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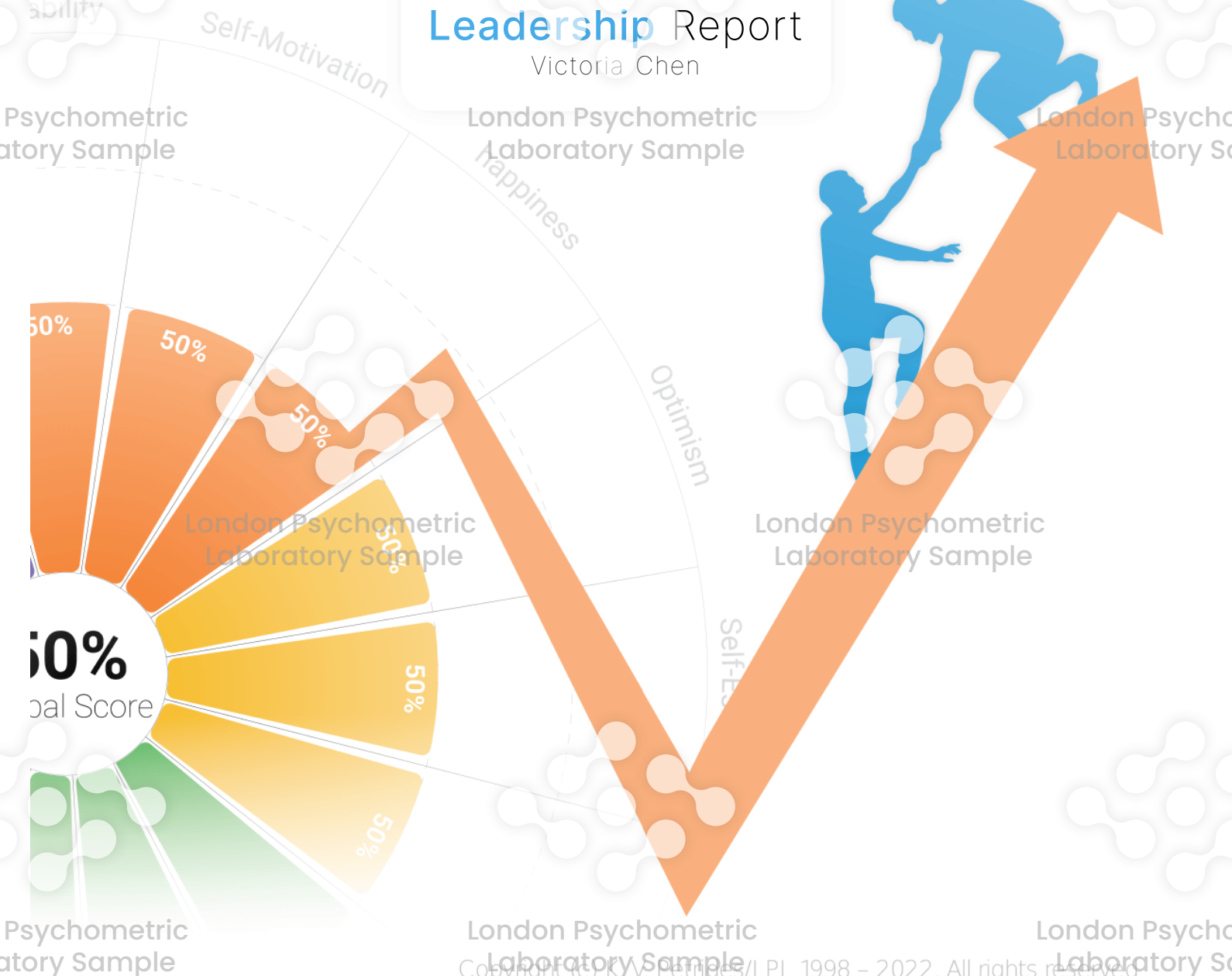
TEIQue

# Leadership Report

Victoria Chen

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50%  
Goal Score

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## Introduction to your TEIQue Report

This Trait Emotional Intelligence Questionnaire (TEIQue®) report is specifically designed for leaders, managers, executives, and professionals aspiring to these roles. The need for it arises from the special role of these individuals, who have taken responsibility not only for themselves but also for others in the workplace.

Management is about getting things done through other people. However, anyone who is unable to manage himself or herself is unlikely to manage others effectively. Entering into management without the ability to manage oneself leads to what is collectively known as leadership or managerial "derailment," the effects of which are evident in workplaces the world over.

The primary purpose of this leadership-focused report is to enhance your self-awareness by clearly identifying both your key strengths and potential areas for development, with particular consideration of your leadership potential. The TEIQue® assesses a constellation of emotional perceptions and traits deeply integrated into your personality. It provides an extensive overview of your emotional landscape, highlighting foundational perceptions that significantly influence your behaviors, achievements, and overall satisfaction in life and work.

While scores on the TEIQue® are generally stable over time, significant life and work events can influence your profile. Like other psychometric assessments, your scores may fluctuate based on your current circumstances and stressors. Therefore, the interpretation of your results should always consider the broader context in which the assessment was completed.

We strongly recommend reviewing and interpreting this report in collaboration with a certified practitioner well-versed in trait EI theory. Professional guidance ensures you gain maximum benefit from your results.

The Trait Emotional Intelligence Questionnaire was developed by K. V. Petrides, PhD, at the London Psychometric Laboratory. It is one of the world's best-researched and most widely applied psychometric assessments.

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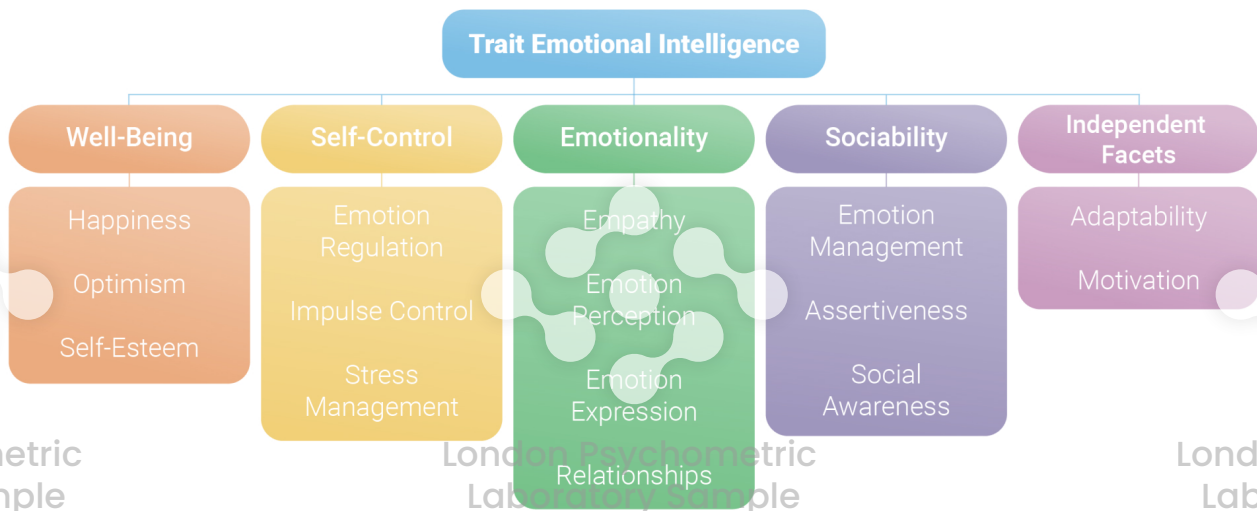
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## Structure of the TEIQue

Figure 1 shows the hierarchical structure of the TEIQue, comprising 15 specific facets at the bottom, four factors in the intermediate level, and Global Trait EI at the apex. The TEIQue yields scores on all 20 of these domains (15 facets + 4 factors + Global Trait EI).



## Scores

Your score is presented as a percentile, showing your position with reference to other people in the comparison norms. Percentile scores are banded in three tiers for ease of interpretation:



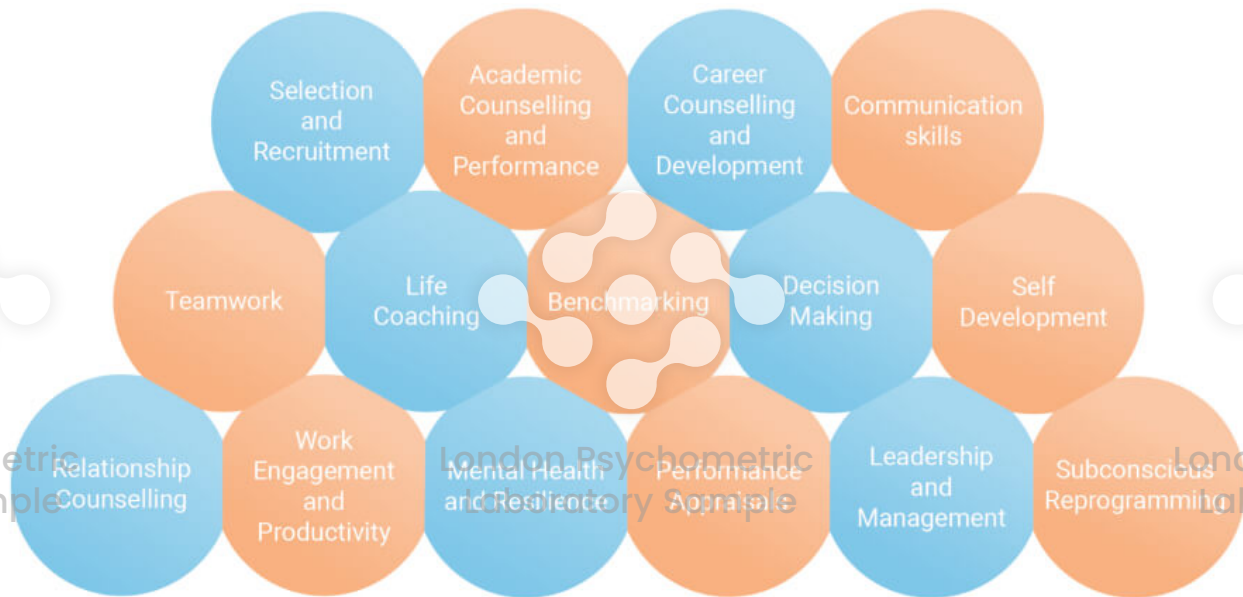
It must be understood and born in mind that higher scores are not necessarily good or desirable and lower scores are not necessarily bad or undesirable. Low, average, and high scores all have potentially positive as well as potentially negative implications.

This point is stressed in all TEIQue reports, but especially in the present one, where there is particular emphasis on potential disadvantages (of high as well as of low scores) even if they have a low likelihood of materialization. This additional emphasis, which may, at points, sound speculative, was deemed necessary for two reasons. First, from the perspective of the respondent, it should be understood that even minor personality incongruities can prevent someone from reaching the upper echelons of organizational hierarchies – indeed the higher the level, the greater the impact of personality. Accordingly, if rapid promotion and advancement is a career target, it is of the utmost relevance and importance to become aware of all possible limitations in your personality (however unlikely they may be). That way, if such limitations were to emerge, you will be in a prime position to identify and counter them in good time. Prevention is always better than cure!



## Uses of the TEIQue report

The TEIQue report can be used in all life domains in which emotions are relevant. Our research has demonstrated that this includes most areas of life experience. Examples are provided below, but it should be borne in mind that the list is indicative, rather than exhaustive:



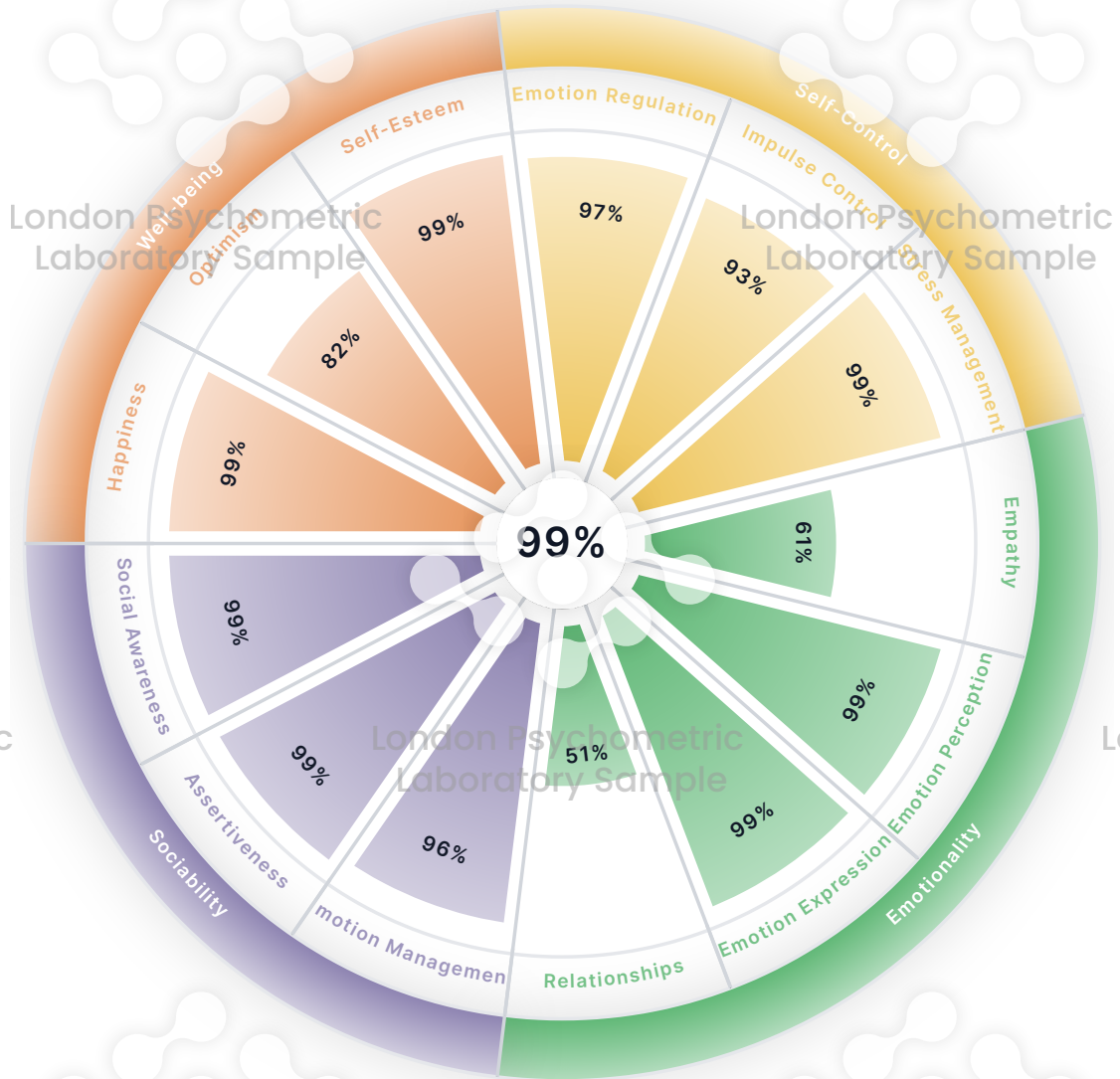
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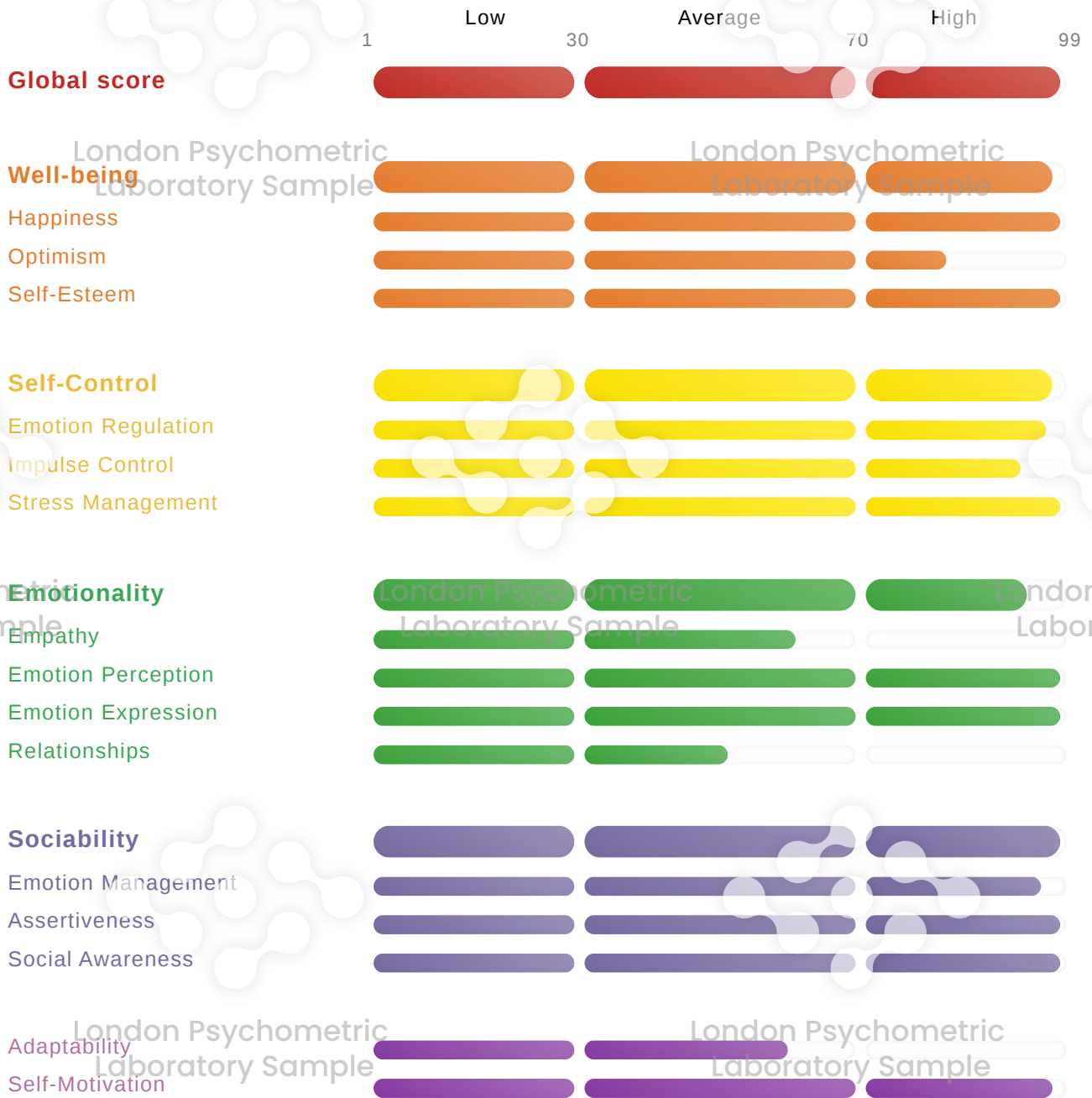
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“Your perceptions create your reality and your self-perceptions create yourself.”

Konstantinos V. Petrides

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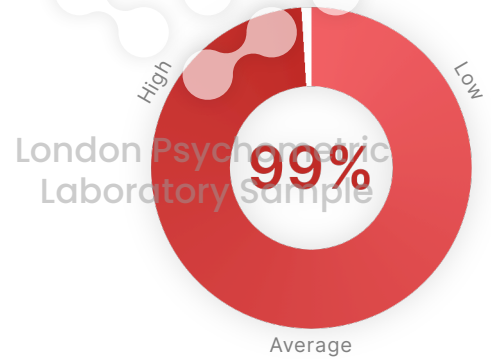


## Global Score

The Global Trait EI score provides a snapshot of your general emotional functioning.

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It is an index of your perceptions relating to the understanding, management, and utilisation of emotion-related information in your everyday life. According to Trait Emotional Intelligence theory, these perceptions are completely central and vital because they have a creative influence on your reality and a major impact on your behaviours and achievements. Changing your emotional perceptions directly contributes to changing your life.



Your Global Trait EI score indicates a high level of satisfaction with your ability to understand and manage your own emotions and the emotions of others. You believe you have good emotional, social, and self-control skills that allow you to cope effectively with life's pressures and to create a positive sense of well-being. However, it is important to remember that a high Trait EI score also has disadvantages (excessive self-confidence and possible arrogance being two important ones). Your TEIQue report presents the detailed profile that yields your particular score on Global Trait EI and this should be carefully considered for a complete understanding.

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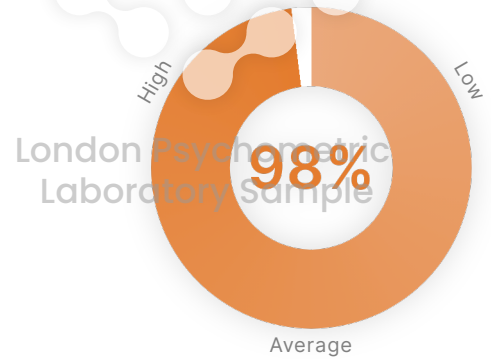
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## Well-Being Factor

The Well-being factor essentially reflects the common, overlapping core of the three facets it comprises, i.e., Happiness, Optimism, and Self-esteem.



The factor is more basic than the facets it encompasses, meaning that changes in the factor are more readily fed through to the facets than the other way around. Well-being is one of the most essential areas of life. Many people consciously view it as their main goal in life, with study after study showing that it is associated with manifold benefits in the domains of health, work, family, relationships, and others. Such findings are emulated at macro levels, where many organisations, and even countries, utilise 'well-being' or 'better life' indices.

The Well-being factor of the TEIQue comprises the facets of Happiness, Optimism, and Self-esteem. As such, it concerns a generalised sense of well-being extending from past achievements to future expectations. You have scored within the high range, which means that you are more satisfied with yourself in this area than most people. You are usually confident, happy, and optimistic, which is not simply an advantage in life, but a sought-after outcome per se. However, you ought to remain conscious of the potential disadvantages of a high Well-being score, some of which have been mentioned under the relevant facets in this report. Furthermore, examine the basis of your high Well-being score, for if it is the result of favourable external conditions, it could be unstable and vulnerable to change.

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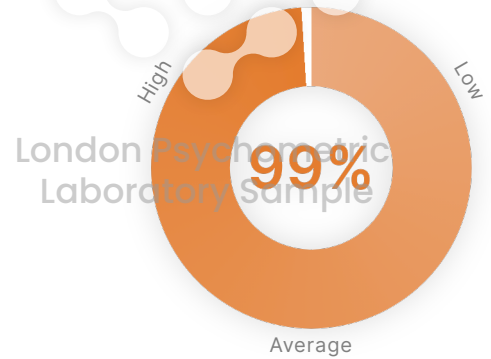
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# Happiness

Happiness is a major outcome in life that every one of us, consciously or unconsciously, craves. All action, if fully analyzed can be traced to some need to be happy. TEIQue happiness is generalized in that it concerns happiness with life, rather than happiness with your job, spouse, health, etc. It is also present-oriented in that it concerns your assessment of your current circumstances, rather than the past (which is "satisfaction with life") or the future (which is "optimism"). Along with the facets of Optimism and Self-esteem, Happiness is a strong indicator of overall psychological well-being.



### Possible Positive

You have a positive and self-accepting nature. Your upbeat spirit leads you to energize colleagues and teams. As such, you should naturally build rapport with a range of people. You openly celebrate success, which should serve to motivate subordinates to achieve more. You have a relaxed attitude and are rarely introspective.

Being generally free from worries, others view you as a fine colleague. You usually maintain a good mood and remain patient with staff errors. Your positive demeanor should make you a congenial person to deal with. Others are likely to value your cheerful disposition and to see you as welcoming.

### Possible Negative

You may tend to avoid or repress negative emotions, which could lead you to miss signs of danger and leave you vulnerable. Underestimating major obstacles may also leave you unprepared for timely action.

Others may associate your cheerful nature with a casual attitude and an untroubled style may be interpreted as a sign of carelessness. Colleagues may come to believe that you do not take things seriously enough. A carefree manner could also be taken as a sign that you have not adequately understood a situation or that you are self-absorbed and unwilling to focus.

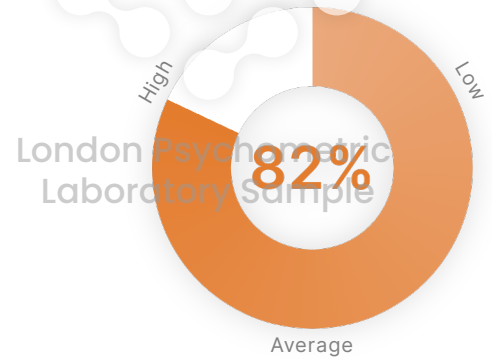
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## Optimism

Optimism is a forward-oriented facet concerning one's perspective on the goodness of life, with special emphasis on the future. Together with Happiness and Self-esteem, Optimism defines the Well-being factor of the TEIQue. Optimism is a key facet in the construction of the TEIQue profile because, on the surface, it can reveal whether someone is positively (or negatively) oriented in their approach to life and through a deeper interpretation (which must explore the causes and mechanisms underlying a particular score), it can raise awareness about carelessness, fantastic thinking, or self-defeating patterns of cognition.



### Possible Positive

You are optimistic about the future and maintain a positive attitude. You bring a contagious enthusiasm to the workplace, giving you the capacity to make work more fun. Your buoyant spirit helps you to energize colleagues and teams, while your positive outlook helps you manage your career, gain the support of others, and motivate them to produce results.

You maintain a good mood and remain patient with staff errors. Your optimism allows you to identify opportunities in difficult situations and to persist when problems arise. The expectation of positive outcomes often engenders future success, which prompts colleagues and the organization to rely on you as a leader.

### Possible Negative

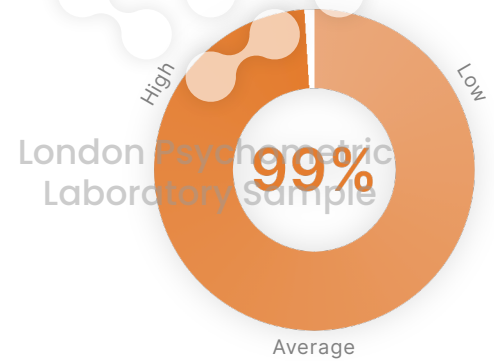
Your optimism may lead you to an overrated view of the level of control you have over events and people. You may set irrationally high expectations for yourself and others. As you tend to believe you can achieve a great deal, you may promise more than you are able to deliver. Your positive outlook could prevent you from recognizing potential problems or warning signs, which could leave you vulnerable.

If something unforeseen happens, you might feel lost or confused. Subordinates may perceive you as naïve or idealistic and you come across as unwilling to learn from your mistakes. Since you generally expect positive outcomes, others could conclude that you are superficial or do not take matters sufficiently seriously.



## Self-Esteem

Self-esteem is about your overall evaluation of yourself, including your perceived achievements, capabilities, and potential to realise your goals. The facet concerns your level of self-confidence and how you evaluate your success. Self-esteem emanates from our underlying self-image, which in most people, remains latent and unexplored. A lower than desired self-esteem can have diverse causes and impact your general well-being, personal relationships and work effectiveness. At the other end, a high self-esteem is a powerful asset in life, but may come across as egocentric, leading to alienation and mistrust.



### Possible Positive

You are self-confident, energetic and bold. Your positive outlook leads you to expect success, which often leads to real success. You seem assured of your abilities. As such, you are willing to take the initiative to get projects moving. You come across as charismatic and a natural leader. You are comfortable being who you are, and have the capacity to be vulnerable, genuine and open about your strengths and weaknesses.

### Possible Negative

Your high self-esteem means you may overestimate the level of control you have over events and people. You may see yourself and your organization as dominating the environment. You could overrate your talents and accomplishments, and may ignore your shortcomings. As you tend to believe that you will succeed, you may occasionally blame your mistakes on others. Because you are very self-confident, you may tend to focus on the positive and ignore the negative. You are possibly reluctant to listen to negative feedback and unwilling to learn from your mistakes, which could make you hard to coach.

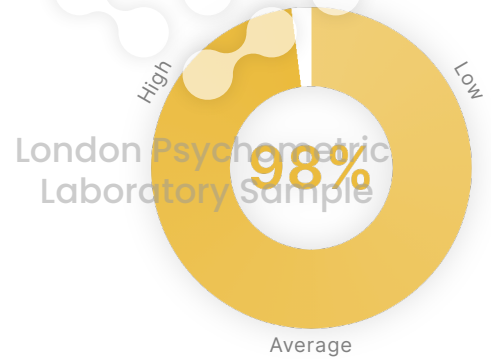
Being confident in your judgments also means that you may sometimes not take others' opinions seriously. As a result, they could see you as arrogant, regardless of the merit of your views. You potentially have a strong sense of entitlement and feel that you deserve respect. You tend to focus on your personal success and career goals as a result of which others could see you as self-centered in your ambition. People could find you hard to work with if you come across as self-absorbed, aloof, or demanding.



## Self-Control Factor

The Self-control factor essentially reflects the common, overlapping core of the three facets it comprises, i.e., Emotion regulation, Impulse control, and Stress management.

The factor is more basic than the facets it encompasses, meaning that changes in the factor are more readily fed through to the facets than the other way around. This factor has to do with regulating pressures and impulses, whether external or psychological. Self-control is perhaps the TEIQue factor most readily responsive to training, although it is not necessary to change your standing on the factor in order to manage any of its consequences that may be disturbing you.



You have scored within the high range on the Self-control factor of the TEIQue, which means that you are more satisfied with yourself in this area than most people. Self-control is insufficiently appreciated in leadership and management contexts because of their much stronger focus on results than character. Low Self-control has been linked to difficulties with handling unforeseen or negative news as well as to unprofessional reactions, lax attitudes and outbursts.

While you are unlikely to experience such challenges, it would be wise to remain mindful of possible pitfalls of a high Self-control score. These potentially include psychological rigidity, delayed decision-making (“analysis-paralysis”), and reduced tolerance of colleagues with a different Self-control profile.

For additional details, consult the relevant facets (Emotion Regulation, Impulse Control, Stress Management) in your TEIQue Leadership report.

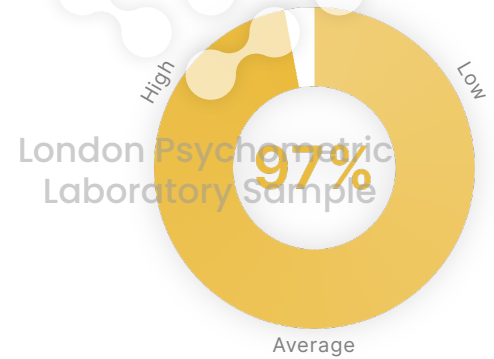
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## Emotion Regulation

Where Emotion regulation is concerned with managing your own feelings, the facet Emotion management is concerned with managing other people's feelings. Are you effective at influencing how other people feel? Are you able to console them, motivate them, and help them deal with their problems? Emotion management is not only about feelings per se, but also about contributing to a constructive environment in which people are encouraged to meet each other's needs, help to make others feel positive, and work together towards the achievement of common goals. However, a constant need to manage others emotionally can be overbearing, intrusive or downright nosy. It is, therefore, important that you explore your motives for wishing to influence people's emotions.



### Possible Positive

You control your emotional reactions and remain calm under pressure, which makes you unlikely to become cynical, moody, or hostile. Your calm approach allows you to be comfortable when dealing with senior executives. You are able to present adverse news to upper-level management without experiencing undue tension or apprehension.

You are also patient with others' mistakes and rarely become angry, frustrated or visibly upset. You are unlikely to take criticism personally, which should encourage others to provide you with honest feedback. Your even-tempered demeanor and predictable style should have a calming influence on your team, who will count on you to hold things together in a crisis. Peers and subordinates will view you as mature, and your sense of control is likely to enhance your credibility across the organization.

### Possible Negative

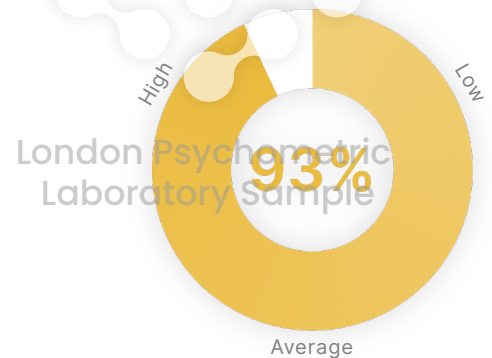
Tight control over your emotions may lead others to form an impression of you as distant, cold or aloof. You tend to perceive your ability to control your feelings as a strength and may view the inability to do so as a weakness. Consequently, you may inadvertently act condescendingly toward those whom you feel are lacking in emotional control, or others may sense such condescension in you. Conversely, people could perceive your restraint as insincerity.

When it comes to motivating others, your reserve may distance them from you and inhibit your ability to inspire them. Subordinates may feel reluctant to approach you with their problems or sensitive issues, since they could view your manner as unreceptive or intolerant.



## Impulse Control

Impulse control is about whether one thinks before acting and reflects before making decisions or whether they tend to follow urges and impulses. Sometimes, circumstances require us to make quick decisions based on incomplete information and limited evidence. Do you feel able to make such decisions successfully? At other times, life demands deliberation and strategic thinking. Do you have the patience and analytical skills for those? Impulsivity is a double-edged sword: it can help you grasp opportunities, but it may also multiply risks or lead to failures. This facet is about the art of balancing risk and reward, but also about reigning in one's urges and cravings without becoming rigid or compulsive.



### Possible Positive

You think before you act, evaluate issues and rely on reasoning to make decisions. You use and synthesize information to solve problems and draw sound conclusions based on a range of criteria. Your decisions tend to be of high quality and carry low risk; you will not take on speculative projects without appropriate consideration and analysis. You take time to see the big picture and form a logical understanding of how the various parts fit together. You plan long- and short-term projects well and perform your work with care and precision.

You pay attention to the consequences of your actions and reflect on past experience as a guide to future career decisions and behavior. You tend to be tolerant with people and processes; you listen and check before acting. Others are likely to see you as practical, orderly and task-focused. As you avoid unnecessary risks, people respect and depend on your judgment. As a leader, your staff will appreciate your businesslike, sensible and consistent style.

### Possible Negative

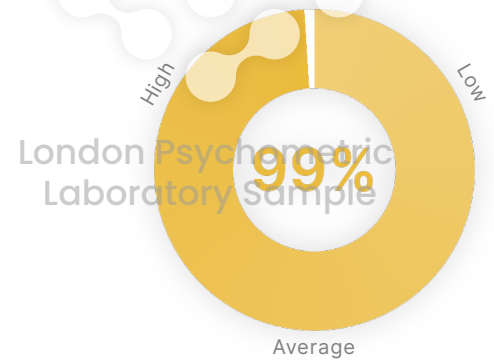
Because you tend to focus on careful analysis and evaluation, you may be overly cautious in decision-making and could procrastinate excessively. You may be reluctant to make decisions in situations where you have no experience from which to draw, or where you do not have access to all the available information. Consequently, you may not take timely action—such that you could miss deadlines or fail to grasp narrow windows of opportunity. You may avoid taking appropriate risks, which also could cause you to miss opportunities.

Discretion may lead you to disregard hunches that could serve as an impetus for effective action when time is short. Your tendency to be cautious means you may slow down processes, particularly in times of crisis. A reluctance to act decisively could frustrate action-oriented staff. Having a predominantly controlled manner, you may rely on rules and procedures, and prefer clear guidelines. Others may view your structured style as a tendency to be bureaucratic, conservative or inflexible.



## Stress Management

Stress is a personal response to changes in life. Since changes are inevitable, there is no avoiding stress. Neither should you attempt to because stress avoidance eventually leads to repression and fear-driven living. So it is not that you should wish or endeavour to avoid stress, but rather to develop ways to deal with it effectively when it occurs. Scores on this facet indicate your perceived ability to withstand pressure and regulate stress. A certain amount of pressure is vital for achieving our goals and enjoying various activities. Stress may also act as a motivator and catalyst for action. Therefore, excessive levels of stress management can lead to inaction and stifle success. However, past a certain point, stress becomes unhealthy and even destructive.



### Possible Positive

You are resilient and can thrive under pressure. You seem to deal comfortably with frustrations, setbacks, and the pressures of deadlines and heavy workloads. Others admire and count on your resilience and ability to hold things together during tough times. You are usually calm and composed during emergencies. As a result, you can be a settling influence in a crisis. Your steadiness should be an asset in fast-paced environments and your team will appreciate your even temper, predictable manner, and reassuring influence.

You have developed methods to cope with stress that help you remain composed when handling business complexities and challenges. This may well enhance your credibility as a leader. You remain steady in the face of leadership pressure and others are likely to trust your ability to make timely decisions, even in difficult circumstances.

### Possible Negative

You might be dealing with stress by actively avoiding or repressing it; that is, pushing it aside rather than taking action. This may lead to outbursts, if the repressed pressure becomes overwhelming. You could be inclined to delay decision-making, postpone responding or steer clear of involvement in order to avoid stress.

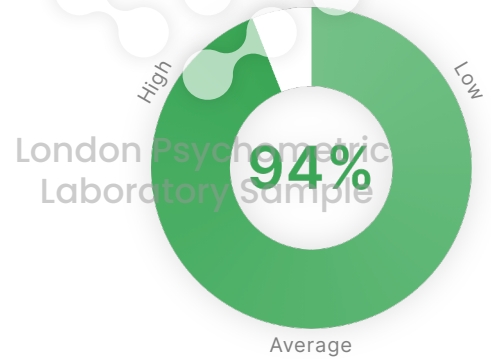
If you attempt to eliminate stress, rather than accept it as a normal occurrence in the work environment, you may negate the positive, motivational effects engendered by a level of so-called "eustress" (a beneficial form of stress). As you tend to remain unmoved in stressful situations, others might perceive you as disengaged, cold or aloof or may conclude that you are rigid, rather than composed.



## Emotionality Factor

The Emotionality factor essentially reflects the common, overlapping core of the four facets it comprises, i.e., Emotion expression, Emotion perception, Empathy, and Relationships.

The factor is more basic than the facets it encompasses, meaning that changes in the factor are more readily fed through to the facets than the other way around. Emotionality is a very central factor in Trait Emotional Intelligence and many of the advantages and disadvantages that its various possible profiles entail have the potential to influence your personality more broadly.



You have scored within the high range on the Emotionality factor of the TEIQue, which means that you are more satisfied with yourself in this area than most people. Emotionality is absolutely central to good (or poor) leadership and management. Understanding, controlling, and expressing emotions is vitally important to the leadership of self and others (the latter being hopelessly ineffective in the absence of the former). This is truer the higher up one advances in organizational hierarchies.

A high score on TEIQue Emotionality is an advantage that comes with a number of caveats for leaders and managers, which include potential interference with taking tough decisions, overemphasizing emotions relative to facts, and prioritizing relationships over operations even when this is unwarranted.

For additional details, consult the relevant facets (Empathy, Emotion Perception, Emotion Expression, Relationships) in your TEIQue Leadership report.

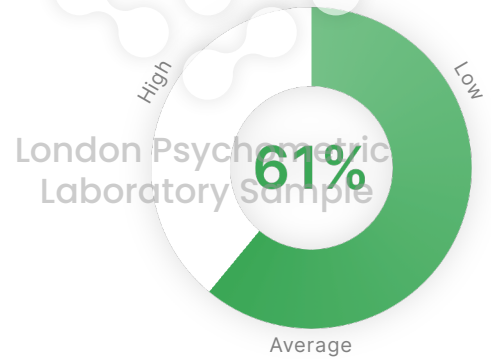
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## Empathy

At its core, TEIQue Empathy is about 'perspective-taking,' i.e., the willingness to see the world from someone else's point of view. Can you understand other people's opinions, needs, and desires? The scale concerns how far you take others' motives and feelings into account when considering how to respond to them. Empathy is the first step towards sympathy and compassion. At work, empathy with colleagues is important. When there is little perspective-taking and understanding of others, we start making assumptions about people's motives, which can be wrong and lead to arguments. Individuals with low Empathy could be perceived as self-centred and opinionated. Low Empathy also undermines our ability to deal effectively with others in all spheres of life. On the other hand, if empathetic thinking is left unrestrained, it may lead to a preoccupation with others' feelings and viewpoints, which could cloud judgements and complicate people-related decisions.



On some occasions, you are prepared to listen attentively to others and make an effort to understand their emotions, motives, and needs. During such times, you are open to various points of view, whether or not you agree with them. You have the patience to hear people out and can accurately restate their opinions. Your understanding of others' goals and fears would enable you to be a strong coach and mentor. When you talk and act with others in mind, you are able to build good rapport and even predict what they will say or do in different situations.

On other occasions, however, you may be unable or unwilling to see others' perspectives. As a result, you could discount their opinions or choose not to engage with people who have different viewpoints or skills than you. Others may then believe that you do not care about personal issues, and so perceive you as cold and insensitive. In turn, this could damage your ability to build positive relationships with colleagues and lead cohesive teams.

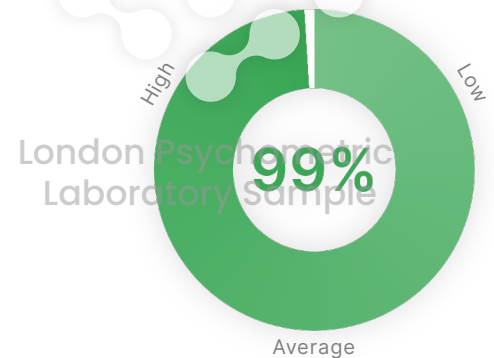
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## Emotion Perception (self and others)

Emotion perception is about recognizing your own and other people's feelings, including their origin – how well you can read emotions in different situations. Do you know why you and other people feel the way they do or are feelings a mystery to you? Emotion perception provides broader support for our emotional world and for our personal and social interactions, more generally. As a result, scores on this facet have the potential to impact multiple other facets, especially Emotion expression, Empathy, and Emotion regulation.



### Possible Positive

You are perceptive and alert to the social environment. Your consideration of emotional and motivational issues means others are likely to see you as a personable, approachable leader. You are sensitive to others' needs and patient with their anxieties. People tend to feel that you value them as individuals. You are a good predictor of people's potential behavior across different situations. Your understanding of people and attentive listening style suggest you should manage conflict effectively.

Your perceptive nature means you are attuned to your own strengths, weaknesses, opportunities for development. You welcome feedback in order to gain further insights and learn from mistakes. Your self-awareness and sensitivity suggests that you are aware of the impact of your actions on staff, and likely to tailor your behavior in line with their needs and abilities.

### Possible Negative

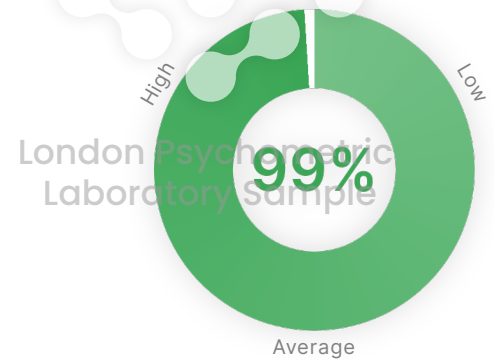
You may focus excessively on others' feelings, which could distract you from performing within your role and achieving organizational goals. An extreme emotional focus may also negatively influence others' perceptions of your approach. They may see an intense interest in their feelings as invasive, patronizing or rude. Believing that you know what is going on in the minds of others may further lead you to project a sense of overconfidence in your personal perceptions of their feelings.

If you are sensitive to others' intentions, you could become a shrewd observer of organizational politics and hidden agendas. However, as a result of this, there is the risk that you may overreact to perceived threats or dangers. Excessive concern with business politics may also detract from your credibility with colleagues and senior managers.



## Emotion Expression

Emotion expression concerns how fluently we can communicate our moods and emotions to others. There are many ways to express emotions: verbally, using spoken and written words, or non-verbally, using body language. Emotions can also be expressed intentionally, to obtain a desired response, or unintentionally, as an instinctive reaction to something. Excessive expression makes one transparent and others may take advantage of that. Overall, mastering emotion expression will be advantageous for personal and business relationships as well as for many jobs and roles.



### Possible Positive

Your expressive nature means you come across as a lively, energetic and intense communicator. You are likely to speak up and get noticed in meetings. You are able to convey a vision to colleagues and external stakeholders. You communicate articulately and with passion, and can present your message in a compelling way.

You are inclined to openly admit any mistakes and shortcomings and willingly share your thoughts about personal strengths, weaknesses, and limitations. Being open about your personal beliefs and feelings, others are likely to feel they understand and can trust you. This should boost your capacity to build open and collaborative working relationships.

### Possible Negative

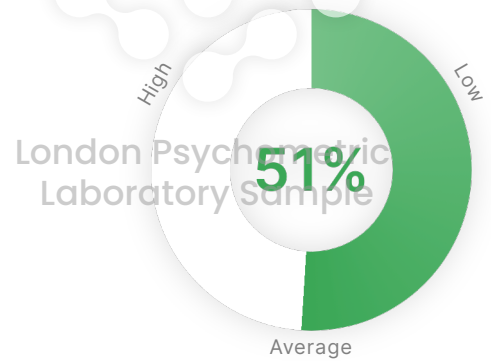
Your tendency to express your emotions explicitly may leave others, particularly those who are more reserved, uncomfortable with your candidness. Occasionally reacting in a highly emotional manner may lead colleagues to perceive you as unstable, self-centered or lacking in self-control. You may be seen to overreact to criticism, and may not handle pressure well. This could, in turn, detract from the level of credibility you are able to achieve with colleagues and senior executives. You could be less effective when it comes to coaching others in an even-handed manner or working as part of a team. Others may refrain from approaching you with their problems, as they may be unable to predict your manner of response.

Frequent displays of enthusiasm and optimism could make others think that you lack realism or do not have a firm grip on the situation. Around those who are dealing with difficult situations or enjoy fewer advantages than you do, you may be perceived as unaware, insensitive or arrogant. You may not take the time to consider the most diplomatic or tactful way to express your emotions so as not to upset others, which could detract from your capacity to build rapport.



## Relationships

The Relationships facet of the TEIQue is mainly concerned with personal relationships, whereas its Social awareness facet is concerned with social relationships, more broadly. How good are you at forming and maintaining personal relationships? Relationships play a key role in our general well-being and contribute to the meaning we create for our life. Relationship management is important in the business world and can help you open doors and solve problems. Relationships are a priority for many people, who might spend a lot of time and energy on building and maintaining them, perhaps even becoming dependent on them in the process.



You often have a healthy sense of mutual dependence and see the importance of giving and receiving personal support. You tend to develop collaborative, sustainable relationships outside your work group that enhance your productivity and wellbeing. This, in turn, facilitates the accomplishment of work goals and the achievement of business objectives. During such times, you build rapport with others and develop private and professional networks to support your career and personal growth.

Other times, however, you are prone to believing that you can do everything you want to do in life without help from others. You may feel that relationships will infringe on your freedom and tie you down. Making decisions without consulting important others may cost you in valuable information and input. If you do not build good rapport with others, they could feel disinclined to endorse your decisions or offer you support and may also view you as uncaring, transactional, or aloof.

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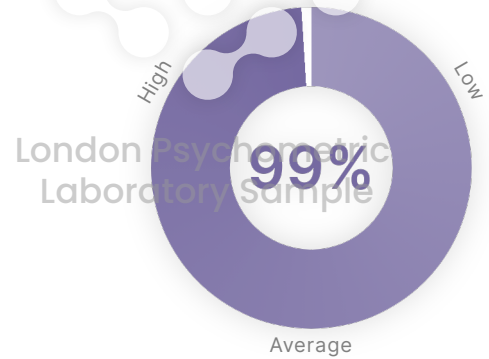
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## Sociability Factor

The Sociability factor essentially reflects the common, overlapping core of the three facets it comprises, i.e., Assertiveness, Emotion management, and Social awareness.

The factor is more basic than the facets it encompasses, meaning that changes in the factor are more readily fed through to the facets than the other way around. The Sociability factor differs from the Emotionality factor in that it emphasizes social relationships and social influence. In other words, the former is interpersonally oriented, while the latter is intrapersonally oriented.



You have scored within the high range on the Sociability factor of the TEIQue, which means that you are more satisfied with yourself in this area than most people. Sociability is the main interpersonal factor of the TEIQue, concerning the emotional aspects of how we relate to other people. Leaders and, especially, managers who are extraverted, diplomatic, and well-mannered have much smoother interactions and communications with their subordinates, which boosts effectiveness all-around.

It follows from the above that a high score on TEIQue Sociability offers numerous benefits. Nevertheless, it is also associated with possible drawbacks. These may include sociability descending into gossip, time-wasting, or meddlesomeness as well as difficulties with taking disruptive action even when necessary (e.g., in organizational change).

For additional details, consult the relevant facets (Emotion Management, Assertiveness, Social Awareness) in your TEIQue Leadership report.

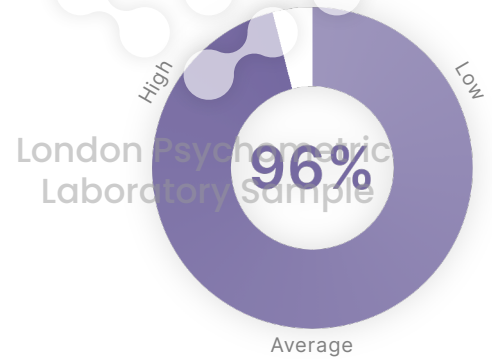
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## Emotion Management

Where Emotion regulation is concerned with your perceived ability to manage your own feelings, the facet Emotion management is concerned with your perceived ability to manage other people's feelings. How effective you believe you are at influencing how other people feel. Are you able to console others, motivate them, help them deal with their problems? Emotion management is not only about feelings per se, but also about contributing to a constructive environment in which people are encouraged to meet each other's needs, help to make others feel positive, and work together towards the achievement of common goals. However, a constant need to manage others emotionally can be overbearing, intrusive or downright nosy. Explore your motives for wishing to influence people's emotions.



### Possible Positive

You are adept when it comes to motivating, directing and helping other people. You bring a positive, contagious enthusiasm to the workplace. As you aim to understand "what makes people tick" you harness diplomacy and tact, and are able to build rapport with diverse individuals. Others are likely to respond positively to your encouragement and should be inspired by the sense of core purpose that you instill in them.

Being in tune with others' emotional states, you are able to tailor your approach to deal effectively with troublesome subordinates and settle disputes equitably. Your capacity to find common ground enables you to reach favorable outcomes.

### Possible Negative

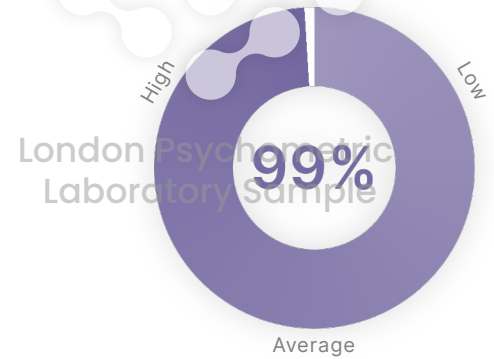
Your capacity to influence others may be inadvertently misinterpreted as attempts at control or manipulation. As you tend to be comfortable dealing with others' emotions, you could be seen as emotionally over-inquisitive or intrusive. These traits may detract from your capacity to build rapport or develop trusting relationships.

Having the capacity to manage others' emotional states may make others dependent on your encouragement or intervention to solve their problems. Managing others' emotional states can be time-consuming and draining; consequently, you might consume energy in emotion management that may be more productively invested in projects or goals that are more worthwhile or more under your control.



## Assertiveness

Assertiveness gauges how direct and forthright you are. Under certain circumstances, it is an indicator of strength of convictions. How willing are you to stand up for what you believe to be right? Assertiveness is different from aggression, although the behaviour of assertive individuals (if they lack self-awareness) often spills over into aggression or might be perceived by others as hostility. All in all, assertiveness is a double-edged sword that requires self-awareness and careful self-management.



### Possible Positive

Your assertive nature means you are able to act independently. You are likely a natural leader and should willingly assume the leadership position across a range of situations, even in challenging circumstances. Being self-reliant, you tend to take the initiative and assume control of events. You influence and direct others with confidence, and people tend to rely on your leadership in times of crisis. You are inclined to encourage debate while having the firmness to end it and move on.

You are likely resilient in the face of negative feedback or insults. You stand up to criticism and are prepared to challenge others. You are willing to defend your team, while not being afraid to enforce standards, push people for results and confront poor performance. You are comfortable delivering negative feedback when necessary. Subordinates are likely to know where they stand and should be mindful of your firm authority, while your manager will trust your ability to make tough decisions and deal with underperformance in your team.

### Possible Negative

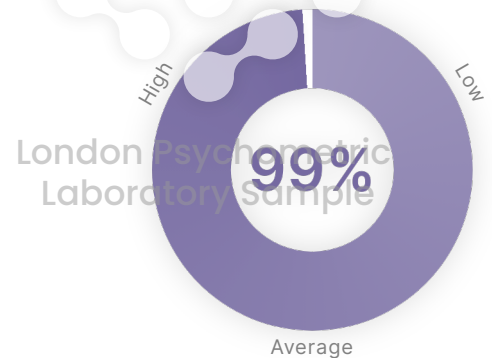
Your assertive nature means you can be uncompromising in pushing your personal ideas and values. You may tend to esteem your opinion above those of others and believe that you should have the ultimate decision-making authority. You may not listen to different viewpoints or advice, or incorporate others' ideas. You see yourself as a natural leader. Consequently, you may demand the leadership position in team tasks, which could cause friction with others in the team. People may view you as inflexible, aggressive or antagonistic and may be alienated by your rigidity. At times, colleagues and peers may view you as uncooperative or egotistical.

Your sometimes direct and undiplomatic style suggests that you may find it difficult to engage with people when they disagree with you, which could undermine your capacity to build rapport with a range of stakeholders. You may tend to deliver feedback in a frank and occasionally blunt manner. This could intimidate the person receiving it, and may offend or hurt people who are sensitive to criticism.



## Social Awareness

Social awareness is about connecting with others. Are you comfortable in different social contexts and do you find it easy to establish social networks? People with higher scores on this facet believe that they are socially sensitive and can adapt their behaviour to suit the situation. Like certain aspects of extraversion, Social awareness makes us conscious of other people and moves us to interact with them or seek their company. Social awareness is a helpful trait for building networks that can be useful in all sorts of circumstances. However, a preoccupation with socialising may, in time, render someone unable to focus or, when this required, to work independently in relative isolation. It might also lead them to prioritise socialising over work.



### Possible Positive

You are alert to the social environment and tend to relate to diverse people within and outside of your organization. Your social sensitivity enables you to manage all types of people equitably. You are a good listener and take the time and effort to put people at ease. Colleagues are likely to see you as attentive and approachable. As it is evident that you value others, you build rapport easily and are able to develop constructive and collaborative relationships. You are in position to the confidence and support of various groups through your sensitivity to their needs. As such, you should find it easy to build and lead a cohesive team.

You are dedicated to meeting the expectations and requirements of customers, while being adept at negotiating with others. You have effective interpersonal styles and communication methods and so find it easy to connect with colleagues, occasionally at a deeper level.

### Possible Negative

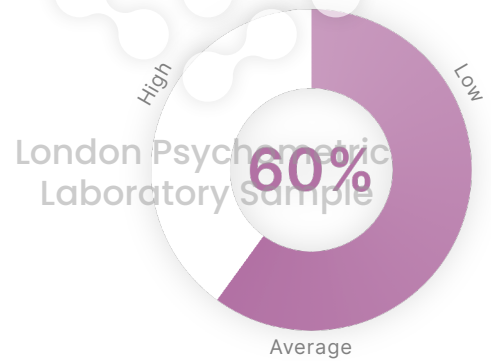
High Social awareness means you might prioritize socializing over task completion, which could interfere with your ability to produce timely and quality results at work. You may feel that you are actively networking, while your interactions are not actually productive. As it is possible that you intrinsically wish to please, you could promise more than you are able to deliver, which may detract from your credibility.

Your high levels of Social awareness might lead you to confuse social interactions with meaningful relationships. While you may be comfortable when it comes to socializing or chatting, you could come across as invasive or superficial in the way you approach relationships. If you have a strong preference for positive working relationships and value cooperation, you could find it difficult to make unpopular decisions or to confront underperforming staff.



## Adaptability

Adaptability measures the degree of flexibility in your approach to work and life. To what extent are you willing and able to adapt to new environments, conditions and people? High scores indicate openness to change, while low scores indicate resistance to change. Awareness of your score on this facet may help you deal with changes in your personal life (marriage, children, separation), social life (aging, friendships, relocation), and work life (acquisition, merger, restructuring).



Your average score on the facet of Adaptability means you are often able to operate well in an unstructured environment. You tend to be a facilitator of change, encouraging others to find or adopt innovative solutions. When it comes to dealing with ambiguity, you can frequently 'shift gears', try new methods and keep your options open—even when pressured for results. You are prepared to move on without feeling compelled to finish tasks.

Other times, however, there is a risk that you may resist change and find it difficult to adapt to new conditions or environments. You may not be comfortable adjusting to shifts in plans, programs or priorities. As a result, you could miss the opportunities brought about by change.

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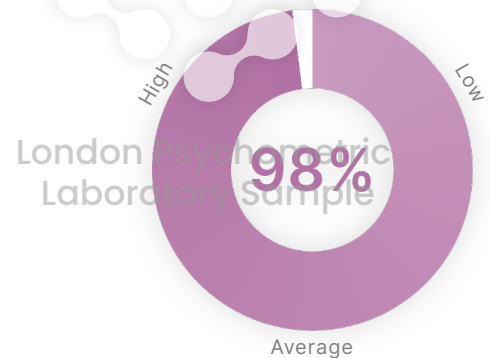
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## Self-Motivation

Self-motivation is about inner drive and the extent to which a person is motivated from within, rather than from external rewards. Motivation drives success, although it is worth remembering that the latter is multifaceted and its definition may vary according to age, personal values, cultural norms, etc. We need motivation to keep going in the face of adversity and it is crucial for us to know if our motivation is mainly intrinsic or extrinsic. Motivation stemming from performing an activity for its own sake is known as intrinsic motivation. In contrast, motivation stemming from performing an activity for external rewards – financial, praise, status or for the avoidance of punishment – is known as extrinsic motivation.



### Possible Positive

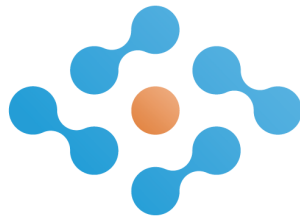
Strong self-motivation means you have an intrinsic drive and energy that pushes you to work hard to succeed. You are competitive by nature, enjoy what you do and find it energizing. As such, you consistently meet or exceed goals and are likely to be a top performer. You take pride in completing tasks and seldom give up before finishing, even in the face of resistance or setbacks. Others are likely to expect that you will push yourself and your staff to complete projects and exceed goals. Your determination and urgency keeps others pressing forward.

Your action orientation gives you the incentive to take on challenges and seize opportunities when they arise. You are frustrated by blockages and are adept at finding ways around obstacles. People can depend on you to take the initiative, solve problems, and get things moving. You are careful and meticulous in your work, and you set high standards of performance for yourself and for others. You tend to have clear career objectives and actively work to fulfill them.

### Possible Negative

Your high level of self-motivation means you could be trying to do too much. You may respond to increased workloads by working longer and harder, rather than focusing on prioritizing tasks and managing your time effectively. As you tend to be motivated by doing things well, you could be a perfectionist. You may focus excessively on detail at the expense of the overall picture. As such, you may allocate disproportionate amounts of time and effort to tasks that are not crucial.

Your open concern for quality and high performance suggests you may set unrealistic expectations for yourself and others. You might compete with or intimidate colleagues without intending to do so. Your high standards could make it difficult for you to delegate. If you are overly critical of those who do not have similar levels of intrinsic drive, you could come across as self-centered in your ambition. As others sometimes find it difficult to match your performance level, you may see them as ineffective, which could damage relationships and undermine team efforts.



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## Reflection of your essence



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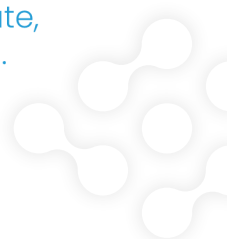
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Understand the  
fundamental forces  
guiding your  
decisions.

Contrast your  
present to your  
expectations.

Commit to a path  
through deliberate,  
mindful action.



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