

The logo consists of the letters 'EBW' in a white, cursive, handwritten-style font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above the background.

Understand the impact - Know the full potential

Advance Feedback Report

for

John Down

(Example Report with one Behavioural Cluster)

The logo consists of the letters 'EBW' in a blue, cursive, handwritten-style font. The letters have a slight shadow effect, making them appear to float above the text below.

Emotions & Behaviours at Work

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Summary

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

Who is the report written for?

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

Content

The report is divided into the following sections:

- **Introduction to the EBW**
- **Guidance on the Interpretation of Feedback**
- **Executive Summary**
- **Feedback Profile**
- **Interview Questions**

IMPORTANT NOTE

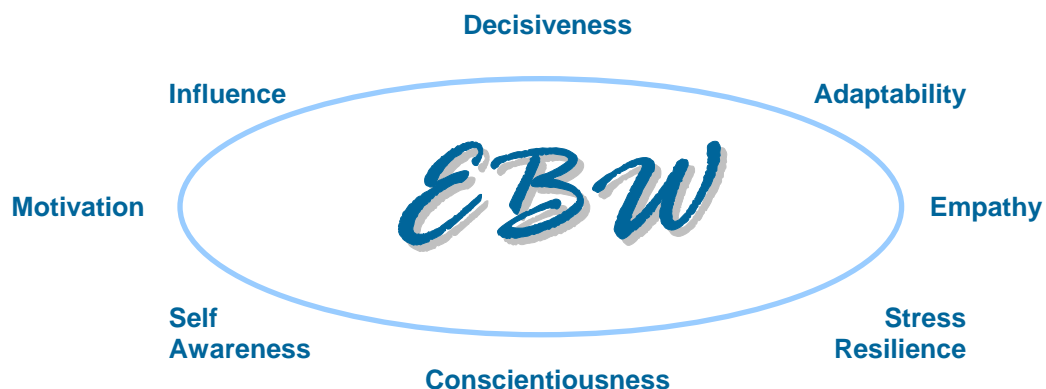
This report was produced by software that is only available to individuals with training in the use of psychometrics (BPS Level A) and the Emotions and Behaviours at Work Questionnaire in particular. The EBW report should be presented to John Down on a person-to-person basis and it should be made clear that the EBW highlight areas of development and the purpose of the feedback interview is to discuss those areas in more depth.

The Emotions and Behaviour at Work Questionnaire

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

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

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



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

Guidance on the Interpretation of Feedback

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

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

Executive Summary

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

Score Profile

The table below presents the current EBW sten scores for John Down using the general population norms. These sten scores must be interpreted by a trained EBW user.

Decisiveness	1	2	3	4	5	6	7	8	9	10
Motivation	1	2	3	4	5	6	7	8	9	10
Influence	1	2	3	4	5	6	7	8	9	10
Adaptability	1	2	3	4	5	6	7	8	9	10
Conscientiousness	1	2	3	4	5	6	7	8	9	10
Empathy	1	2	3	4	5	6	7	8	9	10
Stress Resilience	1	2	3	4	5	6	7	8	9	10
Self Awareness	1	2	3	4	5	6	7	8	9	10

Feedback Overview

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

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

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

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

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

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

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

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

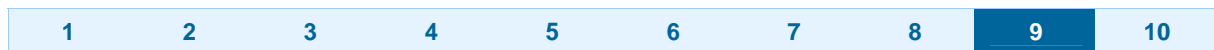
Feedback Profile

The sten scores and feedback narrative in this section of the report is based on Stephen Walker's responses on the EBW questionnaire. Each section starts with a definition of the behavioural cluster followed by the sten scores and feedback narrative. At the end of each section there are some questions to consider based on the feedback narrative.

Influence

A capability to be able to persuade others and get their own views across. Is able to influence others moods and emotions. Can get others to do things for them or to do what they want. Is able to lead and likes to, likes positions of authority.

Score



Feedback

John's responses in this area suggest that he likes to take a lead and enjoys roles that require him to persuade and influence others. He is likely to seek out roles where he can have an impact and may become de-motivated in situations in which he cannot see that he is making a significant difference. This does not necessarily mean that he requires high-level roles, although he may well be drawn to high profile and high prestige jobs, but that he will be most comfortable when able to have an impact at the level at which he is working.

John is likely to be relatively effective in roles in which he has to influence and persuade others such as sales and management. This may be in part because he enjoys it but also because he feels driven to convince others of his position and to use people to achieve his goals. He is more able than most to get others to follow him and go along with his plans.

Where some are uncomfortable giving direction to others and taking control, John is likely to relish such roles. Again, the appropriateness of doing this will be very dependent upon the type of role John is in. His desire to take control may make him impatient of highly consultative and democratic processes and he may find it hard to avoid the temptation to take control. At times John may also be quite competitive and may be tempted to persuade others to his own position even if others' ideas and perspectives are more appropriate.

It is important to John that he has an opportunity to put his ideas across and will be likely to do this regardless of whether or not he is required to do so. The value of this will, of course, be dependent upon the quality of his ideas.

John is likely to enjoy a relatively high profile and may present as confident and assured as a result. It may be possible that this enables him to advance more rapidly and to attract more key roles.

John therefore seems best suited to roles where he can make a conspicuous impact and be allowed to have his say. Whilst he may find it hard to fulfil a role where he has no influence, this does not mean that he will not be prepared to take a lead from others, especially if he feels his views are taken seriously.

In teams he is likely to take a dominant role, making more input than his colleagues and ensuring that his view is heard. He may try to take control if he feels the group does not already have a leader or if he feels he can do a better job of leading it.

Questions

- Describe a time when you had to convince somebody of something.
- Describe a time when you had to get other people to do what you wanted them to.
- Tell me about a time when you had to decide whether or not to take control of a situation.