

Leader Toolkit

Emotional intelligence questionnaire



We are **COLLABORATIVE** leaders.

We build trust, communicate and support each other, respecting what everyone brings to the team.

Why use this tool

Truly effective leaders have a high degree of emotional intelligence⁽¹⁾, and can manage their own emotions and the emotions of others. The good news is that emotional intelligence can be learnt!

When to use this tool

Use this tool to understand your emotional intelligence, your strengths and areas for your development.

How to use this tool

1. **Assess and score** each of the questionnaire's statements.

Score your assessment, using a scale of 1 to 5 where:

- 1 indicates that the statement **does NOT apply at all**
- 3 indicates that the statement **applies about half the time**
- 5 indicates that the statement **ALWAYS applies to you**

2. **Total** your results for each emotional intelligence area:

- **Self-awareness**
When you are self-aware, you see yourself as others see you and have a good sense of your own abilities and current limitations. You are able to recognise how your emotions affect your behaviour and performance.
- **Managing emotions.**
Being able to manage your own emotional

state is essential for taking responsibility for your actions, and can save you from hasty decisions that you later regret.

- **Motivating oneself**
The ability to use your deepest emotions to move and guide you towards your goals. This enables you to take the initiative and to persevere in the face of obstacles and setbacks.
- **Empathy**
The ability to sense, understand and respond to what other people are feeling. Self-awareness is essential to having empathy with others. If you are not aware of your own emotions, you will not be able to read the emotions of others.
- **Social Skill**
Being able to handle emotions in relationships and being able to influence and inspire others are essential foundation skills for successful teamwork and leadership.

Interpret your results and **understand your strengths and areas for development**

3. Think through your results and add to your **Development plan** or [Well-being@work plan](#).
 - What am I doing well?
 - What do I need to start doing?
 - What do I need to stop doing?

Remember, this tool is not a validated psychometric test - the answers you give are likely to vary depending on your mood when you take it.

¹ Daniel Goleman first brought 'emotional intelligence' to a wide audience with his 1995 book of that name. He found that while the qualities traditionally associated with leadership such as intelligence, toughness, determination and vision are required for success, they are insufficient.

Emotional intelligence questionnaire



Step 1: Assess and score how much each statement applies to you.

	How much does each statement apply to you?	Mark your score				
	Read each statement and decide how strongly the statement applies to YOU. Score yourself 1 to 5 based on the following guide. 1 = Does not apply ~ 3 = Applies about half the time ~ 5 = Always applies	Mark 1 to 5 in the white boxes				
		Self awareness	Managing emotions	Motivating oneself	Empathy	Social skill
1	I realise immediately when I lose my temper					
2	I can 'reframe' bad situations quickly					
3	I am able to always motivate myself to do difficult tasks					
4	I am always able to see things from the other person's viewpoint					
5	I am an excellent listener					
6	I know when I am happy					
7	I do not wear my 'heart on my sleeve'					
8	I am usually able to prioritise important activities at work and get on with them					
9	I am excellent at empathising with someone else's problem					
10	I never interrupt other people's conversations					
11	I usually recognise when I am stressed					
12	Others can rarely tell what kind of mood I am in					
13	I always meet deadlines					
14	I can tell if someone is not happy with me					
15	I am good at adapting and mixing with a variety of people					



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		Self awareness	Managing emotions	Motivating oneself	Empathy	Social skill
16	When I am being 'emotional' I am aware of this					
17	I rarely 'fly off the handle' at other people					
18	I never waste time					
19	I can tell if a team of people are not getting along with each other					
20	People are the most interesting thing in life for me					
21	When I feel anxious I usually can account for the reason(s)					
22	Difficult people do not annoy me					
23	I do not prevaricate					
24	I can usually understand why people are being difficult towards me					
25	I love to meet new people and get to know what makes them 'tick'					
26	I always know when I'm being unreasonable					
27	I can consciously alter my frame of mind or mood					
28	I believe you should do the difficult things first					
29	Other individuals are not 'difficult' just 'different'					



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		Self awareness	Managing emotions	Motivating oneself	Empathy	Social skill
30	I need a variety of work colleagues to make my job interesting					
31	Awareness of my own emotions is very important to me at all times					
32	I do not let stressful situations or people affect me once I have left work					
33	Delayed gratification is a virtue that I hold to					
34	I can understand if I am being unreasonable					
35	I like to ask questions to find out what it is important to people					
36	I can tell if someone has upset or annoyed me					
37	I rarely worry about work or life in general					
38	I believe in 'Action this Day'					
39	I can understand why my actions sometimes offend others					
40	I see working with difficult people as simply a challenge to win them over					
41	I can let anger 'go' quickly so that it no longer affects me					
42	I can suppress my emotions when I need to					
43	I can always motivate myself even when I feel low					



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	How much does each statement apply to you?	Mark your score				
	<p>Read each statement and decide how strongly the statement applies to YOU.</p> <p>Score yourself 1 to 5 based on the following guide.</p> <p>1 = Does not apply ~ 3 = Applies about half the time ~ 5 = Always applies</p>	Mark 1 to 5 in the white boxes				
		Self awareness	Managing emotions	Motivating oneself	Empathy	Social skill
44	I can sometimes see things from others' point of view					
45	I am good at reconciling differences with other people					
46	I know what makes me happy					
47	Others often do not know how I am feeling about things					
48	Motivations has been the key to my success					
49	Reasons for disagreements are always clear to me					
50	I generally build solid relationships with those I work with					

Step 2: Total your scores for each area of competency.

	Self awareness	Managing emotions	Motivating oneself	Empathy	Social skill
Total					

Step 3: Using the following guide, interpret your totals for each area of competency.

35-50	This area is strength for you.
18-34	This area needs attention .
10-17	Make this area a development priority .



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Step 4: Develop your action plan.

Think through your results and enter them into your Development plan or your *Well-being@work plan*.

Using statements that you have used for rating purposes, complete the table below, identifying one or two actions you can take immediately to use your strengths as well as other actions to further develop.

	WHAT AM I DOING WELL?	
	WHAT DO I NEED TO START DOING?	
	WHAT DO I NEED TO STOP DOING?	

