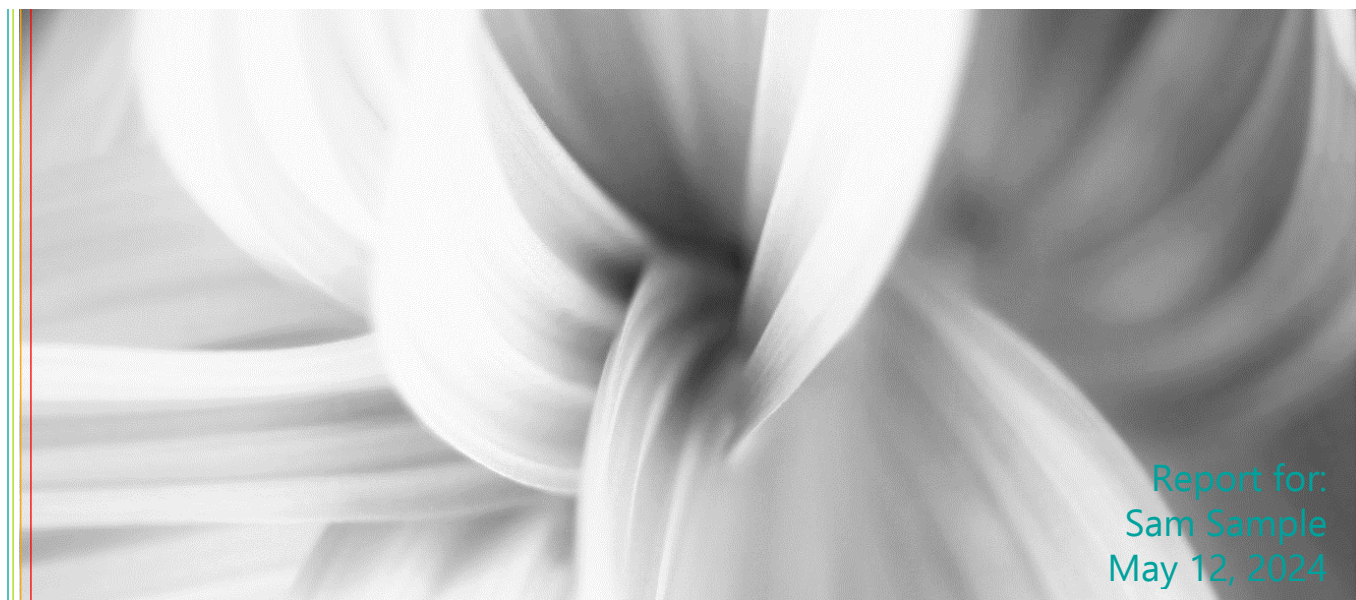


MEIA-W

MULTIDIMENSIONAL
EMOTIONAL
INTELLIGENCE
ASSESSMENT –
WORKPLACE

Development Report



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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

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 (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 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 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 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 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 57	Recognition of Emotion in the Self	Being in touch with one's own feelings and describing those feelings in words	10
	Reg Slf 40	Regulation of Emotion in the Self	Controlling one's own emotional states, especially in emotionally arousing situations	11
	Rec Oth 70	Recognition of Emotion in Others	Attending to others' nonverbal emotional cues (e.g., facial expressions, tone of voice)	12
	Reg Oth 71	Regulation of Emotion in Others	Managing others' emotional states, especially in emotionally arousing situations	13
	Nv Exp 80	Nonverbal Emotional Expression	Communicating one's feelings to others through bodily (i.e., nonverbal) expression	14
	Emp 93	Empathy	Understanding others' emotions by relating them to one's own experiences	15
PROXIMAL OUTCOMES	IvR 99	Intuition versus Reason	Using emotions in making important decisions	16
	Cr Th 72	Creative Thinking	Using emotions to facilitate divergent thinking	17
	MR A 94	Mood Redirected Attention	Interpreting strong (usually negative) emotions in a positive light	18
	Mot Em 52	Motivating Emotions	Pursuing one's goals with drive, perseverance, and optimism	19

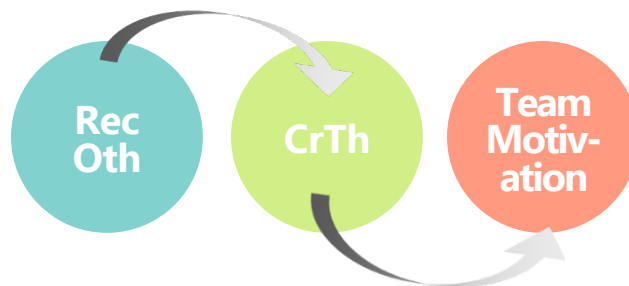
Core EI versus Proximal Outcomes

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.

CORE EI	Rec Slf	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 Slf	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		
	Nv Exp	Nonverbal Emotional Expression	Emotional Sharing	Communal aspects of EI Related to the tendency to be receptive to how others are feeling and to be authentic in expressing one's own emotions.
	Emp	Empathy		

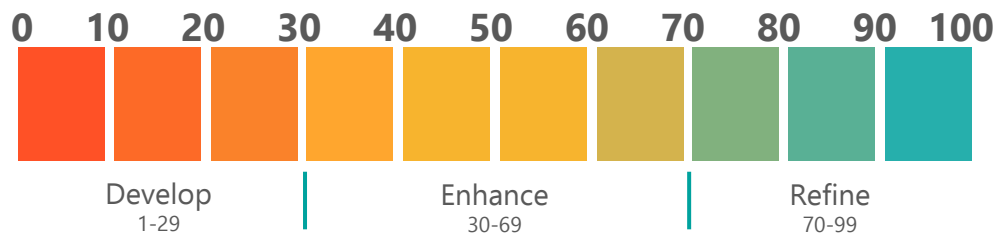
MEIA-W Results

Score
Index

Categorizing MEIA-W scores

Categories of Performance

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



Develop

Develop behaviors

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

Enhance application of behaviors

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

Refine

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 in the Self

Rec
Sif

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 of 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

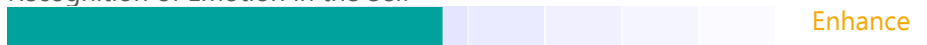
Awareness of one's own emotions provides a basis for effective communication and control of emotional states, critical in managing relationships with coworkers, teammates, and clients.



Your Score

57
%ile

Recognition of Emotion in the Self



Enhance

Description

You see yourself as generally good at knowing and expressing how you feel, and feel that you are often 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 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 feel frustrated with them regarding a specific issue.

Regulation of Emotion in the Self

Reg
Sif

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 coworker.

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

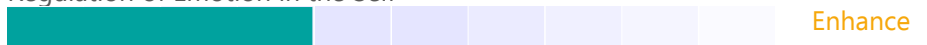
Strong emotions can overpower rational thinking (i.e., emotional hijacking), leading to errors in judgment that can jeopardize interpersonal relationships and goal attainment.



Your Score

40
%ile

Regulation of Emotion in the Self



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 identify what you can do to minimize the effects on your stress levels when you encounter these situations.
- 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. 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 coworkers and clients.



Your Score

70
%ile

Recognition of Emotion in Others

Refine

Description

You see yourself as keenly observant of how the people you work with are feeling, even if they are trying to hide it.

Things to Consider

- Being sensitive to others' emotions can be very helpful, but it can also reduce your ability to take effective action (e.g., putting off making a key decision that you know will upset someone or not sharing bad news to avoid negative reactions). Balance recognizing how others are feeling and how decisions will impact them with the big picture of what needs to happen and what needs to be shared.
- Although you are able to gauge how others are feeling, be sensitive to whether it's appropriate to acknowledge or focus on how they're feeling. For example, people who are going through a difficult time due to personal circumstances may not want extra attention paid to how they're feeling even if your intentions are good.
- Where appropriate, consider helping others who are less skilled at understanding how people are feeling to encourage good work relationships.

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

71
%ile

Regulation of Emotion in Others

Refine

Description

You consider yourself good at diffusing tense situations, lifting others' spirits, and motivating or persuading 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 and how you can go about doing so. For example, you might find it easy to cheer someone up one-on-one, but have a harder time motivating a group of people or managing workplace conflict.
- Managing others' feelings can be helpful and productive, but watch out for situations where you are tempted to use your persuasive abilities to make things go your way (even if for a good purpose). Keep the interests of other individuals, the team, and the organization at the forefront.

Nonverbal Emotional Expression

Nv
Exp

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

Detailed Description

Nonverbal emotional 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 and 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

When situationally appropriate, openly expressing one's true feelings builds trust and limits misunderstandings in work relationships and collaborative efforts.



Your Score

80
%ile

Nonverbal Emotional 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 nonverbal expression to the person or group you're interacting with.
- Are you "tipping your hand"? Reflect on whether there have been times when your nonverbal 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., giving more weight to others' emotions over key outcomes).

Contribution to Performance

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



Your Score

93
%ile

Empathy

Refine

Description

You consider yourself to be keenly aware of and concerned about the welfare of others, and to value close emotional ties with others.

Things to Consider

- Although displaying a high level of empathy is generally a good thing for 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 see issues from diverse standpoints.
- An opposing viewpoint may have validity that can help inform decision processes. Perspective-sharing helps people develop "shared mental models" which are conducive to group functioning.

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

99
%ile

Intuition versus Reason

[Refine](#)

Description

You consider your decisions to be often driven by your "gut feelings", and 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 being too reliant on making snap decisions based on intuition. Some decisions require going beyond gut feelings to gather and evaluate available information. The information can either confirm or validate your intuitions, or, present contradictory information that should be taken into consideration before making a final decision.
- Try to buffer your tendency to rely on intuition through the integration of more rational thinking: give more weight to the facts of a situation, aim for a balance between "gut feelings" and logic by using one to confirm the other, develop strategies for when intuition and reasoning don't line up, and develop strategies to avoid the instinct to revert to pure intuition when under duress.
- Try to think of a situation in the past when your gut feeling about a person or situation led you astray. Was there critical information available that you ignored or didn't seek out, or was it really not possible to foresee? Try to learn from this so that when a similar situation arises you can make a better decision.

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

72
%ile

Creative Thinking



Description

You see yourself as a person who thinks outside the box: a creative thinker who tends to look for new ways of doing things.

Things to Consider

- Conventions are often conventions for a reason. While they may have limitations, on the flipside, they are often drawn from the best practical knowledge at a point in time. Although your drive for new ideas may allow you to identify the shortcomings of conventional approaches, take care to recognize the beneficial aspects of conventional approaches before starting fresh.
- 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 rote work that you find boring, completing the task in new ways can be helpful. You can also give yourself breaks where you can engage in more interesting work before returning to the task at hand, or reward yourself with a task you enjoy upon completion of the high priority work.
- Channel your creative abilities by encouraging the creativity of those around you. Be open to the ideas of others and help people articulate their thoughts by listening fully and asking questions.

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

94
%ile

Mood Redirected Attention

Refine

Description

You see yourself as tending to treat adverse workplace experiences as opportunities to reconnect with your priorities and values.

Things to Consider

- Although it is generally good to see the silver lining in negative workplace experiences, be aware of times when your approach to negative emotions encourages you to ignore situations that need to change. While strong and negative emotions are a part of life, they should not be fostered and do not need to be tolerated if they can be changed.
- Try to be helpful/sympathetic to colleagues who may have a harder time moving on from past experiences than you do. Allow them to talk about what's upsetting them, ask open-ended questions, and if warranted, provide some perspective from your own experiences to guide them.
- Making the best of bad situations can foster moving forward, but note that others may see this as your failing to take responsibility for entering or creating bad situations. Habitually putting a positive spin on negative events will lead some to stop taking you seriously.

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 limit 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 worth pursuing.



Your Score



Description

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

Things to Consider

- Reflect on situations where you "outdid" yourself and produced really great 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 work that you do not currently feel excited or motivated by in order to produce better outcomes.
- When you are feeling like a given task is impossible or you are seriously questioning your own abilities, recognize that you are having self-critical thoughts and commit to working on the task for a set period of time. Following this, revisit your progress. Focusing on the process instead of the end goal can help you to keep going.
- Ask yourself whether you challenge yourself enough, or whether you are selling yourself short. Perhaps you sometimes dismiss goals or reason that they are not worth the trouble or have a low likelihood of success (or even, paradoxically, that they are not challenging enough). These are perceptions. You may be missing opportunities to accomplish, learn, and experience so much more.



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