

The logo consists of the letters 'EBW' in a white, cursive, handwritten-style font. The letters are slightly overlapping and have a soft, glowing effect against the background.

Understand the impact - Know the full potential

Development Feedback Report

for

John Harding

(Example Report with one Emotional Behavioural Cluster)

The logo consists of the letters 'EBW' in a blue, cursive, handwritten-style font. The letters are slightly overlapping and have a soft, glowing effect.

Emotions & Behaviours at Work

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Summary

The Emotions and Behaviours at Work Questionnaire (**EBW**) is a validated psychometric measure that provides feedback on a person's preferred behavioural style and Emotional Intelligence. It has been created to assist with the assessment and development of personnel.

Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to assess and assist in the development of [John Harding](#). The following report has been generated using a general population norm group and summarises the results from the EBW completed on the 16.1.2006. The report is written in a style that can be presented to [John Harding](#).

Content

The report is divided into the following sections:

- **Introduction to the EBW**
- **Guidance on the Interpretation of Feedback**
- **Executive Summary**
- **Feedback Profile**
- **Development Areas**

IMPORTANT NOTE

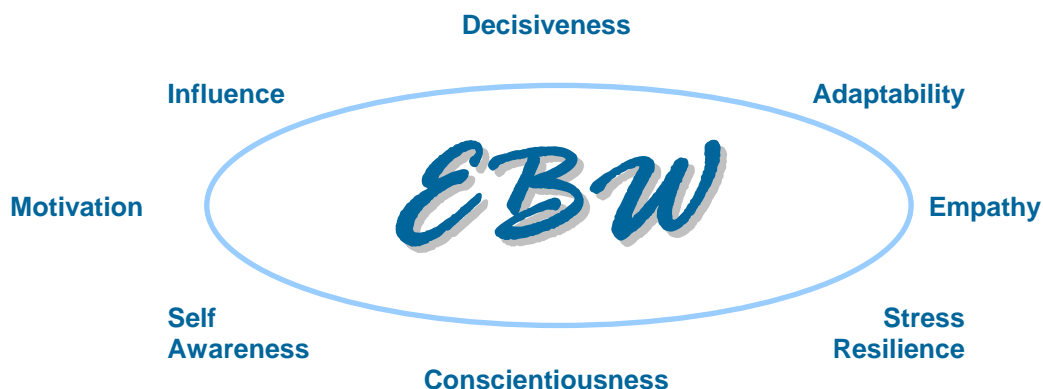
This report was produced by software that is normally only available to individuals with training in the use of psychometrics (BPS Level A) and the Emotions and Behaviours at Work Questionnaire in particular. Brentfield Consultancy Ltd strongly recommends that the EBW report be presented to the person who was assessed on a person-to-person basis. Therefore this standard report only provides broad feedback on the individual's behavioural clusters and does not provide individual scores.

The Emotions and Behaviour at Work Questionnaire

The comments in this report are related to the eight behavioural clusters that provided the focus for the EBW. These Behavioural Clusters determine how we manage ourselves and interact with others. The way a person approaches decision-making and other tasks is explored along with the attitudes that underpin a range of behaviours that relate to a person's Emotional Intelligence. The EBW provides a detailed profile of the eight key emotional behavioural clusters that help predict an individual's potential to succeed in the future.

Emotional Intelligence is the knowledge and the ability that individuals have that enable them to both know and manage themselves. It is the capacity that individuals have to manage themselves through knowing and understanding their feelings, wishes, needs, wants and purpose. It is also the knowledge and ability that helps individuals to understand, manage and motivate other people. This includes being sensitive to others' emotions and psychological states and choosing the appropriate response by reading the relationship, being empathic and clearly communicating to others.

The EBW measures the following behavioural clusters or 'scales'.



These describe the way we tend to approach and interpret situations and people and this in turn impacts on the way that others see us. Many of these behaviours are predictive of how successful we will be in different situations and, whilst we may react differently depending on the context, our behaviours do tend to be quite consistent. However, they can change over time and this report therefore provides a snapshot of a person's attitudes and behaviours today, but this could change in the future.

Tips for Interpretation of Feedback

- The main purpose of completing the EBW and reading this report should be to stimulate your thinking about how your Emotions and Behaviours can impact on your working style. As such, this report should not be treated as a definitive profile of your working style but as a starting point from which to explore your Emotional Intelligence in more depth.
- The report provides feedback under each emotional/behavioural scale. Your responses are compared to those typically given by people at work to generate feedback that is relevant to you.
- In reviewing your results you should read the definition of each behavioural cluster before going on to read how it relates to you.
- Much of the content and the feedback may sound familiar to you but be prepared to see some differences between how you view yourself and how the feedback from the report describes you.
- Consider the information in this report in conjunction with other information you have about your strengths and development needs.
- This report should be seen as a snapshot of your behaviours at the time you completed the EBW. Although Emotional Intelligence and your personality are relatively stable, with the right coaching and training it is possible to develop certain aspects of your profile.
- Many people find it very useful to discuss this report with a qualified EBW Facilitator or your manager. An EBW Facilitator will be able to consider your Emotions and Behaviours as described in this report, and evaluate how the various interactions between the scales effect your behaviour. They will also be able to help you think about other relevant factors, such as your job, and give advice on development areas within your job role and training opportunities
- You should see this report as the starting point for your development and use it to feed in to your own personal development plan.

If you are concerned about any of the feedback in this report, please contact the distributors of the report or The EBW Support Team at info@ebwonline.com.

Executive Summary

This summary provides an overview of eight key behavioural clusters that are the focus of the EBW. However the feedback from each behavioural cluster should be read and considered to maximise the value of the report.

Feedback Overview

John likes making decisions and taking on responsibility, actively seeking to put forward his views and take a leading role.

John tends to be quite enthused and energised by his work and will put a fair amount of energy into it.

John will be comfortable with being in the spotlight and in role that involve influencing others or having an impact on others.

Comfortable with uncertainty and change, John is likely to work in a relatively unstructured way and be open to new ideas and approaches.

John is concerned with achieving goals in the most expedient and effective manner available and will not feel overly constrained by the rules and conventions that apply to the organisation.

Dealing unemotionally and rationally with issues, John is comfortable working without the support of others and may prefer to remain distant from those he is working with.

John may find the day-to-day pressures of life more difficult to manage than many and this may make him more aware of, and sensitive to, the way that stress affects others.

John operates without focusing on his own feelings and may not be fully aware of the way he comes across to others.

Feedback Profile

The feedback narrative in this section of the report is based on your responses on the EBW questionnaire. Each section starts with a definition of the behavioural cluster followed by the behavioural indicator, feedback narrative and then some questions for you to consider. The behavioural indicator shows where your preferred style of behaviour is in Dark Blue. How you could behave in Blue and how you are least likely to behave in Light Blue.

Influence

Is able to persuade others, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority

Behavioural Indicator

1 2 3 4 5 6 7 8 9 10

Feedback

John, you have a high score on the Influence Scale. Those scoring high on this scale generally like to take a lead and enjoy roles that require them to persuade and influence others whilst those with lower scores are more likely to avoid these positions and be content to follow the lead given by others. Sometimes those who score high on the Influence scale can become de-motivated in situations in which they cannot see that they are making a significant difference. It is often important for those who score high on the Influence scale that they have an opportunity to put their ideas across and will be likely to do this regardless of whether or not this is required of them. They may find it harder to take a lead from others but this does not mean they will not follow another's instructions.

Areas to Consider

Reasons to Lead

Being willing to take a lead can enhance your credibility and reputation and can provide a lead where it is needed. You also need to consider that others may not feel you should take a lead and it can be helpful to think about how you might manage this. Also, those who take the lead can often end up with an increased workload as they manage their tasks as well as the leadership roles; you need to consider how this impacts on you and whether your efforts are recognised.

Questions

- Can you think of a time when your decision to take the lead has helped you (e.g. your profile and reputation) and the organisation (e.g. by making things run more smoothly)?
- Can you think of a time when taking the lead has had negative consequences for you and/or the organisation?
- Can you think of a time when taking the lead has upset others?

Team Player

Many job roles require a person to take a lead but also to be part of a team and take a lead from others. Your success will often depend as much on how prepared you are to follow as you are to take a lead, to be influenced as to influence.

Questions

- How do you cope with situations in which you don't feel you are making a difference?
- Are you as good a follower as you are a leader?
- How has your attitude to being led and having little impact affected those who are trying to lead you – did you make a positive contribution or did your frustration lead you to become disruptive, to undermine others or disengage from the task?

Influence

Leadership skills are often highly prized and for those who score high on influence it is often hard to sit on the sidelines when they think they could influence others by taking a lead. However, even if you can influence others it may not be the right situation for you to take a lead and if you do you should consider how this will impact on other people and what strategies you should take.

Questions

- Can you think of times when it would have been better for you not to have taken a lead? Would you be able to recognise it if you were in that situation again.
- Do you consult others enough or do you do it too much?
- How do you influence others – are you aware of the techniques you use?

E.g. Do you use reason to convince people? Or Charm?

Do you put pressure on people and could it be seen by some as bullying?

Do you convince people that it was their idea?