Advanced Interpretation Report
for Selection & Recruitment

AIR-Select
Based on results obtained from an EQ-i® standard report

Joe Example

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Value of this Advanced Interpretation Report

Corporations increasingly recognize the importance of intellectual and psychological health of employees. The status of emotional and social functioning is placed on par with other aspects of performance management and given a prominent place on the agenda of decision makers. The reporting of this issue to shareholders has become a matter of good governance.

Emotional intelligence is now endorsed as a business asset, because it makes economic sense. Country estimates point to the annual loss of billions of dollars in production due to psychological health problems. It requires maturity to become superior in one's thoughts and especially emotions.

There is no perfect formula for selecting an effective leader, a top performer. Those who have stewardship and governance responsibility must use a variety of resources in order to produce the desired results. One of the most powerful resources available is knowledge of a candidate's personal behavioral traits. Through an understanding of his/her personal style and emotional intelligence, selecting star performers and leaders can more positively impact the work or education environment, as well as the personal and social relationships therein.

Emotional intelligence (EI) predisposes individuals to different dimensions of performance and leadership behavior. The strength of this Advanced Interpretation Report, also referred to as the AIR-Select, lies in its bundling or clustering of the BarOn EQ-i$^{®}$ scales to highlight an individual's competence in various dimensions of top performance, leadership and healthy functioning. EQ, the measure of EI, is explored through three broad performance sections:

A. **Emotional management**: The presentation of an individual's well-being and emotional alertness and control via three receptors in life – the self, core others, and those in the broader environment.
B. **Leadership smarts**: Propensity to drive business towards results, to facilitate a team in a supportive manner, and/or have motivational impact on others, reflecting leadership style dominance or versatility.
C. **Sustainability**: Overall self-fulfillment and resilience in the midst of daily demands that affect the individual.

Diversity of the AIR-Series

The report options in the Advanced Interpretation Report (AIR) series can be employed in many ways and in a variety of settings. For example, seasoned users can rely on the EQ-i results with the exponential value of clustered EQ attributes in the AIR-Select, AIR-Match, or AIR-Track for benchmarking and competency targeting, selection and recruitment, and succession planning. The clusters underscore the importance of effective relationships for well-being, leadership, and top performance.

Candidates can be screened or ranked on the basis of pre-selected EQ attributes or clusters, or else by setting cut-off scores for specific cluster performance using the AIR-Select or AIR-Match. The cluster results can strategically guide candidate placement and succession planning, whether upwards, or laterally. In addition, candidates can be grouped according to cluster strength for training and educational purposes. Facilitators can use the AIR-Develop alongside other supplementary information available in advance of a team meeting to accommodate work and learning styles, or workshop to optimize learning.

The AIR-Track can function as a gauge of the success of intervention programs and the tracking of business or employee growth. Customer satisfaction and the corporate climate can be monitored by cluster performance using the AIR-Social. Incentives targeted at medical problems, such as how to deal with chronic pain, side effects of radiation treatment, or obesity, will benefit from the AIR-Health. For researchers and post-graduate students, the results serve as excellent external criteria against which other psychometric measures can be validated.

Competence Unleashed

The AIR-Develop forms a strong supplement to other sources of information during individual counseling, coaching, and therapy. Personal, leadership, and career development get a further boost from insights gained in this report. Initiatives around team building, organizational culture, and corporate restructuring or change may also benefit by leveraging the strengths of individuals as revealed by the AIR-Develop.

While the cluster results are very suitable to individuals within a business setting, it also provides advanced insights with regards to one-on-one and one-to-small group relationships, such as within the context of couples, families, clubs, and associations. Also included are other relationships such as teacher-pupil interactions occurring on different educational levels, and coach-sports team scenarios playing out in a recreational, competitive, or military context. The AIR-Social in particular may shed valuable light on individuals' competence with regards to social intelligence. Clearly the application possibilities of the AIR are as wide as the user's creativity!

Important Considerations

The advanced interpretation provided in this report is based on the EQ-i profile described in any of the standard reports, which enables individuals to explore and develop candidates' competence in different areas. The AIR-Select can only be generated once the standardized scores based on the individual's EQ-i responses are made available by MHS. It is highly recommended that the professional user has prior insight into a standard report and is familiar with the scale descriptions and validity of the EQ-i profile before reading this report.

This AIR-Select is intended as a follow-up on any of the standard EQ-i reports produced by Multi-Health Systems Inc (MHS). The BarOn EQ-i® is a registered trademark of MHS. The standard EQ-i reports of MHS include the Individual Summary Report, the Development, Resource and Business Reports (with Counselor's Section), the Group Report and the Comparative Reports. The standard reports provide an individual or group's EQ-i performance against vital scale descriptions, and may include technical detail to gain full understanding of the validity of the results. The AIR-Select cannot be used as a replacement for any of the MHS reports.

The AIR-Select was not developed for the direct purpose of detecting pathology or disease, nor should it be used as the only means for diagnostic purposes. Any such interpretations made from the findings in this report should be verified with other means of identification. The user is encouraged to use this report in combination with other sources of comparative information. The report provides an advanced description of individuals' emotional and social functioning in accordance with the responses provided by them.
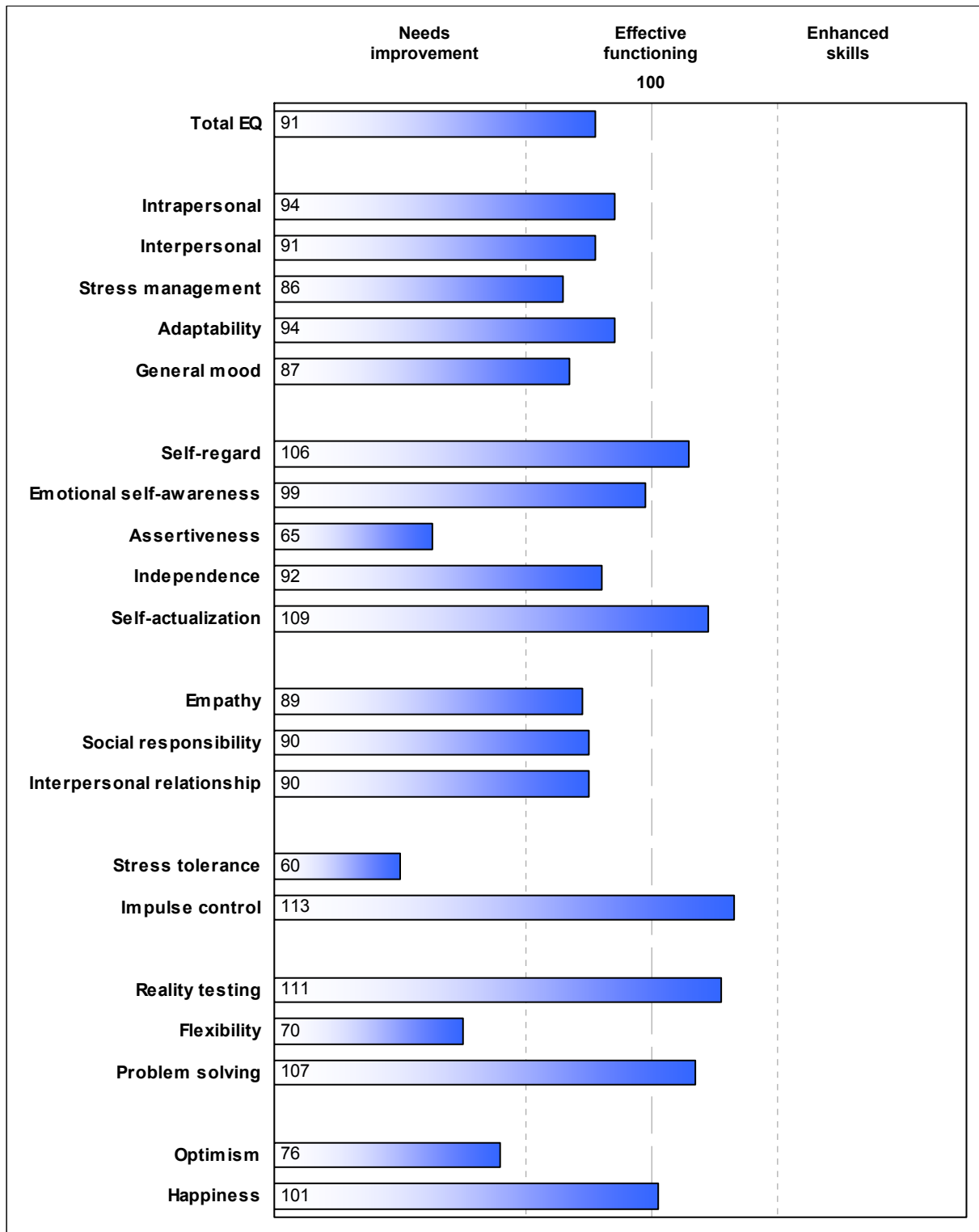
Best Use of the AIR-Select

The AIR-Select is generated and published by ePsy Consultancy. It contains two main sections. The report begins with a graphical display of the EQ-i scale performance as derived from a standard report, picking up where the standard report left off. As the AIR-Select does not provide EQ-i scale descriptions and technical detail, please keep the standard report on hand for reference as needed. The remainder of the report is devoted to insights derived from your measured EQ competence.

Emotional intelligence (EI) encompasses a number of different attributes. These attributes all depend on psychological theory and are supported by a growing body of empirical research. For example, Peter Salovey and John (Jack) Mayer framed EI within a *model of intelligence*, while Reuven Bar-On, author of the EQ-i, placed EI in the context of *personality theory*, specifically a model of well-being. Daniel Goleman referred to others who formulate EI in terms of a *theory of performance.* Six Seconds endorses an *action model* of EI. The AIR reflects on the EI attributes measured by the EQ-i from the perspective of *competence*.

EQ-i Profile as Created for the Standard Report

	Needs improvement	**Effective functioning**	**Enhanced skills**
		100	
Total EQ	91		
Intrapersonal	94		
Interpersonal	91		
Stress management	86		
Adaptability	94		
General mood	87		
Self-regard	106		
Emotional self-awareness	99		
Assertiveness	65		
Independence	92		
Self-actualization	109		
Empathy	89		
Social responsibility	90		
Interpersonal relationship	90		
Stress tolerance	60		
Impulse control	113		
Reality testing	111		
Flexibility	70		
Problem solving	107		
Optimism	76		
Happiness	101		

Competence Unleashed

Interpretation Guide

The measurement of your total EQ, the five EQ composite scales and the 15 EQ sub-scales mirrors that of most IQ tests available in the market today. In particular, the perforated (dotted) lines on your EQ-i profile should be read as follows:

- A score of 100 is considered average.
- Scores may deviate from the average in standard units of 15 to either side
- Scores generally between 80 and 120 (roughly three-quarters of the population) denote effective functioning.
- Scores below 80 indicate EQ attributes that may benefit from development.
- Scores above 120 point to enhanced EQ capability, with possible watch-out for over-development.

Putting Cluster Performance in Perspective

After analyzing the EQ-i profile against your selection criteria, you may have come to realize that your objective is not to select an individual with high scores in each of the 15 scales and claim emotional intelligence. Rather, the *combination* of EQ attributes is what matters in desired everyday functioning – on personal, social, and work terrains. EQ competence depends on how effectively different EQ attributes are combined for specific purposes of performance.

Seven specific EQ-i scale combinations, grouped into three broad performance sections, were found to be especially relevant. In summary, cluster performances are specifically provided in the areas of:

A. Emotional management
1. Self-presentation
2. Emotional alertness

B. Leadership smarts
3. Resoluteness
4. Supportiveness
5. Motivational impact

C. Sustainability
6. Self-fulfillment
7. Resilience

These sections and EQ clusters are described in greater detail next.

Cluster Descriptions

A. Emotional Management

When we perform, our intellectual and emotional health shines through in the way we present ourselves and what we are alerted to. The little imbalances, which we all have, tend to be the grips whereby we are described and remembered, and help define what we stand for and who we represent. Our selective attunement to certain receptors in life determines how we habitually regulate our emotions. Competent emotional management of this broad section involves the larger half of the EQ-i scales, notably from the intrapersonal, interpersonal, and general mood domains.

1. Self-Presentation

Scales SR, SA, OP and HA

Performance on this cluster portrays to what extent you make a powerful impression. It indicates to what extent you successfully present your general well-being and brand yourself as being composed; it is about your appearance of feeling balanced and secure. It sheds light on the positive self-image and uplifting spirits you manage to radiate to the outside world. Your competence in displaying a desirable persona may help build a strong organizational climate and culture.

2. Emotional Alertness

Scales IC, ES, EM and RT

Three key receptors in life are considered: you, core others, and those in your broader environment. This cluster addresses how in tune you are with each of the three life receptors and how you regulate imbalances between them. This cluster also indicates how your emotional control over, for example, anger or impulsiveness, will likely play out with regards to intrapersonal, interpersonal and communal demands placed on your daily functioning and interaction. The individual scale PS may shed further light on this cluster.

B. Leadership Smarts

Leadership is an area of interest that is receiving renewed attention in scientific publications and through various business applications. Leader attributes are sharply distinguished from that of managers, while specific leader characteristics are associated with different leadership styles. Generally, we consider versatility in different leadership styles, all to be well developed, as smart and desirable to foster intellectual and emotional health. When one of our leadership styles dominates above others, we may want to build on this strength by seeking to ensure the other leadership styles are strongly present in the team around us. Competent management of this broad section involves two-thirds of the EQ-i scales, notably from the intrapersonal, stress management, and adaptability domains, with support from the interpersonal domain.

3. Resoluteness

Scales IN, AS, SR and RT

This cluster is about your determination to achieve explicit results and solutions. Strength in this cluster may manifest in the form of high deliverables and strong output, which are often measurable or tangible. A high score on this cluster portrays a focus on business management, which you likely perform in a directive, task-oriented fashion. This leadership style is about pace setting, and is often commanding and monitoring in nature. Individual scales that may shed further light on the innovative side of this cluster are PS (to add innovation to this leadership smart) and ST.

4. Supportiveness

Scales SR, ST, IC and FL

This manifestation of leadership often draws from strong people skills. Your performance on this cluster indicates your natural capability to facilitate people to cohesively make a success of the task at hand. This leadership style is about collaboration and harmony; it is morale-boosting and anti-conflictive. Your communication skills may be an asset in this cluster, while the individual scales EM and IR may also shed further light.

5. Motivational Impact

Scales RE, RT, FL and AS

This style of leadership lies in the degree to which you influence and inspire others effectively. While a strong influencing capability is often associated with selling, it is just as powerful in situations where negotiation is required or where a swaying argument must be made. Your performance on this cluster indicates to what extent you lead through inspiration and gain follower-ship. This leadership style is fosters commitment, strong affiliation and connection, and loyalty. The individual scale PS may shed further light on this cluster.

C. Sustainability

The manner in which we deal with adversity and use different resources to draw our strength and energy from are important indicators of intellectual and emotional health. An intrinsic sense of accomplishment and worthiness, coupled with a belief that we will prevail and can overcome most challenges are necessary for desirable performance. Competent management of this broad section involves the larger half of the EQ-i scales, notably from the intrapersonal, stress management and general mood domains.

6. Self-Fulfillment

Scales SA, HA, IR and ES

Your demeanor is reflected by an overall feel of success in your career, personal, and relational life. This would include a sense of accomplishment and satisfaction at work, with oneself, in marriage, etc. Your performance on this cluster indicates the degree to which you act by example and naturally lead from known inner strength and contentment. Competence in this cluster helps you shine in your area of specialization and gives you a backdrop for when times are tough.

7. Resilience

Scales OP, HA, SR, ST and IC

An important foundation of a healthy demeanor is your ability to be resilient in the face of daily pressures and demands in life. Your toughness and buoyancy may be developed qualities in coping with stress. Your performance on this cluster indicates to what extent you can bounce back in spirit after having to deal with tension or conflict. Competence in this cluster helps you overcome resistance experienced from others and be unreceptive to settings and tones that can hurt you badly, or be damaging to you. The individual scale RT may shed further light on this cluster.

The candidate's competence in these seven EQ clusters is presented in this report. The metrics and interpretation guidelines applied in the AIR-Select are similar to those in the standard report, facilitating comparative interpretation.

Assessing the EQ Clusters

When combining different EQ attributes to reveal your competence in a cluster, we can view this from different perspectives to deepen our understanding and opportunities for taking action on them. The best known and most used viewpoint is to look at their central point, often calculated as the average performance in the specified EQ attributes. We will look at this viewpoint first.

Three less used, but equally important viewpoints include looking at how the different EQ attributes might be scattered around the cluster average, and how the EQ attributes together compare against two different, set performance targets. These three viewpoints provide specific pointers when the objective is to further develop your EQ competence in one or more of the seven clusters. Hence these three viewpoints are only offered in the AIR-Develop, and not in the other AIR options.

The most advanced viewpoint combines all the above. This perspective offers an aerial view on the status of candidates' EQ cluster performance, which we will look at in depth.

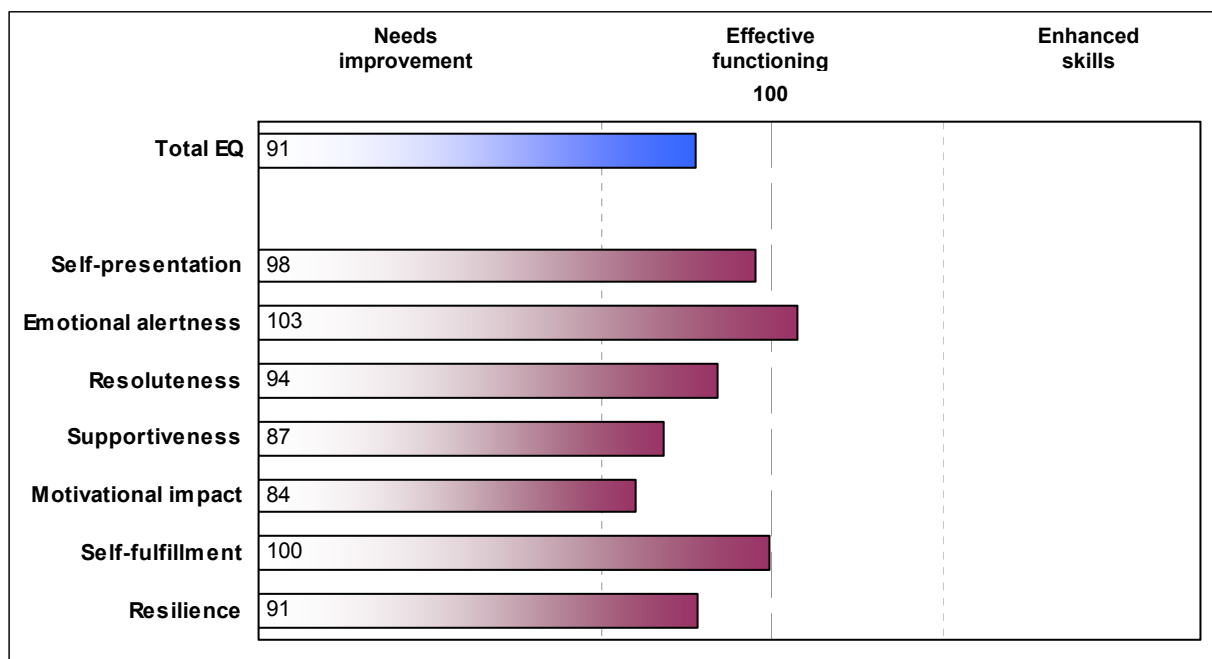## From the Viewpoint of Central Cluster Performance

A cluster is a culmination of typically four or five EQ-i scales that together provide an added perspective on specific EQ competence. This value is expressed in similar fashion to that of individual scale scores, with a mean score of 100 and a standard deviation score of 15. Standard interpretation guidelines may be followed as is advised for individual EQ-i scales, including:

Standard Score	Interpretive Guideline
130 +	Markedly high – atypically well cultivated emotional capacity
120 – 129	Very high – extremely well cultivated emotional capacity
110 – 119	High – well cultivated emotional capacity
90 – 109	Average – adequate emotional capacity
80 – 89	Low – under-cultivated emotional capacity, requiring improvement
70 – 79	Very low – extremely under-cultivated emotional capacity, requiring improvement
Under 70	Markedly low – atypically impaired emotional capacity, requiring substantial improvement

One may presume that intellectually and psychologically healthy people, who score high on selected scales, also will do well in the cluster that those scales represent. However it is probably more accurate and helpful to consider *optimal* levels and ranges. For example, impaired or atypical performance in a cluster under certain circumstances should be flagged and followed up.

Overview of Central Cluster Performance

	Needs improvement	Effective functioning 100	Enhanced skills
Total EQ	91		
Self-presentation	98		
Emotional alertness	103		
Resoluteness	94		
Supportiveness	87		
Motivational impact	84		
Self-fulfillment	100		
Resilience	91		

Bear in mind that while roughly three-quarters (77.32%) of all EQ-i scale scores lie within the 80-120 range, the expected range of cluster scores naturally shrinks when several scale scores are averaged. (The same tendency is found when looking at group profiles.) This requires skillful interpretation of subtle differences between cluster performances, and further necessitates a good look at the dispersion of scale scores. This is conveniently done when we consider the Cluster Performance Status.
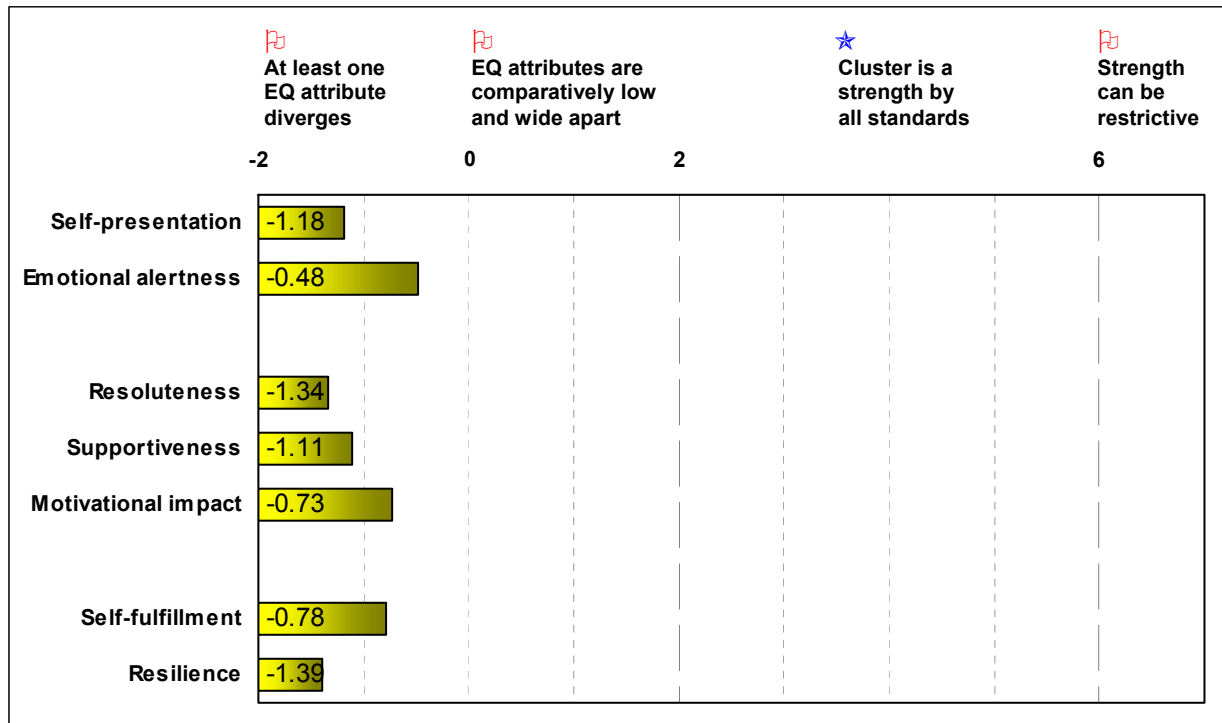
From the Viewpoint of Cluster Status

Competence in a cluster depends not only on its central positioning on the EQ scale range, but also on the degree to which the contributing EQ-i scales work together (or not) to achieve a desirable cluster performance score. Cluster Status can be interpreted in three categories. Because the contributing EQ-i scales can lie on either side of the Central Cluster Performance score, the status value can either be a positive, or a negative value. Recognizing that the Cluster Status values lie on a continuum, we use 0 and +2 as the dividing lines for interpreting the categories.

Cluster Status in the area below 0

Firstly, a negative status value is telling in any cluster. Should the value creep away from 0 to approach -1 or even lower, you should pay attention to the *range* of EQ-i scale scores that contribute to the specific cluster. One (or two) of the scales may not be in alignment, this scale score being either considerably lower, or considerably higher than the others. This means that those particular EQ attributes may hamper candidates' competence in that EQ cluster.

Overview of Cluster Status

	At least one EQ attribute diverges	EQ attributes are comparatively low and wide apart	Cluster is a strength by all standards	Strength can be restrictive
	-2	0	2	6
Self-presentation	-1.18			
Emotional alertness	-0.48			
Resoluteness	-1.34			
Supportiveness	-1.11			
Motivational impact	-0.73			
Self-fulfillment	-0.78			
Resilience	-1.39			

Cluster Status in the area of 0 to +2

Secondly, a low positive value in the area of 0 to +2 is noteworthy. In this case, several factors are of interest:

i. The range of scores achieved in the contributing scales of a cluster
   A small range is desirable, meaning all contributing scale scores lie close to one another.

ii. Candidates' cluster performance against that of their personal Total EQ score (graphed with the Central Cluster Performance scores on the previous page)
   Ideally candidates' Central Cluster Performance should be slightly higher than their Total EQ score for them to be competent in that cluster.

iii. Candidates' cluster performance against the standardized Total EQ of the target population
   Ideally candidates' Central Cluster Performance should be markedly higher than 100 for them to be more competent than the norm population against which their EQ-i scores are standardized.

A score inside the 0 to +2 area for a particular cluster means that it is currently not one of the candidate's particular personal strengths. Cluster competence may be challenged around the need for a tight *range* value (i.e., one or two EQ-i scales that are not in alignment with the others) and around comparative total EQ performance (i.e., all under-developed contributing EQ-i scales to this cluster). Thus in addition to a large range of contributing EQ-i scale scores, the *position* of the candidate's current cluster performance may show that it falls below his/her personal Total EQ, or that of the norm group against which the EQ-i profile is standardized, or both.

⚑ Note that candidates' Cluster Status value may be in the 0 to +2 range, even if their Central Cluster Performance signifies desirable functioning. For example, their Cluster Status value may be close to 0, while their Central Cluster Performance score is considerably above that of the norm group – even if the contributing EQ-i scale scores vary somewhat – and notably below their personal Total EQ. This means that while they are capable of performing in that cluster role, it is not their preferred role, it may not come naturally to them and they may feel strain as a result of such a role.

Cluster Status in the area distinctly above +2

Thirdly, a positive value distinctly above +2 indicates the degree to which the cluster can be considered a strength. A positive value that is markedly larger than +2 indicates that candidates are competent in this cluster area.

⚑ There is a limit to how high a Cluster Status value can go and still be applauded, lying at about +7 (the right extreme of the Cluster Status graph). If any Cluster Status bar stretches off the map on the right-hand-side, this should be taken as a warning signal as well. Again, let us take the above scenario, but this time candidates' Central Cluster Performance score is far above that of the norm group, and far below their personal Total EQ, and the range of contributing EQ-i scale scores is very small.

This means that while candidates are competent in that cluster role and it comes naturally to them, they may be drawn to almost always perform in this particular role. A toning down of one or two EQ attributes that form part of this cluster will increase the range in scores and open up possibilities to bridge over to candidates' competence in other clusters.

For the Mathematically Curious

In statistics, moments can be used for computing measures that describe a distribution of EQ cluster scores. The first moment is used to calculate the mean (i.e., the Central Cluster Performance), the second, the variance; the third, skewness; and the fourth, the kurtosis of the distribution. The calculation of each Cluster Status value borrows from descriptive statistics relating to the second and fourth moments around the Central Cluster Performance. In other words, the Central Cluster Performance of each cluster is raised to particular mathematical powers to reveal the degree of your competence therein.

The specific ways in which the EQ-i scales work together to achieve cluster competence break down into three independent angles of insight, or viewpoints. These offer valuable direction for further development, which is detailed in the AIR-Develop.
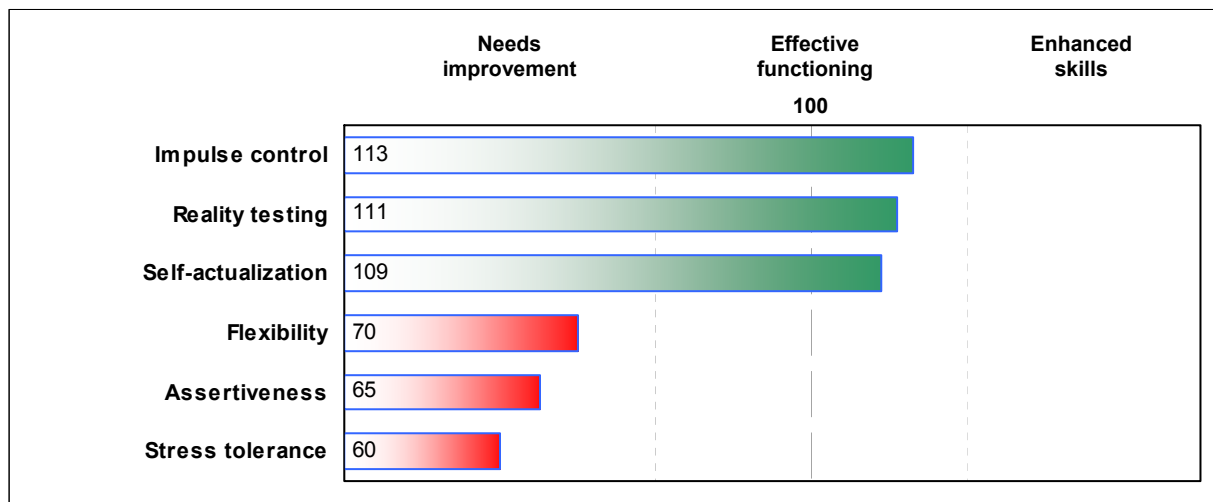
Putting Cluster Status in Context

People's response style pattern is known to influence their EQ-i profile. For example, some people are comfortable with using a large number of response options 1 and 5 when completing the survey, while others use them sparingly and stay mostly within the 2 to 4 range. These are not the only patterns; many more style combinations of response options exist. In any event, these patterns can be associated with specific personalities and cultures. As a result, the range score used when calculating the Cluster Status is also slightly affected.

The graph highlights which EQ attributes currently can be considered strengths and whether these are beneficial for the purposes of selection. The visual display reveals the emotional extremes within which candidates function.

EQ Extremities

	Needs improvement	Effective functioning	Enhanced skills
		100	

|	
Impulse control	113
Reality testing	111
Self-actualization	109
Flexibility	70
Assertiveness	65
Stress tolerance	60

It may be helpful to contrast the three highest and lowest EQ-i scale scores with one another. The graph above identifies which of the seven EQ clusters are impacted by these six identified scales. Note which of these is of particular interest: one or more might be critical to the requirements of the job, to effective group functioning, or to personal goals.

Gap Difference

The difference between the two most extreme scales on the EQ-i profile, called the Gap Difference, is expressed as a numerical. For most people this value lies around 32, between 25 and 39. A Gap Difference score lying more than seven scale points away from 32 – to either side – warrants further investigation as to possible reasons for it. Look at the visual EQ-i profile for possible outlier scale occurrences, or for an average profile lying closely around the Total EQ score. The pie chart provided in the counselor's section of the standard EQ-i report may reveal additional insight.

Candidate's Gap Difference: 53

- - - - - - - - - - - 25———————— 32———————— 39- - - - - - - - - - -
- - - - Expected range ————— Average ————Expected range - - - -
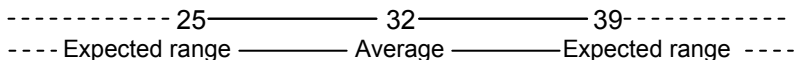
The validity of the advanced interpretation offered in this report relies on the accuracy of the responses you provided when you completed the EQ-i.
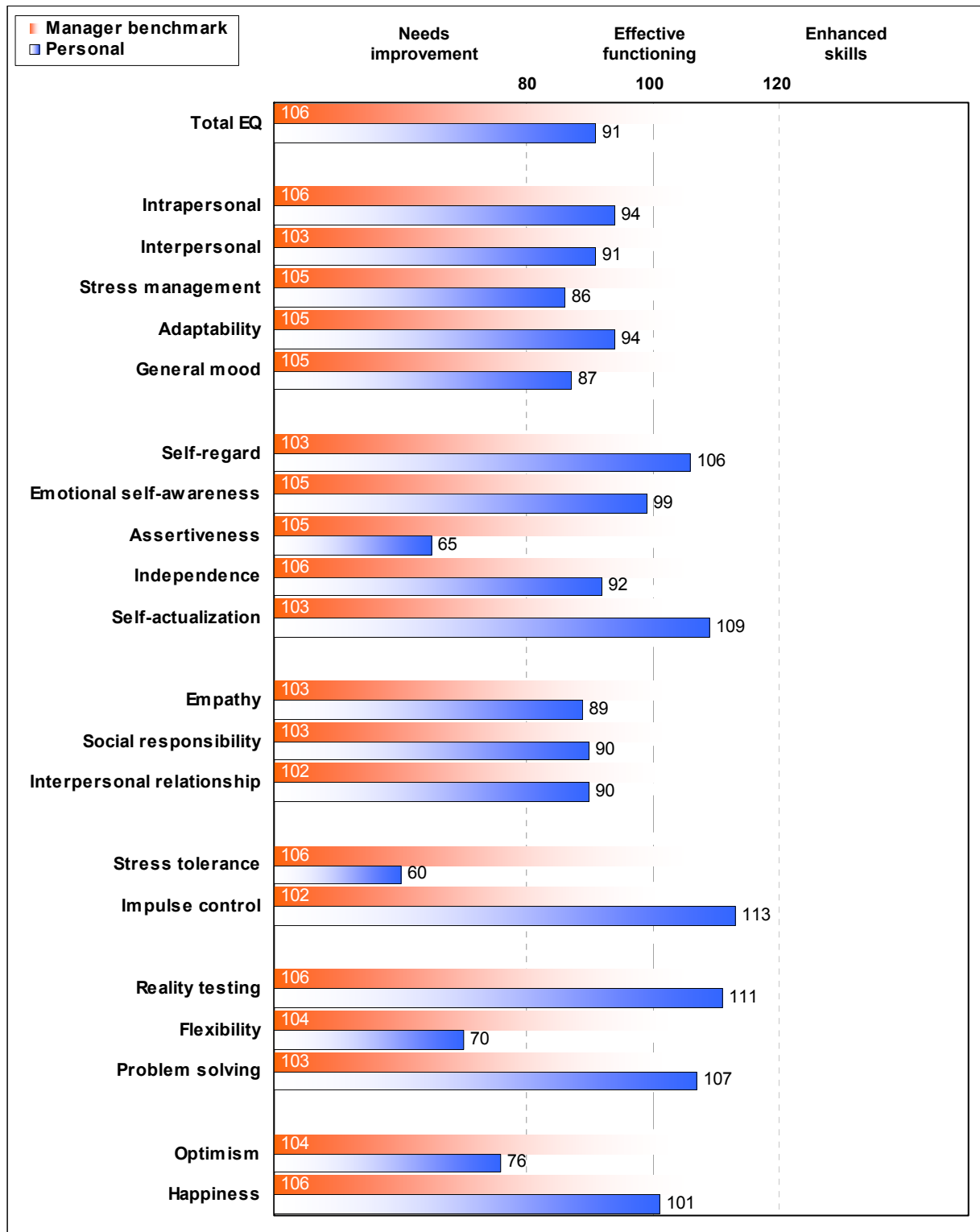
Suggesting a Benchmark for Selection

Use the graph template on the next page to add a benchmark EQ-i profile of your choosing and compare it with the candidate's EQ-i profile. Create your own benchmark profile by extending to the right each of the orange bars to indicate what the ideal or target scale scores should be.

You might also like to compare the candidate's profile with that of a large, composite and steady group of managers on average as one possible benchmark, listed at the base of the orange bars.

Personal EQ-i Profile Compared against a Benchmark

	Needs improvement	Effective functioning	Enhanced skills

■ Manager benchmark
□ Personal

	80	100	120

Total EQ — 106 / 91

Intrapersonal — 106 / 94
Interpersonal — 103 / 91
Stress management — 105 / 86
Adaptability — 105 / 94
General mood — 105 / 87

Self-regard — 103 / 106
Emotional self-awareness — 105 / 99
Assertiveness — 105 / 65
Independence — 106 / 92
Self-actualization — 103 / 109

Empathy — 103 / 89
Social responsibility — 103 / 90
Interpersonal relationship — 102 / 90

Stress tolerance — 106 / 60
Impulse control — 102 / 113

Reality testing — 106 / 111
Flexibility — 104 / 70
Problem solving — 103 / 107

Optimism — 104 / 76
Happiness — 106 / 101

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Competence Unleashed

Next Steps

- A next step for you could be to benchmark candidates' profiles against a more formal, set criterion, for example, against the ideal EQ-i profile for the job that is scientifically determined, or against the desired EQ competencies and clusters for top performance in your organization through the AIR-Match, another report option that is available to you.

- You may want to recommend candidates for further EQ development. The AIR-Develop is great for this purpose.

- You may also want to bring a specific focus to candidates' further development by keeping in mind a suggested profile representing high social intelligence. The AIR-Social is well suited for this objective.

- You may have them retake the EQ-i assessment after set time intervals to gauge the impact of their development through AIR-Track, another report option that is available to you.

- Alternatively, you may want to use the AIR-Health to understand and manage the connection between candidates' emotional centers and their physical health.

- Group development, the suitability of group membership and group success can also be monitored through the Group Dynamics Report (GDR), available from ePsy Consultancy.

In Summary

The objective of the AIR-Select is to present a snapshot of candidates' current competence in seven EQ clusters as it relates to their everyday functioning in the workplace and elsewhere. It is designed to highlight what works well, and where the opportunities lie should you choose to pay attention to them. The report brings with it an obligation to the user to responsibly follow up on its findings.

Bear in mind that just as some people are specialists while others are generalists, cluster performance can vary between people as well, and required competence in them may depend on personal goals, external criteria for performance, etc. Candidates' cluster performance speaks to balance and equilibrium in their life, with pointers for new avenues to venture into. Becoming emotionally competent is a journey to enjoy.

End of Report