge. Therefore, if you want to improve one of your emotional intelligence abilities, you may be able to do so. Use this report in an emotionally-intelligent manner. Try to remain open to this information and feedback and use it as a helpful, productive, and positive growth experience.

About the MSCEIT™

The MSCEIT™ Questions

As an ability measure, some of the MSCEIT™ questions are probably quite different from questions on other assessments you may have taken. Some questions may not appear to be directly relevant to what you do. There are assessment items that may seem strange and unusual, especially those involving pictures and relating feelings to other senses.

These different components of the assessment were chosen because they provide a stable measure of emotional abilities. The MSCEIT™ assessment measures abilities in direct as well as in indirect ways. Several published research studies indicate that the MSCEIT™ assessment provides a reliable measure of emotional skills that are related to various aspects of performance in work, school, and home settings.

What the MSCEIT™ does not measure?

Emotional intelligence is just one aspect of what makes a human being. We are an amalgamation of our genetics, our intellect, our experience, our culture, and our personality. Emotional intelligence is an important aspect of who we are, but there are many other things we can do to be the best we can be.

When reading your MSCEIT™ report please take into account how you know about yourself and place it into context. On the other hand, it is wise to be open to the results and consider them carefully before dismissing anything.



Iceberg analogy

An iceberg sits with its mass beneath the surface of the water. People are similar with behaviour above the surface and all the things that drive behaviour beneath the surface.

The elements beneath the surface could include personality, purpose, values, beliefs, motivation, self confidence, emotional intelligence, IQ, skills and past experiences as well as external influences, such as other people and the environment.

Emotional intelligence is one of these elements – as a whole person you are more than just your emotional intelligence scores.

Your MSCEIT™ Results

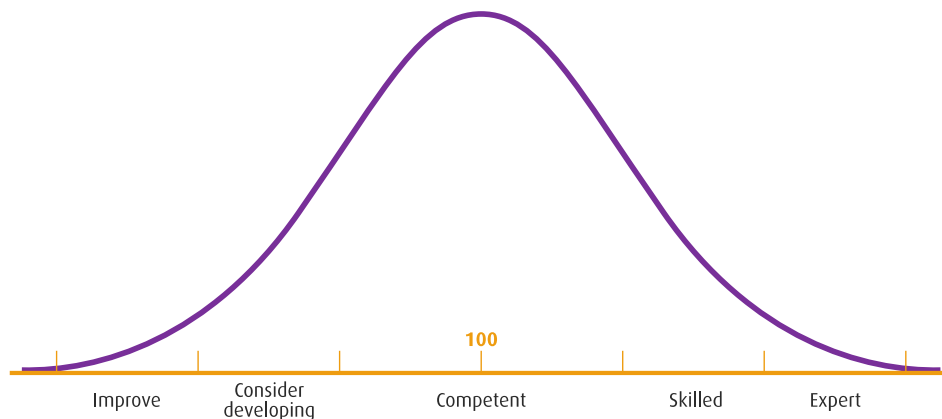
How to Interpret Your MSCEIT™ Results

Your scores are the result of comparing your test answers to those of emotion experts. You may wonder how emotions can be scored. You may also wonder if there is one best or correct way to feel. The answer is that there is not a single best or correct way to feel. In general, there is no single, best answer to the questions. Instead, your responses are compared to a *range* of possible answers. In other words, you might get points towards a higher score whether you rated a face as a "5" or a "4" on how much it represents happiness.

Once each part of the MSCEIT™ has been scored, there is a way to indicate what your level of skill is in each area compared to other people. The MSCEIT™ was standardized on a very large sample of people (5,000), with the results being statistically designed to be representative of the adult population of the United States (in terms of age, gender, and ethnicity).

A score range is provided in order to help you interpret your results. This score range is an estimate of your actual ability. The ranges are defined as follows:

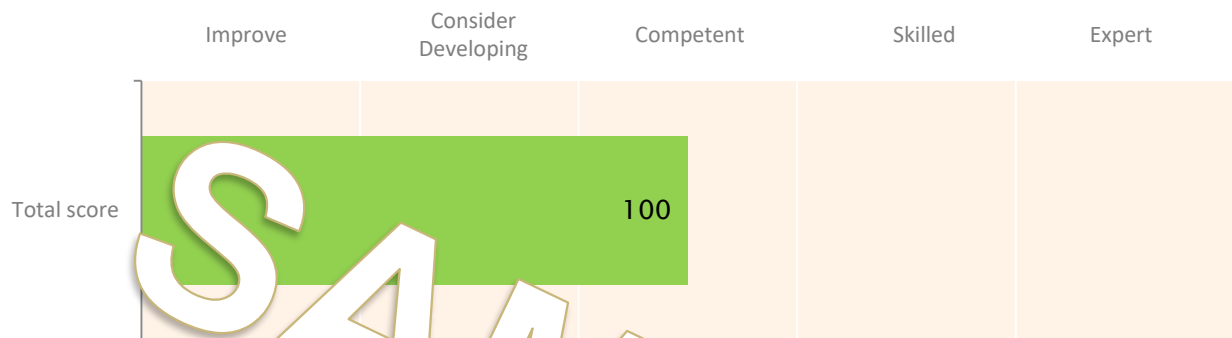
- *Improve:* You may have some difficulty in this area. You would be helped to enhance your skills and knowledge.
- *Consider Developing:* While this is not a strength, you can consider enhancing this skill area as an important part of your daily life.
- *Competent:* You have sufficient skill to perform in this area with some degree of success.
- *Skilled:* This is an area of strength for you.
- *Expert:* This may be a highly developed area of expertise; your score suggests that you have great potential in this area.



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Your Overall MSCEIT™ Score

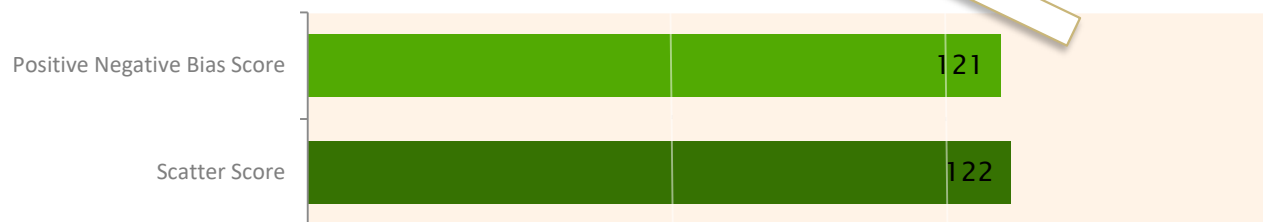
The MSCEIT score is a summary of your results. **Below is your overall score on the MSCEIT.**



Your total score was in the **Competent** range, which indicates that you are aware of emotions in yourself and in others, and that your perception and understanding of emotion is often, if not always, accurate. You may still wish to develop skills in particular areas to enhance your ability further.

You completed the test in XX minutes XX seconds.

Supplementary Scales



What is the Positive – Negative Bias Score? This is how we perceive pictorial stimuli, ie faces, pictures (anything we can see) and if we ascribe a positive or negative emotional bias. The impact of having a bias one way could mean you may miss the early signals of someone displaying emotions towards the opposite end of your bias. For example, if you have a positive bias you may see someone who is bored as content or vice versa for a negative bias. What could be the impact of that at work? How does your perception of someone's emotion impact the way you approach them? The more accurate you are the more appropriate your response will be.

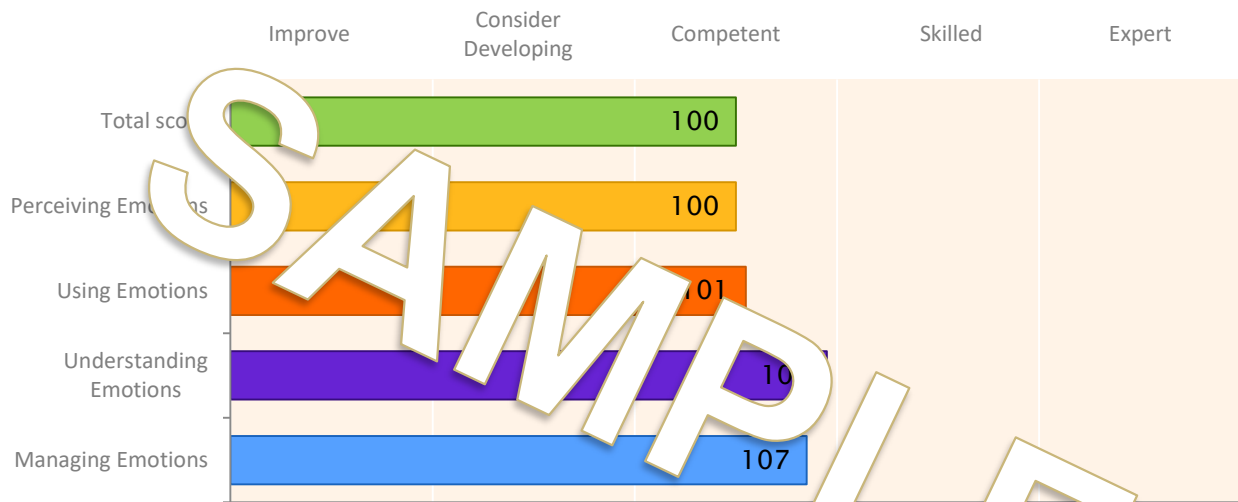
Scores of 85 or below indicate a negative bias and scores of 115 or above indicate a positive bias.

What is the Scatter Score? This indicates the level of consistency across the tasks throughout the test. For instance, a low scatter, of 85 or less, indicates performance is highly consistent across the eight sub-tasks. A high scatter score, of 115 or more, indicates performance varies a lot from task to task.

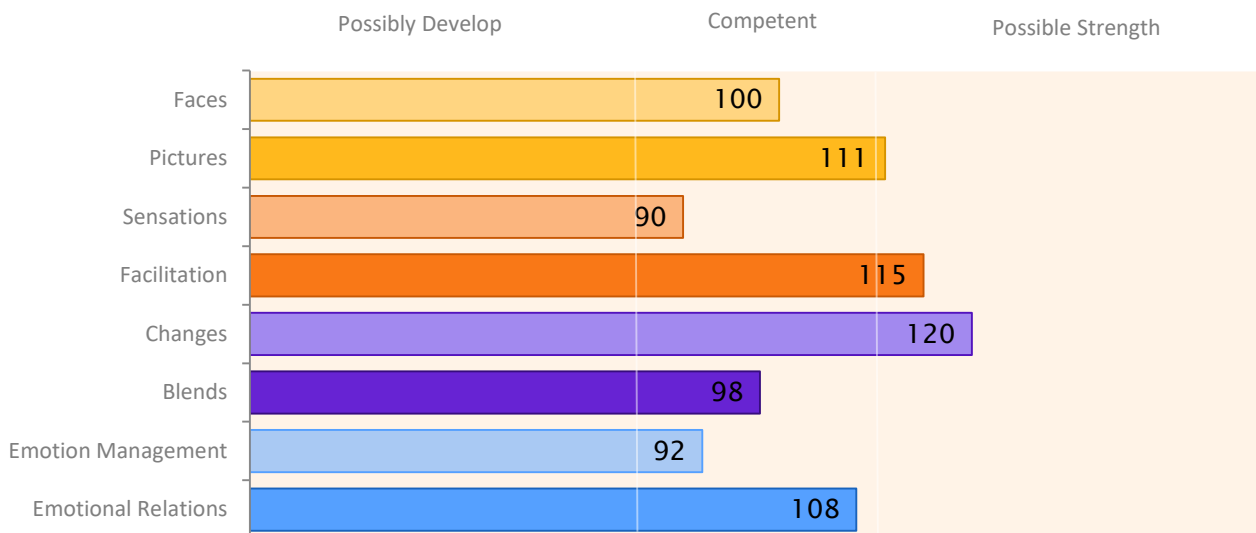
Remember that all test scores are approximations of your actual ability. A detailed look at your MSCEIT ability scores follows.

MSCEIT™ Summary

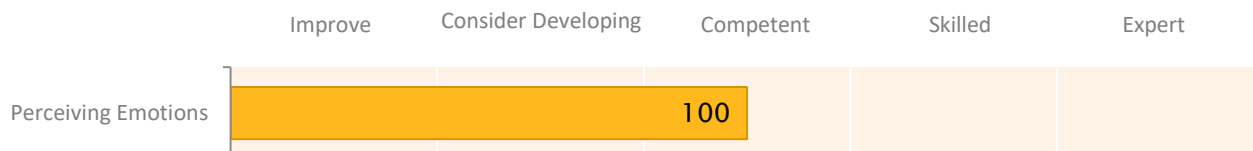
Your overall MSCEIT™ score is a summary of your results. It is broken down into the four ability areas – perceiving, using, understanding and managing.



Each of the four areas is then broken down into the two task areas that make up each area.



Perceiving Emotions Score



You scored in the **Competent** range. Some possible interpretations of your score include:

- Generally, your reading of people's moods is accurate.
- You may sometimes over-analyse situations or alternatively you may not pay enough attention to emotional cues.
- At times, you may resist making a judgement about people.

Another way to help you further understand your results is to review the following questions:

- Are you always aware of your emotions?
- Do you pay attention to others' moods?
- Are you surprised when people say how they feel?
- Do you over-analyse situations?
- Do you sometimes read too much into people?
- Do you sometimes give people the benefit of the doubt and resist ascribing negative feelings to them?
- Do you ever wonder how people feel?
- Do you have trouble gauging whether a person is kidding you?

Your accuracy could increase if you try to attend to emotion more consistently. Consider the emotions that a person is *likely* to feel, and don't just consider the range of emotions that are possible to feel or express. Lastly, try not to impose your own feelings on those of others.

You could check your accuracy with those you are with. Ask questions to determine your impression. For example "I sense you were frustrated during the meeting, how are you feeling?" "You seem satisfied with that outcome, is that right?" Adding "I may be wrong...." allows space for the other person to elaborate.

Why is this important?

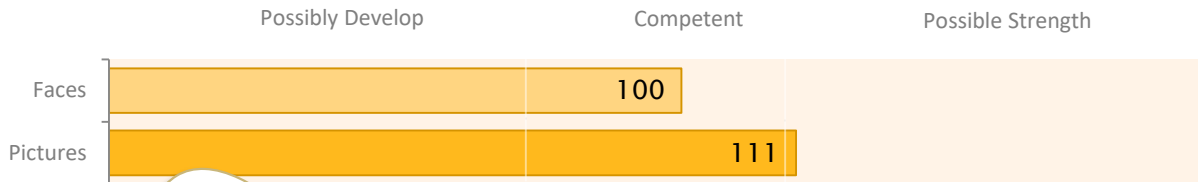
The ability to accurately recognise emotions is the most basic emotional intelligence skill. This basic aspect of emotional intelligence involves recognising and correctly identifying emotion in people and the world around you. Identifying emotions is important because the better the emotional read you have on a situation, the more appropriately you can respond.

Performance on this ability involves attention to, and awareness of, emotions. Simple awareness is not enough. You need have the ability to discern between sadness and fear, anger and disgust. Beyond that, the degree to which fear, anger, or happiness is present must be determined.

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Perceiving Emotions Tasks

Your Faces and Pictures Task Scores



Faces Task: In this task, you were asked to indicate how likely it is that each emotion listed is present in a photograph of a person's face. It tests your ability to accurately identify how people feel based upon facial expression alone.

Basis for Task: Social communication requires accurate perception of content, as well as tone and non-verbal signals, such as posture and facial expression. This task measures your ability to decode emotion when only facial expression information is available.

Pictures Task: There is emotion in art—whether it is a movie, poem, piece of music, or a piece of theatre. The ability to correctly identify emotions in others is related to the ability to identify emotion in objects as well. This task asks you to identify the emotions that are conveyed by various pictures and designs. It is not asking for your own, unique reaction to them.

Basis for Task: Some people wonder how landscapes or pictures convey emotion. Yet not everyone is aware that different textures, colours, and designs move us in different ways. Landscape photographs, for example, have textures, patterns, and colours.

Do objects have emotions? No, but they can communicate emotions. This is in part what the science of aesthetics tries to determine.

What Your Faces Score Suggests

You scored in the **Competent** range on this task. This task gives you very limited visual information, so you may have tried to read more into these faces than was really there. You may look for more context, such as tone of voice, background information, or posture when reading emotions. The face is the only area of our body that will show a true emotion due to our involuntary facial muscles. Your read of these micro expressions may generally be fairly accurate.

What Your Pictures Score Suggests

You scored in the **Possible Strength** range on this task. This indicates that you are generally accurate in picking up on the emotions expressed in designs or the environment. This strength can be useful in picking up signals from how the working environment may affect a situation.

Perceiving Emotions

What is Perceiving Emotions?



Everyone experiences and relates to feelings and emotions. Even the world around you communicates and sends emotional messages. Emotions contain valuable information about relationships and about the world around you. This ability to perceive emotions starts with being aware of these emotional clues, and then accurately identifying what they mean.

How is this ability important? You need to be aware of your own feelings and emotions so that you have accurate information about the world around you. Being aware of others' emotions is a key to working with people.

Strategies to improve your perceiving emotions ability?

There are a number of ways to improve your skills around emotion perception, both in yourself and in others. Some ideas are detailed below. For more information, contact the Llangley Group.

1 Mood meter

A way of monitoring how you are feeling in order to identify personal contributing factors that impact your emotions. At regular intervals record your level of emotion on a scale from miserable to ecstatic, as well as noting what has just happened to impact that emotion.

After a period of time you may be able to notice patterns to your emotions. This will also give you immediate tools to change your mood, based on your own actions. The mood meter also encourages a greater vocabulary around emotion.

The Llangley Group have developed a mood meter which can be made available to you or you may want to try the app available.

2 Language – learn more emotional words

Research has shown that increasing vocabulary around sensory perception increases ability. Studies found that teaching subjects words about taste and smell increased their ability to discriminate between different stimuli. Similar issues arise around perception of emotions.

When asked how they are feeling many people have only one word – “OK.” OK is not really an emotion. Expanding your vocabulary may allow you to increase your perception of emotions within yourself. Emotions contain data, so this is about your ability to label emotions accurately and appropriately, in order to understand yourself and others better.

The face is not a secondary billboard for our internal feelings. It is an equal partner in the emotional process.

— Malcolm Gladwell, *Blink*
2005

3 People watching – Ekman studies

Paul Ekman is a renowned expert in nonverbal communication. His studies into human emotions reveal how specific facial muscles indicate the real emotions people feel. Across cultures emotions reveal themselves in similar ways. You can learn how to identify emotions better in yourself and others.

Our ability to express and read emotions has survival value – both physically and interpersonally. Pay attention to the facial expressions of those around you and become more sensitive to their emotions. Conscious attention will often result in increased perception.

If you want to learn more, Ekman's system for coding facial expressions examines discrete facial movements related to individual emotions.

4 Communication skills

Every message has an emotional content as well as the general content. Dr Mehrabian's study of effective spoken communication in the 1960s revealed that 7% of the emotional context of a message is transmitted through the words they use. The remaining message is 38% vocalics (speech, intonation, tone, volume) and 55% is facial expression and body language. The study of self-awareness is not the end of the road but results have continued to be replicated. Enhance your ability to read people and appreciate the value of communicating through other means than just their words.

5 Self-awareness

This is a crucial element of emotional intelligence. Start paying attention to your physiological reactions when you experience emotions – notice your breathing, heart rate, tension, skin temperature. By noticing the physiological responses we can become more accurate in perceiving the emotions we are experiencing. Increasing your own self-awareness of how you react to situations will improve your ability to perceive emotions accurately.

Imagine you have a panel of emotional triggers strapped to your chest. What does it take to flip one of those triggers? How do you typically react in stressful situations? How do you feel on a daily basis? What is your prevailing mood? What feeling are you comfortable with / uncomfortable with?

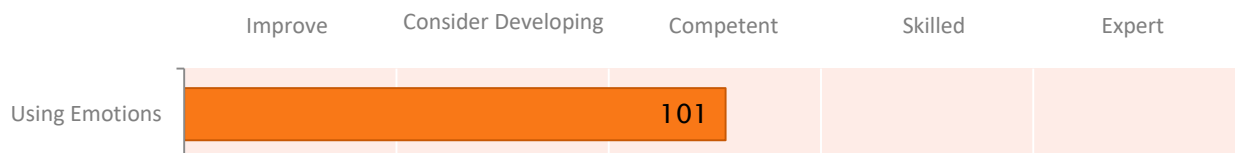
If you would like any information on any of these strategies, please contact the team at the Langley Group.

Positive thoughts (joy, happiness, fulfillment, achievement, worthiness) have positive results (enthusiasm, calm, wellbeing, ease, energy, love).

Negative thoughts (judgment, unworthiness, mistrust, resentment, fear) produce negative results (tension, anxiety, alienation, anger, fatigue)

– Peter McWilliams

Using Emotions



You scored in the **Competent** range. Some possible interpretations of your score include:

- You can feel what other people are feeling.
- You may be emotionally flexible or somewhat open-minded, and be able to shift certain emotions.
- You relate well to certain feelings for certain people. Some feelings you may defend against or block out.

One way to help you further understand your score is to review the following questions:

- Do you easily change your feelings?
- Are you able to feel what another person is feeling (actually become the same mood as them)?
- Can you motivate yourself?
- Do you bring yourself down?
- Do you excite a group of people?
- Do you get into other people's head and heart?
- Do you grab people's attention?
- Does your thinking reflect your feelings?

You may be able to encourage open-minded decision making, planning, and idea generation by considering multiple points of view. You can generate enthusiasm for a project, and energise, direct, and motivate a group, as well as yourself. There may be other emotions that are a little more difficult to access to shift from. To enhance these skills, consider the people and/or the feelings that you don't relate to or process easily, notice which emotions tend to generate more intensity, these could be the ones you find more difficult to shift, therefore they intensify before you choose to access others.

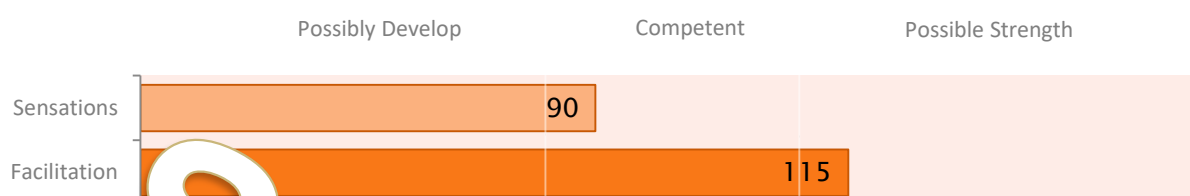
Why is this important?

Your Using Emotions score measures your ability to employ your feelings to enhance your thinking and, as such, can be harnessed for more effective problem-solving, reasoning, decision-making, and creative endeavours. Of course, cognition can be disrupted by emotions such as anxiety and fear, and emotions can prioritise the cognitive system to attend to what is important and even focus on what it does best in a given mood.

Emotions change the way we think, creating positive thoughts when we are happy and negative thoughts when we are sad. These changes in viewpoint force us to view things from different perspectives. Such shifting viewpoints may foster creative thinking.

Using Emotions Tasks

Your Sensations and Facilitation Task Scores



Sensations Task: You were asked to identify or describe the direction and degree of your feelings, using the continuum provided. Although this task seems simple, one of the best ways to describe your internal feelings is to compare them to other sensations.

Basis for Task: Published research suggests that this task is related to the ability to feel what others feel. That's because primary emotions are accompanied by a set of physiological changes and reactions. Anger, for example, has a very different set of physiological changes associated with it than happiness. If you are able to generate an emotion, you should also be able to generate some of these same physiological reactions.

Facilitation Task: How people feel influences how they think and make decisions. This section of the test measures your ability to determine how different moods impact thinking and decision-making.

Basis for Task: There is a large body of research on how emotions influence perception and judgment. People in different moods see and decide, in part, based upon that mood. Emotion and thought are intertwined, and decision making does not, and cannot, occur in the absence of emotion.

What Your Sensations Score Suggests

You scored in the **Competent** range on this task. You can feel what others feel, although you may be better at relating to others when they are in a certain sort of mood as opposed to other moods. Consider whether you are more, or less, comfortable with certain situations or emotions. Let's consider which emotions you recognise you can shift from easier than others.

What Your Facilitation Score Suggests

You scored in the **Possible Strength** range on this task. You recognise that moods and thought are linked and are able to use this ability to help you focus on what is important and change your emotion according to the task at hand. Consider if you are able to assist others to do the same.

Using Emotions

What is Using Emotions?

How we feel influences how we think. If you feel sad, you may view the world one way, while if you feel happy, you interpret the same events differently. People in a sad or negative mood tend to focus on details and search for problems or errors.

Those in a more positive mood are better at generating new ideas and novel solutions to problems. Knowing which moods are best for which situations – "getting in the right mood" is an ability.

How is this ability used? You stay aware of your emotions, which contain valuable information, and then use them to solve problems. The more you are in a more positive mood, the more you can use your emotions to solve problems.

Strategies to improve your use of emotions and abilities:

1 Individual mood generation

If you know yourself well you should know what puts you in a high energy mood and what puts you in a low energy mood. If you don't then try using the mood meter mentioned in the earlier section to identify these things. Understanding the energy of emotions can help us shift our emotional energy where it is most effective for completion of tasks.

For more information download our Tools and Techniques booklet from the Langley Group login on our website.

Some of the techniques below may help you...

2 Guided imagery / visualisation

Use visualisation techniques to imagine a better situation or a more appropriate emotional response before reacting. Visualisation could be of a 'happy place', or just of a positive outcome to the current situation. Guide yourself to a positive conclusion before bringing yourself back to reality and recreating those feelings in the present.

3 Remembering happy events

This is a technique that helps you return to an appropriate emotional state. Different people use different tools – it could be a sensation, a memory, a physical state. A useful one for adapting your mood is to remember past events when you felt the emotion you wish to generate. Just as with method acting the idea is to recreate the emotion appropriate to the current situation using experiences from the past.

4 Body link to emotion

Be aware of the link between bodily sensations and emotions. They are not mutually exclusive. Antonio Damasio has some interesting research into how the messages we receive constantly from the body can impact mood. This makes sense if you think about how you feel when you dance, run, cycle, sing, etc. Any activity that uses your body will affect the way you feel due to the release of bodily chemicals. If you need to put yourself in a positive mood do what works for you – run around the block, go and dance in the lift, smile at yourself in the bathroom mirror.



SAMPLE

5 Self-talk

The way we talk to ourselves can impact our emotions. Self-talk describes the voice inside your head that continuously provides advice and recriminations. If your self-talk is consistently negative it can only have a negative impact on how you see yourself and therefore how you feel.

Try replacing that self-talk with something more appropriate. For instance, replace – “they never listen to my ideas in meetings, I don’t know why I bother, what is the point” with – “I will ensure I get my ideas across today, I have some great new ideas of how to improve the bottom line”.

Monitor your self-talk, listen to what you say to yourself. Chances are you would never let anyone else talk to you like that. Why let yourself?

6 Positive attitude

Think about the impact of your emotions on those around you, especially in the workplace or at home. Once you start to be aware of the impact of your own emotions you may find you have a bigger motivation to use your emotions more effectively.

They say that attitudes are contagious, so think about how you can use your emotions to be a positive influence on those around you.

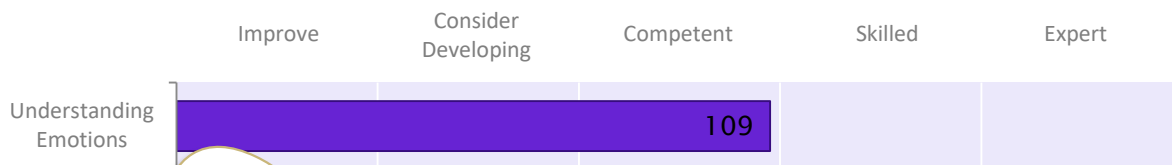
7 Situation / context – mood generation

Use the situation or the surrounding context to change the mood. If you have a team meeting where solutions and creativity are required yet the team is feeling negative due to just receiving bad results this quarter, think about how you can change the situation. You can’t generate good results, but perhaps you can shift the place of the meeting to change the mood – take the team outside, move rooms, wait until the following day and have a pep talk first. Whilst they are in a negative mood they will be less likely to be creative.

Again you can use the technique of past events or visualisation to assist here.

If you would like any information on any of these strategies, please contact the team at the Langley Group.

Understanding Emotions



You scored in the **Competent** range. Some possible interpretations of your score include:

- You have a reasonably good understanding of emotional vocabulary.
- You have some knowledge of complex emotions.
- You can be emotionally aware and significant.

One way to help you further understand your results is to answer the following questions:

- Do you correctly answer emotional what-if questions?
- Are your analyses of people usually on-target?
- Do you employ your emotional knowledge to help you figure people out?
- Do you describe emotions in a rich manner?
- Are you a good judge of others?

Your score on Understanding Emotions suggests that you have a good understanding of emotional transitions. You can describe emotions and the differences between them. There are probably some emotions that you struggle to understand, or to describe. You might want to attend more carefully to subtle differences between similar emotion words.

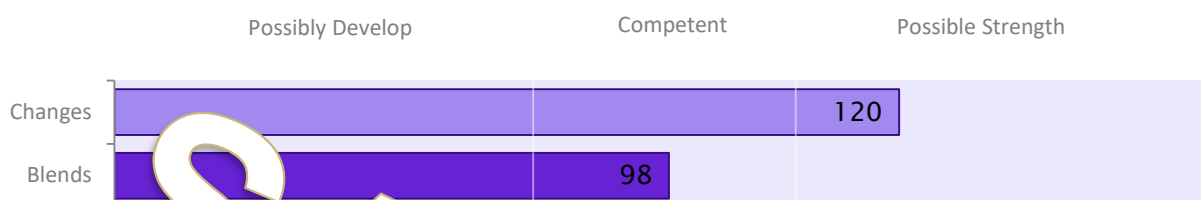
Why is this important?

Understanding emotions means being able to think accurately about emotions. It involves being able to connect situations with certain emotions. It involves knowing that it is possible to feel several, possibly conflicting feelings in certain situations.

Understanding what leads to various emotions is a critical component of emotional intelligence. For instance, annoyance and irritation can lead to rage if the cause of the irritation continues and intensifies. Knowledge of how emotions combine and change over time is important in our dealings with other people and in enhancing our self-understanding.

Understanding Emotions Tasks

Your Changes and Blends Task Scores



Changes Task: This section tests your ability to understand how emotions change over time. These items are multiple-choice questions.

Basis for Task: Emotions have their own moves just like pieces on a chess board. Emotions arise from certain causes, and they develop and change in a set way. This task measures your understanding of how emotions change and develop.

Blends Task: Emotions are complex, and people can experience a combination of different emotions. This multiple-choice section taps your knowledge of the complex emotions that people can experience.

Basis for Task: There are simple emotions and complex ones. Emotion theory might not specify combinations of emotions with the accuracy of chemistry, but we know a lot about how simple emotions combine to form more complex and sometimes subtle emotions.

What Your Changes Score Suggests

You scored in the **Possible Strength** range on this task. You have a good understanding of emotions and their causes. You have insight into people and can figure out how feelings progress and change. Your emotional what-if analyses are usually correct. You notice patterns of emotions related to certain causes in yourself and others.

What Your Blends Score Suggests

You scored in the **Competent** range on this task. You seem to be able to grasp and describe emotional information. You have some emotional insight. Your emotional vocabulary is fairly well developed.

Understanding Emotions



What is Understanding Emotions? Emotions contain information, and our ability to understand this information and think about it plays an important role in our day-to-day life. This ability answers questions such as: *Why* are we feeling happy? *How* will my friend feel if I say that to him? *What* will happen if I say that to her?

How is this ability used? Insight into ourselves, and others, may require emotional knowledge. This knowledge helps us to understand people better.

Strategies to improve understanding and emotional awareness?

1 **Universal vs individual values**

The primary emotions are universal. At some point we all feel the emotion of anger, happiness, surprise, fear and sadness. Generally speaking these arise due to universal causes, such as loss leading to sadness, or threat leading to fear. However, every individual reacts differently to situations. There may be a situation of a company going through a merger and individuals within the company may feel differently based on what is important to them – person A may feel sadness as they think about the possible loss of their job and the people they work with; person B may feel anger at not being part of the decision making process and being overlooked; person C may feel happy that the situation could give them further opportunities to progress and grow in their career, or maybe the opportunity to start their own business that they have been dreaming of.

The purpose of understanding this is that we are all different. The key to you understanding emotions more effectively may be to understand your own individual values, beneath the surface of your iceberg, and therefore how you react to universal causes. Awareness of your own values will help you understand how you react in different situations. Many conflict situations arise over a clash of values. Understanding what your values are can only lead to greater emotional awareness.

2 **If...then training**

This is simply understanding the likely outcome of events. It requires you to think ahead of the impact of a situation on your own and other people's emotions. If you do X, then Y will happen. Thinking through these aspects on an emotional level before you communicate can help you avoid emotional resistance.

3 **Increasing emotional vocabulary**

Relating to the technique mentioned in perceiving emotions, having a richer emotional vocabulary can allow you to better understand and express the complexity of emotions. Robert Plutchik created a model based on the primary emotions, linking the complex sweep of secondary emotions.

4 Emotional scrabble?

Emotional scrabble can help you work out how emotions progress. For instance, if given the words in the left hand column could you work out the logical progression provided in the right hand column. This is one example, for more consider our Intensity cards, available through the Langley Group website.

Happy	Calm
Pleased	Content
Joyous	Pleased
Amused	Amused
Calm	Positive
Positive	Happy
Content	Joyous

5 Understanding purpose, values, etc

To understand our emotions better it is important to know what makes us tick. Like an iceberg behaviour is only the tip, what is below the surface (the emotions) is the most important. Take some time to reflect on your own purpose in life, your values, your goals, your motivation, your emotional triggers, your personality. All of these will help you to understand why you behave the way you do, why you do things the way you do.

More tools to help are available from the Langley Group website, or you may want to come on the Leading with Emotional Intelligence programme to discover more about yourself.

6 Recognising emotional triggers

Your emotional triggers are the buttons we talked about earlier. What happens to push your buttons? What makes you happy? What makes you angry? How do you react in different situations? Are there certain emotions you can't handle well?

Recognising your emotional triggers is the first step to being able to deal with your subsequent behaviour more effectively.

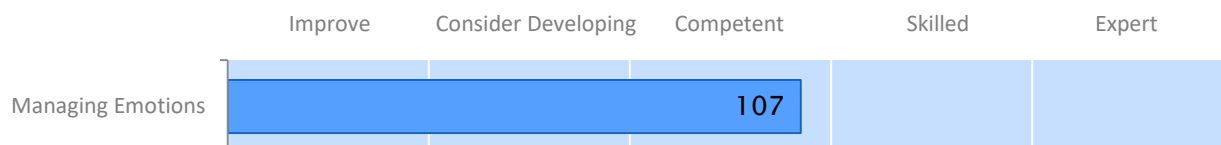
7 Reading

Just learning more about emotional intelligence and emotions in general will increase your awareness and understanding around the complexity of emotions.

If you would like any information on any of these strategies, please contact the team at the Langley Group.

There can be no transforming of darkness into light and of apathy into movement without emotion.
– Carl Jung

Managing Emotions



You scored in the **Competent** range. Some possible interpretations of your score include:

- You have potential to improve your decision-making skills.
- Your decision-making skills are strong in both thinking and feeling.
- You may have a long-term focus when problem-solving, considering other people and the impact of your decisions and actions.

One way to help you further understand your results is to answer the following questions:

- Do you go with your gut?
- Do you use your feelings as a guide?
- Are you good at influencing others?
- Do your decisions end well?
- Do you provide sound, psychologically-minded advice to others?

Your score in this area means that you can resolve conflict, and that you can process emotions without being scared by them. You have the basis for an important skill that you can apply when working with and relating to others, and when managing your own emotions, to enhance the quality of your life.

It's possible you are less comfortable with certain emotions than others. If you are feeling a strong emotion, perhaps you try to disengage from that feeling. One way to enhance this area is for you to become aware of the degree to which you are engaging various emotions, and whether there is indeed a difference in your openness to various emotions.

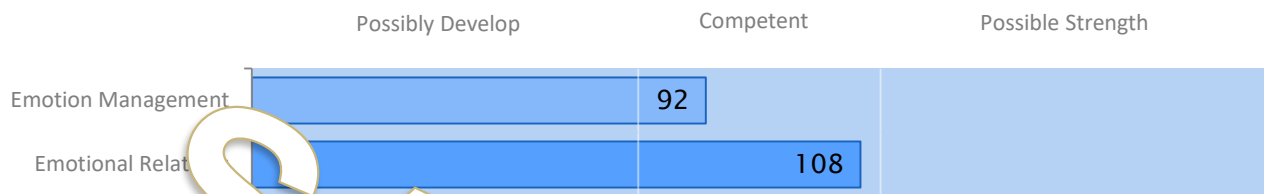
Why is this important?

Managing emotions means you use your feelings in a judicious way, rather than acting on them without thinking. Anger, for instance, like many emotions, is misunderstood. Anger is not necessarily a bad thing to feel; in fact, it is anger that helps us to overcome adversity, bias, and injustice. Anger arises when we feel frustrated, cheated, or taken advantage of. Yet anger, if left to itself, can blind us and cause us to act in negative or antisocial ways.

Managing Emotions measures your ability to feel an emotion and combine thinking with the emotion in order to make the best possible decisions and take the most effective actions.

Managing Emotions Tasks

Your Emotion Management and Relationship Task Scores



Emotion Management Task: There are many different ways to deal with situations. Some strategies are more effective than others, and this task measures your ability to select the most effective emotional strategies.

Basis for Task: There is a good deal of research on emotional management and regulation. Some actions, while common or popular, simply don't work that well.

Emotional Relationships Task: Emotional Relationships tests your ability to get a certain emotional outcome in social situations.

Basis for Task: Some ways of dealing with other people are better or worse than others. You have a good knowledge base of what is effective in determining certain outcomes, and what doesn't work that well.

What Your Emotional Management Score Suggests

You scored in the **Competent** range on this task. You are generally open to emotions and are able to choose some effective strategies through the information available to you. There may be certain emotions that you are uncomfortable with and handle less effectively.

What Your Emotional Relationships Score Suggests

You scored in the **Competent** range on this task. You generally stay open to feelings and encourage others to do the same. You use these feelings as information to help you make reasonably effective decisions. You sometimes notice the emotional vibe when you walk into a room or meeting and take steps to lift people where required.

Managing Emotions

What is Managing Emotions?



If emotions contain information, then ignoring this information means that we can end up making a poor decision. At times, we need to stay open to our feelings, learn from these feelings, and use this information to make decisions and to take appropriate action. Sometimes, though, it may be best to disengage from an emotion and return to it later in order to manage it effectively.

How is this ability used?

If you can find the right balance in managing your emotions, you will be more successful.

Strategies to improve your managing emotions ability?

1 Learning when to disengage / re-engage emotions

Emotions provide valuable data on what is going on for you at the moment. However, there are times when particular emotional reactions are not useful to the current situation. It is useful to learn how to park emotions until an appropriate time. For instance, going into a meeting whilst stressed, angry and impatient is likely not to be conducive to the meeting. Are you able to park that emotion outside the door and pick it up on the way out? Managing emotions is not about suppressing the emotion. It is about being able to evaluate why it is occurring, what is happening, and working out the best way to handle it appropriately.

2 Physical management – breathing, relaxation

Research consistently shows the power of physical management to help us in emotion management. Working on strategies including breathing, visualisation, imagery and relaxation techniques can allow you to manage negative emotions effectively, before any adverse behaviour. There are simple techniques that can induce a more relaxed state and a calmer state of mind. Learn to help others do this too – managing emotions is about you and how you are able to manage the emotions of those around you.

3 Body awareness

Gain greater awareness over where you hold your emotions in your body. Certain emotions seem to stem from different parts of the body. Many people feel anger in their stomach, some in their chest. Do you get tense before a speech and hold that tension in your chest? Does happiness live in your head? Do you feel energised through your arms? Start to become more aware of your body and where you feel different emotions – that awareness can make it easier to manage those emotions when they occur.

4 Emotional journal

Keeping an emotional journal may also allow you to increase your emotional self-awareness. The journal may allow you to gain a picture over a period of time of how you react to different situations or any pervasive emotions and moods that tend to dominate your life. This is similar to the mood meter, but less prescriptive.

5 Link to beliefs, values, goals

Managing your emotions can be improved if you truly understand yourself and what triggers different challenges in your life. Do you know your core values? How do you react when these are compromised? Many conflicts occur due to a clash of values. Gaining clarity over your core values will allow you to handle conflicting situations easier and recognise issues before they occur.

The same goes for your beliefs – about yourself, others, the world in general – and your individual goals. Clarifying your goals will again allow you to understand the impact on your emotions when people get in the way of your goals.

Your beliefs about yourself may be getting in the way of your achievements. Do you have clarity on your own self-limiting and enabling beliefs? How do you feel in different situations and does this impact your ability to act? What about the people around you – in your team, your family? Do you understand their values, beliefs and goals and therefore what triggers emotions in them? How can you use this knowledge to manage the relationships more effectively?

6 Manage situation

If you have trouble managing your emotions once you get into a situation, can you manage the situation to mitigate against any issues. Sometimes it is easier to manage the situation before it becomes an emotional one. This may mean changing the situation, location, timing of an event in order to get the best out of yourself and those involved.

7 Smorgasbord of strategies

Please ensure you have a smorgasbord of strategies to manage a range of emotions in a range of situations. It is important we have several to draw on, as the same strategy may not work for sadness as for anger, and going for a run in the middle of a stressful board meeting may not be appropriate. Consider four types of strategies brain, body, relationship and environment based. For more information on 160 of these strategies purchase our Tools and Techniques booklet from the Langley Group website.

If you would like any information on any of these strategies, please contact the team at the Langley Group.

When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bustling with prejudices and motivated by pride and vanity.

– Dale Carnegie

Perceiving Emotions

Perceiving emotions is about being able to recognise emotions in yourself, in others and the environment.

Think about how you are feeling now. Look at the person nearest you and notice how they may be feeling. How does this environment make you feel?



What will you do to increase emotional perception in yourself?

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What will you do to increase your ability to perceive emotions in others?

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What will you do to increase awareness of emotions in the environment and how to use the environment effectively in the workplace?

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Write down 3 specific actions you are committed to doing...

1

2

3

Using Emotions

Using emotions is where the cognitive process begins. We are integrating our emotions into the way we think and how we can shift or change emotions according to what we need to do cognitively.

It is also about our ability to tap into the sensations of emotions and empathise with others.



What strategies can you use to lift your mood or emotions / or to calm and focus yourself when required?

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What can you do to lift and inspire others / or to calm yourself when required?

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How can you use your understanding of physiology to empathise more effectively and understand what others are feeling?

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Write down 3 specific actions you are committed to doing...

1

2

3

Understanding Emotions

Understanding emotions relates to understanding the complexity of emotions and what triggers our emotions.

Think about the depth of a person, what is under the surface. A better understanding of this leads us to better prediction of emotions – ours and others.



How accurately can you predict emotions – in yourself and in others?

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Make some notes about how your values impact your emotions.

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What will you do to increase your understanding of the emotional triggers of your team?

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Write down 3 specific actions you are committed to doing...

1

2

3

Managing Emotions

Managing emotions is the way we react and respond. How we make decisions on how to interact with others. This is especially important in times of stronger emotions – it is about choosing the most effective strategies to manage emotions in ourselves and in our relationships.



Remember the link to the body and brain. Think about how each reacts to emotions.

What new strategies could you put in place to manage your emotions proactively?

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What can you implement to expand your repertoire of strategies?

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How can you help others manage their emotions proactively and reactively?

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Write down 3 specific actions you are committed to doing...

1

2

3



How To Use Your MSCEIT™ Results

Emotional intelligence can be defined and measured as intelligence, or as a set of abilities. The MSCEIT™ assessment provides you with an estimate of these emotional skills. Assessments like the MSCEIT™ are designed to help people learn more about themselves and to better understand their strengths.

Remember that emotional intelligence is just one part of who you are, and that there are many other parts of you that can be just as important as emotional intelligence.

Ability	Score notes	Reflections
Perceiving emotions		
Using emotions		
Understanding emotions		
Managing emotions		

SAMPLE

About the Langley Group

The Langley Group is a leading consulting and people development company. We work with organisations around the world to build better leaders, engage people, optimise performance and leverage talent. We apply positive psychology, emotional intelligence and neuroscience to get the best from people and organisations, inspiring them to make positive changes that are sustainable over time.

For more information please go to www.langleygroup.com.au

The Langley Group also offer accreditation programmes in emotional intelligence, strengths and neuroscience, as well as consultant and trainer programmes.

- MSCEIT certification (EI)
- Strengths Profile (Self-Practitioner) training (strengths)
- Strengths Profile (Self-Practitioner) training (strengths)
- i4 Neuroleader 300 course accreditation (neuroscience)

The Langley Group also includes the Langley Institute, which offers you the worlds first Diploma in Positive Psychology and Wellbeing, and Growing Great Schools, which focuses on science of wellbeing to life. Also, check out Sue Langley, a world class professional speaker.



| www.langleygroup.com.au | www.langleygroupinstitute.com |

| www.growinggreatschools.com | www.suelangley.com |

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