

MEIA-W-R

Development

MULTIDIMENSIONAL
EMOTIONAL
INTELLIGENCE
ASSESSMENT –
WORKPLACE – REVISED



Report for:
Sam Sample
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About this Report

An overview of the MEIA-W-R report

Emotional Intelligence

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

MEIA-W-R Measurement of Emotional Intelligence

The MEIA-W-R defines emotional intelligence as a willingness to perceive, understand, and regulate emotions in the self and in others. The MEIA-W-R measures 11 distinct aspects of EI as expressed in the workplace.

MEIA-W-R Report

This report presents your MEIA-W-R results. It describes your scores on each of the 11 MEIA-W-R dimensions. This includes your relative score compared to the norm sample and a more in-depth explanation of each MEIA-W-R dimension. Because each dimension has workplace performance and development implications, the report also includes development advice.



Interpreting the Report

MEIA
W-R

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

Performance is Relative

MEIA-W-R 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 (suggesting a moderately high relative standing).

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

Optimizing Development

When using the MEIA-W-R 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.



MEIA-W-R Approach

MEIA
W-R

About the MEIA-W-R approach to measuring emotional intelligence

Personality-Based

While EI is often treated as an ability or capacity, the MEIA-W-R uses a personality-based approach to measure EI. In other words, the MEIA-W-R 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 this person comfort (e.g., sympathy, humor, etc.); but without the willingness (i.e., choosing to help rather than ignore the opportunity), the person is left unassisted.

11 Distinct Aspects of EI

The MEIA-W-R measures and presents results for 11 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, and 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 EI may contribute to performance in some situations and undermine performance 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-R dimension must be judged relative to the requirements of the individual's particular work situation.



Specifically Designed for a Workplace Setting

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

MEIA-W-R Results

Over
view

An overview of the MEIA-W-R scales and your performance

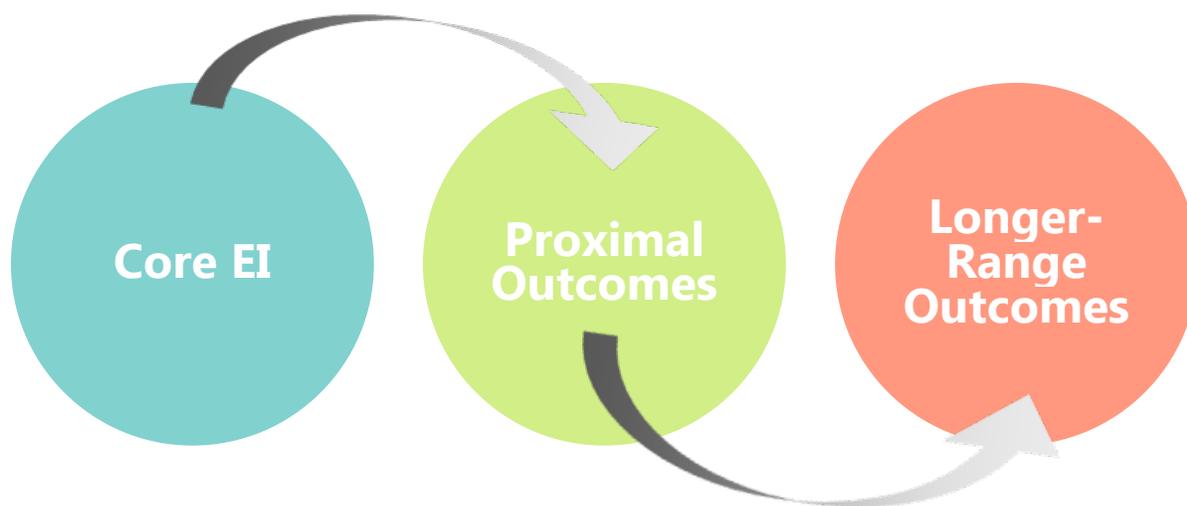
	Score	Scale	Description	Page
CORE EI	69	Recognition of Emotion in the Self	Being in touch with your feelings and describing those feelings in words	10
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MEIA-W-R Results

Categorizing MEIA-W-R dimensions

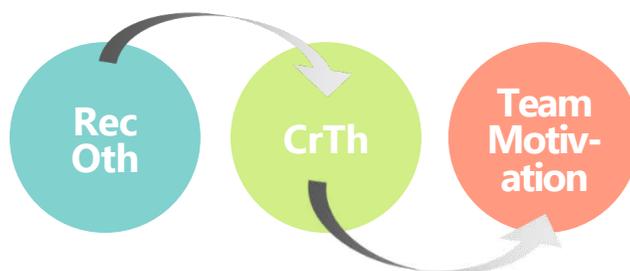
Core EI versus Proximal Outcomes

The 11 MEIA-W-R dimensions consist of 6 Core EI scales and 5 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 the 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]), the leader 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-R Results

Categorizing MEIA-W-R dimensions

Core EI

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

CORE EI	Rec Sif	Recognition of Emotion in the Self	Self-Orientation	Inwardly focused aspects of EI Related to being in touch with and in control of one's own emotions.
	Reg Sif	Regulation of Emotion in the Self		
	Rec Oth	Recognition of Emotion in Others	Other Orientation	Outwardly focused aspects of EI Related to being perceptive of others' feelings and the willingness to alter others' feelings.
	Reg Oth	Regulation of Emotion in Others		
	Ex Ctrl	Expressive Control	Emotional Sharing	Communal aspects of EI Related to the tendency to be receptive to how others are feeling and to authentically express one's own emotions.
	Emp	Empathy		

MEIA-W-R Results

Categorizing MEIA-W-R scores

Categories of Performance

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



Develop behaviors

Weak 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 application of behaviors

Moderate tendency. Strengthen tendency and develop more consistent behaviors. Stay vigilant for situations and opportunities to apply behaviors.



Refine application of behaviors

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

Recognition of Emotion

Rec
Sif

in the Self

Being in touch with your 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 they are 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 of those feelings.

Underutilization

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

Overutilization

A tendency to focus solely on your own feelings to the exclusion of recognizing how others are feeling could be perceived as self-centered.

Contribution to Performance

Awareness of your emotions provides a basis for effective communication of emotional states, critical in managing relationships with coworkers, teammates, and clients.



Your Score

69
%ile

Recognition of Emotion in the Self



Description

You see yourself as generally good at knowing and expressing how you feel. You may consider yourself someone who is able to identify the source of your feelings while at work.

Things to Consider

- To enhance your emotional awareness, practice checking in with yourself to assess how you're feeling at various points during 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 reference an "emotional vocabulary" list to learn more specific labels for your feelings, emotions, and moods.
- Emotions often 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 colleague, but feel frustrated with them regarding a specific issue.

Regulation of Emotion

Reg
Slf

in the Self

Controlling your emotional states, particularly in emotionally charged situations

Detailed Description

Controlling our own feelings is fundamental to emotional intelligence for several reasons. Emotions can overpower rational thinking leading to errors in judgment. Also, strong negative emotions are stressful if not sufficiently regulated, and prolonged stress can be detrimental to physical and psychological well-being.

Underutilization

Failing to control your emotions, especially in stressful situations, increases the chances of engaging in regrettable behaviors that can damage relationships or even professional reputations.

Overutilization

High emotional control is generally good but keeping feelings “bottled up” can be detrimental to your health. There are times when it can be appropriate to express strong emotions, such as to motivate others into positive action.

Contribution to Performance

Managing strong emotions supports the ability to think more clearly and make better decisions, which can enhance problem solving, interpersonal relations, and goal attainment.



Your Score

92
%ile

Regulation of Emotion in the Self

Refine

Description

You describe yourself as someone who is likely to remain calm and composed even when emotions may be elevated. As such, you are likely to be resilient to workplace stressors.

Things to Consider

- Everyone experiences times when it is difficult to manage their emotions. When this happens, make an effort to find time for those activities that typically help you regain composure.
- While you are likely to be highly effective at managing your emotional reactions, be careful not to ignore them. For example, if you facilitate a high-stress meeting, give yourself a chance to process how you're feeling before moving on to the next item on your agenda.
- Although it is generally beneficial to be seen as calm under pressure, make sure you acknowledge the difficulties others are facing at work. This can be important for building interpersonal relationships.

Recognition of Emotion

Rec
Oth

in Others

Attending to others' nonverbal emotional cues, such as facial expressions and body language

Detailed Description

What people tell us they are feeling often provides an incomplete message. 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 self-focused.

Underutilization

Overlooking others' nonverbal emotional cues can make those individuals feel misunderstood. Responding to the emotions of another person provides a chance to strengthen a connection with that person.

Overutilization

Close attention to others' nonverbal reactions will often be an advantage in social interactions, but focusing too closely may lead others to feel defensive or guarded.

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 coworkers and clients.



Your Score

80
%ile

Recognition of Emotion in Others



Refine

Description

You seem to be observant of how coworkers are feeling, even when they make an effort to disguise their emotions.

Things to Consider

- Being sensitive to others' emotions can be very helpful, but it can also interfere with your tendency to make decisions that may negatively impact others. It's important to balance recognizing the potential consequences for others with making progress on what needs to be done.
- Although you may have a good understanding of what others are feeling, be sensitive to whether it's appropriate to acknowledge those emotions. For example, people who are experiencing personal difficulties may not want extra attention paid to them, even if your intentions are good.
- Where appropriate, consider helping others who are less skilled at understanding the emotions of coworkers to help foster good work relationships.

Regulation of Emotion

Reg
Oth

in Others

Managing others' emotional states, including motivating, persuading, or calming them down

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 authentic in their efforts. If support does not seem genuine, efforts may be seen as manipulative or self-serving. Negative responses to emotional regulation attempts can be reduced by keeping others' best interests top of mind.

Underutilization

A failure to manage others' emotional states is a missed opportunity to manage the stress level and 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

86
%ile

Regulation of Emotion in Others

Refine

Description

You seem to have the capacity to defuse tense situations, manage others' emotions, and motivate those around you.

Things to Consider

- Your ability to help others manage their emotions is a great asset, but beware of a tendency to feel responsible for others' emotions. Practice good boundaries and help only as truly wanted or needed.
- Although you are likely to excel at helping others manage their emotions, consider whether there are situations where you feel you could improve your skills. For example, you might find it easy to help someone in a one-on-one interaction, but have a harder time motivating a group of people or managing workplace conflict.
- Managing others' feelings can be helpful and productive, but remember this should always come from a desire to help. Keep the interests of other individuals, the team, and the organization at the forefront.

Expressive Control

Ex
Ctrl

Controlling the way your emotions are expressed nonverbally

Detailed Description

Having control over one's facial expressions and body language is important for effective communication in the workplace. When there are inconsistencies between one's verbal and nonverbal messages, others tend to pay greater attention to nonverbal cues as indicators of true feelings. The ability to choose which emotions to express, and when, can help facilitate communication and the development of productive interpersonal relationships.

Underutilization

A lack of control over your nonverbal behavior can result in your feelings being revealed in situations where it may be better to conceal them. In some cases, people may interpret high emotional transparency as a disadvantage, for instance, in the context of negotiating.

Overutilization

Limiting your nonverbal behavior during conversation can interfere with clarity of communication. Others use our nonverbal behaviors during interactions as important sources of information to determine whether they are on the right path or whether you understand what they're communicating.

Contribution to Performance

When situationally appropriate, using your nonverbal behavior to reinforce how you are feeling can build trust and limit misunderstandings in relationships with coworkers.



Your Score

94
%ile

Expressive Control

Refine

Description

You identify yourself as someone who has command of how their feelings are expressed through body language and facial expressions.

Things to Consider

- While there are occasions when it can be useful to maintain an unreadable demeanor (e.g., during negotiations), consistently concealing your emotions can often be a barrier to meaningful, naturally flowing interactions. Consider whether there are situations where you would feel comfortable showing your feelings (e.g., making a point of smiling when greeting others) and see how doing so changes your mood and the interaction.
- It can be reassuring and helpful to others to be able to gauge your nonverbal expressions. Assess whether you are generally transparent enough so that those around you feel a sense of security and certainty of knowing where you actually stand on matters.
- If people have a hard time reading your facial expressions or body language, you could try to communicate your feelings verbally more often by using phrases such as "I'm looking forward to", "I'm excited that", etc.

Empathy

Emp

Being affected by others' emotions as though you were in their situation

Detailed Description

When you feel what someone else is feeling, you are experiencing empathy. This 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 detract in others (e.g., security positions, personal care work).

Underutilization

Lack of empathy tends to undermine interpersonal relationships as people you interact with may feel underappreciated or misunderstood. You may also feel a lack of connection with others.

Overutilization

Being highly empathic can interfere with making the right business decisions (e.g., giving more weight to others' emotions than facts when making decisions).

Contribution to Performance

Feeling and being affected by the emotional states of others is one way to connect with coworkers and customers, fostering trust and connection in working relationships.



Your Score

95
%ile

Empathy

Refine

Description

You consider yourself to be intently aware of and concerned about the feelings of your coworkers. You are likely to value close emotional connections with others.

Things to Consider

- Although displaying a high level of empathy generally helps maintain healthy relationships, it is important to balance your sensitivity to others with making and upholding decisions that are in the best interests of your organization.
- Be aware that your tendency to empathize with others can sometimes create distractions. Try to distinguish between time you spend relating to others and time you spend on high priorities. Try to keep conversations on track while still being responsive to others.
- Encourage those around you to solicit differing perspectives as a way to explore issues from a different angle.
- An opposing viewpoint can add important details to inform the decision-making process. Sharing one another's perspectives can help coworkers build a foundation to facilitate teamwork.

Trust in Intuition

Tr
In

Using emotions in making important decisions

Detailed Description

Intuition is accessing one's feelings and instincts and treating them as valid information sources when making decisions. Reason is the tendency to base decisions on facts and logic. Balancing intuition and reason can often enhance decision quality. For most people, this involves placing more trust in one's intuition. When the conclusions drawn from logic and intuition 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 decisions with negative outcomes.

Underutilization

Research clearly demonstrates that emotions are powerful and predictable drivers of decision making. Trying to ignore our emotions and relying solely on facts and logic undermines our ability to make good decisions.

Overutilization

Reacting solely based on intuition can lead to ineffective decisions that are inconsistent with the facts. It is important to balance what feels right with the external realities of the situation.

Contribution to Performance

Instinctive feelings can contribute to workplace decisions beyond facts and reason. Alignment of intuitions and facts is optimal, where a lack of alignment should prompt deeper deliberation, reflection, and fact-finding to gain greater perspective.



Your Score

96
%ile

Trust in Intuition

Refine

Description

Your decisions tend to be driven by your instincts. You describe yourself as placing a higher value on your intuitions over logical reasoning in most situations.

Things to Consider

- While you seem to easily connect to your gut feelings, be aware of times when you may be overly reliant on your intuition, and how this can lead to hasty decisions. Some decisions require going beyond your instincts to gather and evaluate additional information. This information may either confirm your intuition or present contradictory information that should be taken into consideration before making a final decision.
- Try to balance your tendency to rely on intuition by integrating more rational thinking into your process: give more weight to the facts of a situation, aim for a balance between instincts and logic by using one to confirm the other, and develop strategies for maintaining a balanced perspective when under pressure.
- Think of a situation in the past when your intuition about a person or situation was not entirely accurate. Was there critical information available that you ignored? Try to learn from this so that you are better prepared if a similar situation occurs in the future.

Creative Thinking

Cr
Th

Generating original ideas and innovative solutions

Detailed Description

Creative problem solving requires making non-obvious connections, and emotions can support our ability to make these novel links. Emotions are a source of information that creative individuals can use to generate new ideas or solutions to existing problems. In addition, strong emotional reactions (e.g., happiness, empathy, and frustration) can motivate people to think beyond what has been done previously to generate more innovative methods.

Underutilization

Emotions can be a source of creative ideas and solutions. Failure to tap into emotions limits the information you have available to generate possible solutions.

Overutilization

Sometimes the best solutions are the most obvious. Engaging in too much divergent creative thinking can distract from “tried and true” solutions with the highest chance for success.

Contribution to Performance

Creativity expands the options you have available when making important decisions. Using creativity in the workplace can help you generate new ideas, make valuable connections between different areas, and implement novel solutions to existing problems.



Your Score

91
%ile

Creative Thinking



Description

You see yourself as a person who thinks creatively and tends to look for new ways of doing things.

Things to Consider

- Conventions often exist for a reason. Although they may have limitations, they are often drawn from the best information available at a given point in time. Your drive for new ideas may allow you to identify the shortcomings of conventional approaches, but it's also important to recognize the benefits of taking a more traditional approach.
- If you are naturally creative, you may sometimes get carried away by ideas that are unrelated to your highest priority work. If you need to complete work that you find boring, try to approach it in a new way. Also, give yourself breaks where possible, engaging in more interesting work before returning to the task at hand, or rewarding yourself with a task you enjoy upon completion of the high priority work.
- You can channel your creative abilities by encouraging the creativity of those around you. Be open to the ideas of others, listening attentively and asking questions to explore their ideas.

Mood Redirected

MRA

Attention

Interpreting negative experiences in a positive light

Detailed Description

Failure and setbacks are a part of life. How one reacts to challenging events is important for future success. 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 emotional effects without placing them into perspective can be demoralizing and reduce resilience.

Overutilization

People who are skilled at redirecting their attention in difficult situations may be at risk of tolerating bad situations instead of looking for opportunities to change them.

Contribution to Performance

Strong negative emotional experiences can improve self-awareness and reveal our higher purpose and values. Difficult experiences offer opportunities for personal development (e.g., making the most of a bad situation, growing from failure, focusing on your priorities).



Your Score

69
%ile

Mood Redirected Attention



Description

Your responses suggest you tend to find meaning in negative workplace experiences, though you may struggle to do so at times.

Things to Consider

- Think of an occasion in the past when you struggled to let something go (e.g., kept ruminating on a situation or conversation). What was unique about this situation that made it difficult to move on? By identifying the circumstances under which this is likely to occur, you can better prepare yourself to overcome these challenges in the future.
- 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 mistakes, 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. 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?

Motivation

Mot

Pursuing goals with drive and perseverance

Detailed Description

Success is overcoming obstacles to achieve a desired end. Pursuing success is greatly facilitated by two emotion-related qualities. Drive is the desire to succeed and includes the pursuit of goals and achievements with energy and a sense of urgency. 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

A lack of energy and enthusiasm in pursuing goals can limit your ability to overcome obstacles to success and can demotivate others on the same path.

Overutilization

A single-minded desire to succeed can lead to overcommitment to a fruitless pursuit while ignoring better opportunities. Sometimes, discontinuing the pursuit of one goal makes space for another worthwhile endeavor.

Contribution to Performance

Performance means achieving goals. Enthusiasm and persistence are important assets in driving the motivation to achieve challenging goals.



Your Score



Description

You tend to motivate yourself to stay on track with your assigned work, though you may sometimes question your ability to complete challenging tasks or look to others for support.

Things to Consider

- Reflect on a situation where you produced high quality work. Was it because you really liked the project? Was there some personal meaning connected to it? Consider how you can tie these and similar factors to important tasks that you do not currently feel excited or motivated by in order to produce better outcomes.
- When you feel like a given task is impossible or you are seriously questioning your own abilities, try to think of similar work you've done previously. Were you successful then? Why or why not? What can you learn from that experience to help you now? Focusing on the process instead of the end goal can sometimes help keep you motivated on making progress one step at a time.
- Ask yourself whether you challenge yourself enough, or whether you are underestimating your abilities. Be aware of times when you may dismiss goals because they are perceived as either too difficult or not a good use of your time. There is often something important to be learned from a wide variety of opportunities.

Delayed Gratification

De
Gr

Staying focused on long-term goals without getting distracted by immediate rewards or instant gratifications

Detailed Description

Delaying gratification involves focusing attention and efforts toward long-term success instead of pursuing opportunities that provide short-term rewards. If one is able to resist the appeal of instant gratification, they are likely to experience a greater sense of fulfillment from larger successes. This requires a recognition of the benefits associated with sustained effort toward long-term goals, as well as the ability to manage daily demands and distractions that compete for one's attention.

Underutilization

Consistently choosing to pursue more immediate rewards can lead to an increase in short-term performance at the expense of sustained success.

Overutilization

Individuals who focus exclusively on long-term goals may experience frustration when success is perpetually on the horizon. A balance of short- and long-term goals and rewards may sustain motivation over a longer period of time.

Contribution to Performance

Pursuing longer-term goals is often crucial to success and is made possible by staying focused in the face of easier, more immediate, or more enjoyable options.



Your Score

80
%ile

Delayed Gratification



Description

You view yourself as being quite successful at devoting time and attention toward future-oriented objectives and value making progress on long-term goals.

Things to Consider

- You tend to hold out for bigger and better rewards and are less tempted by smaller, more immediate successes. While this approach likely means that you regularly meet your long-term goals, it might be helpful to sometimes take a break from these ambitious pursuits. Intense focus on long-term goals can prove frustrating when success and rewards are often delayed. Try to balance progress on long-term objectives with focus on short-term goals that will provide you with more frequent successes. Remember, you should also plan to take breaks from both long- and short-term objectives to relax, recharge, and connect with those around you.
- While focusing on long-term goals, it can be easy to overlook more immediate components of your job. Try to dedicate some time each day to addressing pressing matters that require your attention and continue to give some focus to short- and medium-term goals.
- As someone who seems able to delay gratification at work, consider how you can share your strategies with others. Identify someone whose work you feel could benefit from this skill and offer to mentor them on the benefits of this strategy. Be careful, however, not to spend so much time mentoring that you lose focus. Don't forget to continually check in with yourself about your short-, medium-, and long-term goals. Evaluate the progress you've made and allocate your time accordingly.

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