

MEIA-W

MULTIDIMENSIONAL
EMOTIONAL
INTELLIGENCE
ASSESSMENT
WORKPLACE

Development Report



Contents

Your guide to the MEIA-W report

Page

3

About this Report

An overview of the MEIA-W report

4

Interpreting the Report

Points to keep in mind when reviewing the MEIA-W report

5

The MEIA-W Approach

About MEIA-W's approach to measuring emotional intelligence

6

MEIA-W Results

An overview of the MEIA-W dimensions and your results

10

MEIA-W Dimension-by-Dimension Results

A closer look at each MEIA-W dimension and your results

About this Report

An overview of the MEIA-W report

Emotional Intelligence

Emotional Intelligence (EI) has been widely recognized in research and applied settings as a potentially important contributor to understanding workplace behavior and performance. The Multidimensional Emotional Intelligence Assessment – Workplace (MEIA-W) is a measure designed to assess emotional intelligence in a workplace setting.

MEIA-W Measurement of Emotional Intelligence

The MEIA-W defines emotional intelligence as a willingness to perceive, understand, regulate, and express emotions in the self and in others. The MEIA-W measures 10 distinct aspects of EI as expressed in the workplace.

MEIA-W Report

This report presents your MEIA-W results. It describes your scores on each of the 10 MEIA-W dimensions. This includes your relative score compared to the norm sample and a more in-depth explanation of each MEIA-W dimension. Because each dimension has workplace performance and development implications, the report also includes developmental advice.



Interpreting the Report

MEIA
W

Points to keep in mind when reviewing the MEIA-W report

Performance is Relative

MEIA-W scores are expressed in terms of percentiles. Percentiles indicate an individual's performance relative to persons comprising the normative sample. Your percentile score indicates the percentage of persons in the comparison group receiving a lower score. For example, if an individual scores in the 73rd percentile this indicates that 73 percent of the normative sample had a lower score on the scale.

One of Several Potential Sources of Information

The information in this report should be considered within the context of other assessment information (e.g., performance appraisal, personality attributes, structured interviews, etc.) to enhance decision making and planning.

Consider General Accuracy

The MEIA-W is a reliable and valid assessment. Even so, it is important to recognize that no measure is one hundred percent accurate.

As a Development Tool

When using the MEIA-W for development purposes, it is recommended that you share your profile with someone familiar with your job and performance. Development can be facilitated by working with a trusted colleague or mentor who can provide additional insight and observations regarding your performance. This individual may be a direct supervisor, coworker, human resources specialist, or professional development coach.



The MEIA-W Approach

MEIA
W

About MEIA-W's approach to measuring emotional intelligence

Personality-Based Focus

While EI is often treated as an ability or capacity, the MEIA-W uses a personality-based approach to measure EI. In other words, the MEIA-W measures the tendency or willingness aspect of EI.

For example, a leader who encounters an upset team member may have the ability to accurately recognize how that individual is feeling and to know the most effective way to bring him/her comfort (e.g., sympathy, humor, etc.); but without the willingness (i.e., choosing to help rather than to ignore the opportunity), the person is left unassisted.

10 Distinct Aspects of EI

The MEIA-W measures and presents results for 10 distinct aspects of EI rather than a single index. This multidimensional approach allows for a richer, more targeted diagnostic profile.

EI is Related to Important Life Outcomes

Emotional intelligence is related to important life outcomes. Examples include: academic achievement, job performance, job satisfaction, life satisfaction, marital success, parental success, self-esteem. In the workplace, it is particularly relevant to leadership and teamwork.

More is Not Always Better

Being high on a given aspect of emotional intelligence may contribute to performance in some situations and be counter-productive in others. For example, creative thinking may be desirable in jobs requiring innovative thinking, but undesirable in jobs demanding close adherence to prescribed procedures. The value placed on an individual's score on any given MEIA-W dimension must be judged relative to the requirements of his or her particular work situation.



Specifically Designed for a Workplace Setting

The MEIA-W is developed specifically for the workplace setting or context. As a context specific measure it captures workplace tendencies more accurately than a general measure.

MEIA-W Results

Over
view

An overview of the MEIA-W scales and your performance

	Score	Scale	Description	Page
CORE EI	Rec Slf 43	Recognition of Emotion in the Self	Being in touch with one's own feelings and describing those feelings in words	10
	Reg Slf 52	Regulation of Emotion in the Self	Controlling one's own emotional states, especially in emotionally arousing situations	11
	Rec Oth 56	Recognition of Emotion in Others	Attending to others' nonverbal emotional cues (e.g., facial expressions, tone of voice)	12
	Reg Oth 28	Regulation of Emotion in Others	Managing others' emotional states, especially in emotionally arousing situations	13
	Nv Exp 83	Nonverbal Expression	Communicating one's feelings to others through bodily (i.e., nonverbal) expression	14
	Emp 45	Empathy	Understanding others' emotions by relating them to one's own experiences	15
PROXIMAL OUTCOMES	IvR 67	Intuition versus Reason	Using emotions in making important decisions	16
	Cr Th 21	Creative Thinking	Using emotions to facilitate divergent thinking	17
	MR A 44	Mood Redirected Attention	Interpreting strong (usually negative) emotions in a positive light	18
	Mot Em 71	Motivating Emotions	Pursuing one's goals with drive, perseverance, and optimism	19

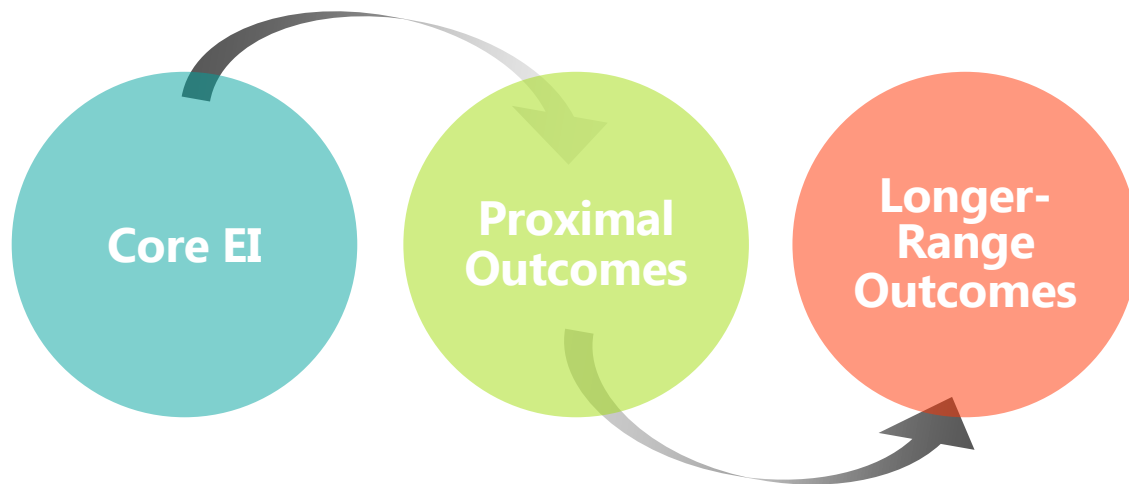
MEIA-W Results

Scales

Categorizing MEIA-W dimensions

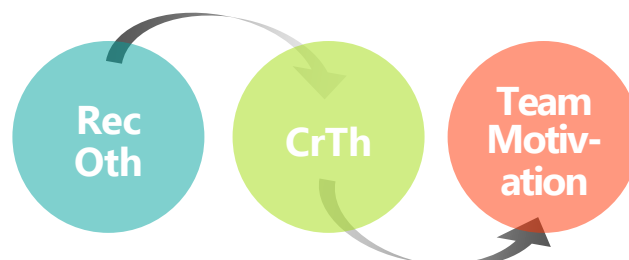
Core EI versus Proximal Outcomes

The 10 MEIA-W dimensions consist of 6 Core EI scales and 4 Proximal Outcomes. The Core EI scales form the fundamental building blocks of emotional intelligence. Core EI dimensions impact Proximal Outcomes which in turn influence longer-range outcomes. Proximal Outcomes are the ways in which emotional intelligence can be applied to facilitate decision making, problem solving, and the pursuit of important life goals.



Example

A leader informs her team that they need to go back and change a completed portion of their current project. If the leader senses how team members are reacting to this news (e.g., frustrated, dejected, resistant [RecOth]), she can use this information to generate ideas and approaches (CrTh) for ways to encourage team members to implement the changes and pursue their shared goal of completing the project (Team Motivation).



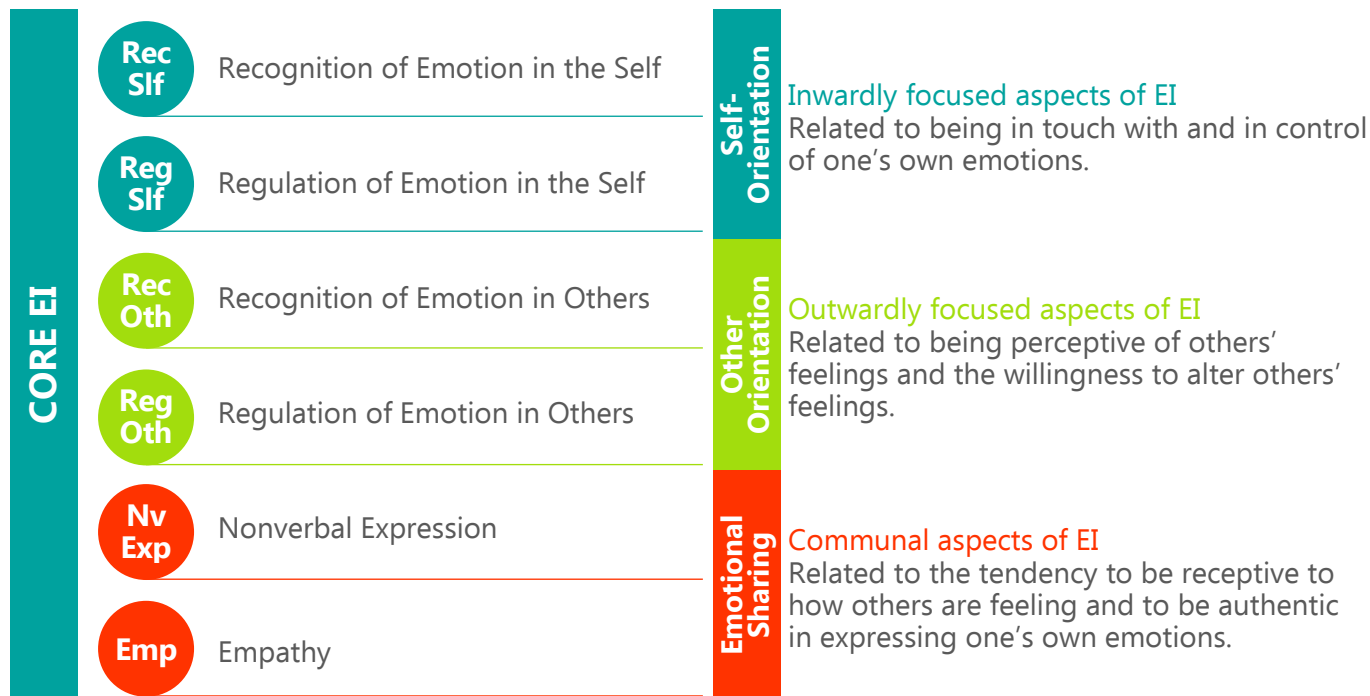
MEIA-W Results

Scales

Categorizing MEIA-W dimensions

Core EI

The 6 Core EI dimensions can be grouped into 3 categories described below.



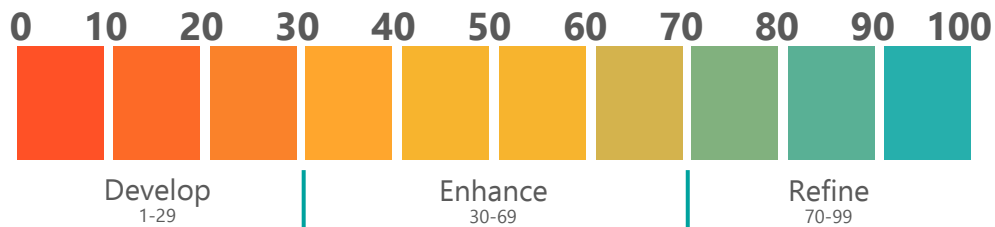
MEIA-W Results

Score
Index

Categorizing MEIA-W scores

Categories of Performance

In general, your scores can be interpreted according to the following index.



Develop

Develop behaviors

Lacking to low tendency. Develop awareness and understanding of behaviors related to the dimension. Begin practicing behaviors or increase utilization of behaviors. Observe impact of behaviors on positive or desired outcomes.

Enhance

Enhance application of behaviors

Moderate tendency. Strengthen tendency and develop more consistency of behaviors. Consciously assess situations for opportunities to apply behaviors.

Refine

Refine application of behaviors

Strong to high tendency. Work on refining behaviors to achieve desired outcomes. Monitor and adjust tendency to match situation. Develop finesse to optimize behaviors according to context. Apply knowledge to influence others' appreciation and application of emotional intelligence.

Recognition of Emotion in the Self

Rec
Slf

Being in touch with one's feelings and describing those feelings in words

Detailed Description

Our emotions impact our thoughts and behaviors. When people are in touch with their feelings and can describe them in words (e.g., an individual recognizing he/she is afraid and finding words to describe that fear), they can better assimilate and communicate this information. Emotional self-awareness feeds emotional self-control: recognizing one's emotions in the moment makes it easier to regulate one's reactions to the source those feelings.

Underutilization

Lack of awareness and acknowledgment of one's feelings (and the emotional insight they provide) can obscure the impact they may be having on one's thoughts and behaviors.

Overutilization

A tendency to reflect on one's own feelings suggests an introspective nature. In the extreme, others might see this as self-centered or egotistical.

Contribution to Performance

Awareness of one's own emotions provides a basis for effective communication and control of emotional states, critical in managing relationships with co-workers, teammates, and clients.



Your Score

43
%ILE

Recognition of Emotion in the Self

Enhance

Description

You see yourself as generally good at knowing and expressing how you feel, and often able to identify the causes for your feelings at work.

Things to Consider

- To enhance your emotional awareness, practice checking in with yourself to assess how you're feeling at various points in the day. Learning to identify subtle mood states such as contentment, annoyance, amusement, and boredom, as well as the more obvious ones like happiness or anger, can be helpful.
- To further develop the ability to identify and express how you're feeling, you can look up an "emotional vocabulary" list to learn more specific labels for your feelings, emotions, and moods.
- Emotions can occur in clusters. If you're having trouble deciding how you feel, it might be because you're experiencing several different feelings. For example, you might be excited about a new development but also hesitant about some aspect of it. You might generally like your boss or a colleague a lot, but be feeling frustrated with them regarding a specific issue.

Regulation of Emotion in the Self

Reg
Slf

Controlling one's own emotional states, especially in emotionally arousing situations

Detailed Description

Controlling our own feelings is fundamental to emotional intelligence for several reasons. First, emotions can overpower rational thinking, leading to errors in judgment. Second, strong negative emotions are stressful if not sufficiently regulated, and prolonged stress can be detrimental to physical and psychological well-being. Third, there is inherent value in managing your feelings so as to maximize the positive and minimize the negative. Self-regulation can be achieved both unconsciously (e.g., anticipation of pleasant outcomes) and consciously (e.g., deliberate selection or avoidance of mood inducing situations).

Underutilization

Failing to control one's own emotions, especially in stressful situations, increases the chances of engaging in regrettable behaviors that can damage relationships and one's reputation as a valued and trusted co-worker.

Overutilization

High emotional control is generally good but keeping feelings "bottled up" can be detrimental to one's health. There are times when everyone needs to emotionally "let go" and strong emotional reactions at key moments can rouse others into positive action.

Contribution to Performance

Strong emotions can overpower rational thinking (emotional hijackings), leading to errors in judgment that can jeopardize interpersonal relationships and goal attainment.



Your Score

52
%ILE

Regulation of Emotion in the Self

Enhance

Description

You consider yourself to manage stress fairly well, but may at times struggle to bounce back from emotionally upsetting situations.

Things to Consider

- Although you tend to maintain control of your feelings, reflect on whether you have a "breaking point" (i.e., have difficulty regulating your emotions in times of extreme stress or anxiety) and what you can do to minimize the effects on your stress levels when you encounter these situation.
- Identify "micro-habits" you can put into action on a consistent basis. Taking three deep breaths before entering a meeting or answering the phone, taking a quick walk away from your desk, listening to music, or turning off your email notifications on weekends can all help you to manage stress and better regulate your emotions.
- Paying attention to your body (e.g., posture, breathing, body sensations) and the thoughts you're having while you go about your day can help to regulate your emotions before they turn into longer-lasting moods.

Recognition of Emotion in Others

Rec
Oth

Attending to others' nonverbal emotional cues (e.g., facial expressions, tone of voice)

Detailed Description

What people tell us they are feeling often provides an incomplete message. Attending to nonverbal cues, such as tone of voice, facial expression, and posture are subtle but rich sources of information. Attending to such cues is important for maintaining good interpersonal relations because the appropriateness of one's social behavior critically depends on what others are experiencing emotionally. Misinterpretations or lack of awareness can be seen as insensitive and selfish.

Underutilization

Overlooking others' nonverbal emotional cues can make those individuals feel misunderstood. It is a missed opportunity to develop more productive relationships by fine-tuning one's own behavior to meet others' emotional needs.

Overutilization

Close attention to others' nonverbal reactions is mostly advantageous, but focusing too closely may lead others to feel they always need to be "on guard." It also increases the risk of emotional escalations in interpersonal interactions.

Contribution to Performance

Behaving appropriately in social situations requires awareness of what others are feeling. Attending to others' nonverbal emotional reactions facilitates productive exchanges with co-workers and clients.



Your Score

56
%ILE

Recognition of Emotion in Others



Enhance

Description

You deem yourself to be aware of and sensitive to how the people you interact with are feeling, though you may sometimes have difficulty if people are hiding how they really feel.

Things to Consider

- Although you are generally aware of and sensitive to others' emotions, do not be afraid to ask for clarification when you are uncertain and this information is critical to informing your next steps.
- Consider whether you sometimes struggle to recognize how others are feeling because you are focused on other things in your head while someone is speaking, such as meeting deadlines or preparing a response. Try to be more mindful of these habits and develop the habit of giving people more of your attention.
- While facial expressions are key indicators of how people are feeling, there are other indicators like body posture and tone of voice. Practice paying attention to these things when interacting with others to hone your ability to know how others are feeling.

Regulation of Emotion in Others

Reg
Oth

Managing others' emotional states, especially in emotionally arousing situations

Detailed Description

The ability to influence others' emotions (e.g., creating excitement about a project or helping an upset colleague regain composure) is an important part of maintaining progress on key objectives. In order for emotion regulation attempts to be effective, leaders in particular must be careful not to come across as manipulative or self-serving. Negative responses to emotional regulation attempts can be reduced by keeping others' best interests at the forefront.

Underutilization

Failure to manage others' emotional states creates missed opportunities to manage the motivation of individuals and groups.

Overutilization

Overt or excessive attempts to control others' emotional states can be seen as manipulative or self-serving.

Contribution to Performance

Helping to manage others' feelings can mitigate the negative impact of stressful situations on performance and promote better outcomes on key objectives.



Your Score

28
%ILE

Regulation of Emotion in Others

Develop

Description

You describe yourself as disinclined to help others calm down, feel better, or resolve issues when they are experiencing stress or difficulties in your workplace.

Things to Consider

- If you do not tend to feel comfortable offering advice or support to those around you, consider taking small steps to get to know them better (e.g., asking them how their weekend was or if they have any plans for upcoming holidays), so that over time it will feel more natural to offer emotional support.
- There may be times when it is beneficial to help others feel better or energize them to take action. Praising or thanking someone doesn't require a lot of effort and can be highly motivating. Look out for opportunities to give others sincere compliments or thank them for their efforts.
- Before team meetings, keep the big picture objectives in mind so that you are better prepared to provide direction and support to motivate the group if it's called for.

Nonverbal Expression

Nv
Exp

Communicating one's feelings to others through bodily (i.e., nonverbal) expression

Detailed Description

Nonverbal expression is the tendency to communicate one's feeling to others through bodily (i.e., nonverbal) expression. For example, a person can convey interest in what someone is saying through eye contact and maintaining an open-receptive posture (versus a "closed" posture with crossed arms and a neutral or brooding facial expression). Consistent nonverbal emotional expression helps others know how you're feeling, which facilitates communication as a basis for productive interpersonal relationships.

Underutilization

Keeping one's emotions hidden limits clarity of communication. Others looking for signs of approval may be confused as to whether or not they are on the right path.

Overutilization

Being overly expressive can reveal your feelings in situations where it may be better to conceal them. In some cases, people may interpret emotional transparency as a weakness.

Contribution to Performance

Sharing others' feelings by actively relating them to one's own experiences is one way to connect with co-workers and customers, engendering trust and cohesiveness in working relationships.



Your Score

83
%ILE

Nonverbal Expression

[Refine](#)

Description

You identify yourself as an emotionally candid and transparent person who uses expressions and mannerisms that accurately reflect what you're feeling.

Things to Consider

- As a result of sincerely sharing how you're feeling in your expressions and mannerisms, you likely enjoy positive and warm relationships with the people with whom you work. You can build on this by making a point of communicating positive nonverbal expressions to those around you in group settings to motivate others.
- Recognize that sometimes it may be best to keep your personal feelings below the surface. Learn when it is appropriate to be open and expressive and when it is not. Seeking feedback from your peers can help you learn "display rules" for different settings and audiences. Be mindful when experiencing negative impressions or judgments that you are not expressing disapproval, contempt, or condescension in your non-verbal expression to the person or group you're interacting with.
- Are you "tipping your hand"? Reflect on whether there have been times when your non-verbal expressions might have given away information about your feelings that may have interfered with your ability to achieve a desired outcome.

Empathy

Emp

Understanding others' emotions by relating them to one's own experiences

Detailed Description

Empathy goes beyond merely reading others' feelings by encompassing the willingness to understand others' emotions by relating them to one's own experiences. Empathy is a key part of emotional intelligence in that it not only facilitates a person's understanding of what others are feeling, but also indicates accessibility to one's own feelings. The value of empathy in the workplace is situationally-dependent: it helps in most jobs, but may be a liability in others (e.g., security positions).

Underutilization

Lack of empathy tends to undermine interpersonal relationships as others come to feel underappreciated and disrespected as individuals.

Overutilization

Being highly empathic can interfere with making the right business decisions (e.g., weighting others' emotions ahead of key outcomes).

Contribution to Performance

Sharing others' feelings by actively relating them to one's own experiences is one way to connect with co-workers and customers, engendering trust and cohesiveness in working relationships.



Your Score

45
%ILE

Empathy



Enhance

Description

You see yourself as largely aware of and attuned to the welfare of others, with a general sensitivity to their feelings.

Things to Consider

- Further develop your tendency to be aware of others' feelings and emotions by listening attentively, speaking openly, and seeking a deeper understanding what other the other person is experiencing and how it informs his/her point of view. Delving more fully into an appreciation of another's perspective can unlock information that can help improve connections and inform ways to motivate others.
- Is your empathy selective (e.g., more present for those in which you have an interest/relationship)? Connecting emotionally with those with whom you are unfamiliar is also constructive and worthwhile (and indeed may provide an extra way of connecting when the other person is largely unknown to you).
- Practice applying empathy as a way to promote drive in others. Empathy can provide insight into ways to motivate people. Look back on past situations when you were trying to motivate someone, through the lens of empathy. What would empathizing with them have told you about this individual and how to interact with him/her? Think about those around you and how each person would respond to a hypothetical contentious scenario. Are you able to appreciate what each person is feeling and how it informs his/her point of view?

Intuition vs. Reason

IvR

Using emotions in making important decisions

Detailed Description

Intuition is relying on feelings and instincts as valid information sources when making decisions. Reason is the distinctly human capacity to base decisions on facts and logic. Balancing intuition and reason will often enhance decision quality. When they lead in opposite directions, this suggests the situation calls for more data and deeper reflection. From an EI perspective, ignoring one's "gut feelings" when they conflict with "the facts" can result in premature and poor decisions.

Underutilization

Ignoring intuitions and relying solely on facts and logic can make one appear cold or unfeeling to others (i.e., "robotic"). Applying facts and logic blind to one's emotional compass is risky.

Overutilization

Ultimately, decisions are judged by how well they deal with external realities. Reacting solely on "gut feelings" can lead to decisions that are inconsistent with the facts, and thereby ineffective.

Contribution to Performance

Gut feelings can contribute to workplace decisions beyond facts and reason. Alignment of intuitions and facts is optimal; lack of alignment should prompt deeper deliberations and fact-finding.



Your Score

67
%ILE

Intuition versus Reason

Enhance

Description

You describe yourself as tending to use both logical reasoning and emotional feelings when making decisions.

Things to Consider

- Think about the role that emotions and logic play in your decision-making and thought processes. Are there situations, such as when you are under stress, that result in you using one type of thinking over the other? Use this awareness to try to balance these two sources of information and bring forward the one that may be underrepresented.
- Have you found there are times and/or circumstances when one type of thinking is better than the other? Identify the conditions that drive this preference and determine whether they are accurate. Evaluate whether these preferences resulted in good outcomes.
- You tend to draw from both intuitive and rational thinking. Can you recall instances in the past when the two sides – intuition vs. reason – were in conflict? What was each telling you and why was each telling you something different? Did you consult both sides fully? Was the evidence clearer or stronger on one side? Were you conscious of the conflict, and if not, did one type of thinking end up taking second place? Think of ways you could approach a similar situation in the future (e.g., seeking a second opinion).

Creative Thinking

Cr
Th

Using emotions to facilitate divergent thinking

Detailed Description

Creative problem solving requires making non-obvious connections. EI contributes to creativity by using emotions to help organize information stored in memory. Objects and events derive meaning in part from emotional “tags” (e.g., excitement or fear linked to riding a roller coaster). Accordingly, emotions offer a unique basis for connecting otherwise unrelated objects and events, critical for creative or divergent thinking.

Underutilization

Emotions offer a rich source of ideas and information serving creative problem-solving. Failure to tap into one’s emotions limits the availability of potentially viable solutions.

Overutilization

Sometimes the best solutions are the most obvious solutions. Engaging too much creative thinking can distract from choosing the path with the highest potential for success.

Contribution to Performance

Emotions feed creativity by altering the organization and use of information in memory. Creativity expands one’s options in making good life and work decisions.



Your Score

21
%ILE

Creative Thinking



Develop

Description

You describe yourself as tending to favor tried-and-true methods over more creative solutions to problems.

Things to Consider

- Broaden your perspective by seeking out new sources of information and entertainment. This not only gives your mind a break, but also provides new information to draw upon when solving problems.
- While it can be tempting to keep focusing on a problem when stuck, taking a break can be helpful. Taking a walk, talking your thinking through with someone else, listening to music, or writing things out by hand can all help to foster creative insights. Experiment with different methods to find what works for you; the key is to shake up your habits and routines when you feel uninspired or stuck.
- It can be easy get stuck on a problem instead of opening up to potential solutions. This can be reversed by asking questions like, “What is another way of looking at this?” or “If I knew the solution, what would it be?” Seek suggestions from coworkers on how to resolve a given problem and give due consideration to all suggestions, no matter how “wild” they may at first appear to be.

Mood Redirected Attention

MRA

Interpreting strong (usually negative) emotions in a positive light

Detailed Description

Failure and setbacks are a part of life. How one reacts to such events is important for success going forward. Dwelling on past mistakes can keep one from trying again, limiting personal growth and career advancement. Strong emotions can improve self-awareness by directing attention to their source, which can reveal underlying priorities (e.g., "I need to be more open to negative feedback from my boss"). People high in EI use their emotional reactions to help them see their limitations as a first step in overcoming them.

Underutilization

Everyone makes mistakes and at times faces challenging life situations. Focusing on their negative effects can be demoralizing and constraining.

Overutilization

Seeing the silver lining in every cloud can inspire positive growth, but it can also be a sign of over-rationalization. People who engage in a lot of MRA may be repeatedly putting themselves into the same bad situations.

Contribution to Performance

Strong emotions can improve self-awareness and reveal latent priorities. Bad experiences offer opportunities for personal development (e.g., making the most of a bad situation, growing from failure).



Your Score

44
%ILE

Mood Redirected Attention

Enhance

Description

You describe yourself as often able to find meaning or learn something from negative workplace experiences, though you may struggle at times to do so.

Things to Consider

- Think of an occasion in the past when you couldn't let something go (e.g., kept ruminating over or recycling the negative emotion from a work occurrence). What was unique or special about this situation? Try to apply the same objective awareness you have used in other situations on resolving your emotions around this one so that you can move forward.
- When in a group setting, be mindful of the dynamics at play and how this can influence outcomes. When there has been an error or failure, it is not constructive for members to assign blame or avoid taking responsibility. Not only does this feed into a culture of intolerance for failure, which in turn discourages effort and risk-taking, but it also has the potential to undermine the group's cohesiveness and growth. By taking ownership individually and as a group trust is built, and this will foster a more productive and positive atmosphere.
- Be honest and ask yourself whether you have ever rationalized away a hard and uncomfortable truth about yourself or your actions, when under the pressure of a strong emotion. Are there times when your tendency to draw something positive out of past events may have been obstructed because you did not take ownership of your actions?

Motivating Emotions

Mot
Em

Pursuing one's goals with drive, perseverance, and optimism

Detailed Description

Success is overcoming obstacles to achieve a desired end. Pursuing success is greatly facilitated by two emotion-related qualities. *Optimism* drives pursuit of challenging goals by emphasizing the positive and downplaying the negative. *Perseverance* is continuing to try when past efforts have proven unsuccessful. Although conceptually distinct, these two qualities tend to work closely together in determining one's motivation to succeed.

Underutilization

Pessimism and defeatist thinking severely limits one's motivation to overcome obstacles to success and can demoralize others on the same path.

Overutilization

A highly positive outlook can obscure reality and potentially lead one to overcommit to a fruitless pursuit. Sometimes, giving up on one goal is needed to allow pursuit of another.

Contribution to Performance

Performance means achieving goals. Positive thinking and "stick-to-it-ness" are important assets in driving the motivation to achieve anything worthwhile pursuing.



Your Score

71
%ILE

Motivating Emotions

[Refine](#)

Description

You describe yourself as tending to be highly self-motivated at work and to make a strong effort to reach your goals. You consider yourself inclined to rise to the occasion when facing difficult tasks and situations.

Things to Consider

- Given your tendencies to assume responsibility and take the initiative at work, consider whether you have a tendency to take on too much and whether this has resulted in adverse outcomes, such as over-work for you, or the under-use of colleagues who might benefit from being included in the process.
- You are likely persistent and driven, determined to reach your goals, and strive to do your best. While this is generally beneficial, there may be times when it is better to do a "good enough" job and move on to other tasks. Beware of overinvesting in potentially futile courses of action. If you are dissatisfied with your progress, get feedback from others to assess when your efforts have produced something thoroughly satisfactory.
- Positive thinking and optimism can be infectious. Use your propensity for positive points of view to spread optimism and excitement to those around you. If you take a positive view in a challenging work situation, it can boost the perspective of your colleagues and draw them to you.



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