

Project Dissertation Report

on

EMOTIONAL INTELLIGENCE

AT WORKPLACE

Submitted by:
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(2K22/DMBA/35)

Under the Guidance of:
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CERTIFICATE

This is to certify that Chitra Swaroop (2K22/DMBA/35) has submitted the Major Research Project entitled “**Emotional Intelligence at Workplace**” in partial fulfilment of the requirement for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2023-2024.

Dr. Deep Shree

Assistant Professor

Delhi School of Management,

Delhi Technological University

DECLARATION

I, Chitra Swaroop, hereby declare that the Major Research Project entitled “**Emotional Intelligence at Workplace**” submitted to Delhi School of Management, Delhi Technological University is a record of my original work done under the guidance of Dr. Deep Shree, Assistant Professor, Delhi School of Management, Delhi Technological University. This report is submitted in partial fulfillment of the requirements for the award of the degree of MBA in Human Resource.

Chitra Swaroop

(2K22/DMBA/35)

Date:

ACKNOWLEDGEMENT

I would like to thank my faculty advisor Assistant Professor Deep Shree, who helped me to take up the topic “Emotional Intelligence at Workplace” and guided me to complete this project properly.

It is my radiant sentiment to place on record my best regards and deepest sense of gratitude towards Dr. Saurabh Agarwal, Head of Department, Delhi School of Management. I am highly indebted to Delhi School of Management, Delhi Technological University for providing me an opportunity to work on this project.

Also, I would like to express my gratefulness to all honorable faculty members and the PhD scholars of DSM, DTU for sharing their experience and expertise on this project.

Lastly, I thank almighty and my fellow classmates for their constant encouragement without which this project would not be possible.

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ABSTRACT

Emotional intelligence becomes a part of workplace where it helps in achieving goals set by organization. Also, it helps to have a decrease occupational stress, increase personal wellbeing not only this.

Emotional intelligence able to identify, understand and manage your emotions in positive & constructive way. The purpose of this study is to understand emotional intelligence at workplace at different aspect like self-awareness, to know how cordial relationship between employee and employer. And then we are doing data analysis through the primary data we collected through questionnaire where we are going to understand how particular age group, profession, gender reacted on a particular question. From there we infer what in general employees are good at decision making, knew their emotions & how much it affects their leadership skill, self-management skills, how they handle themselves even in distress and crisis time.

Along with it we will see the limitation of this study and the topic- Emotional Intelligence at Workforce.

Keywords: Emotional Intelligence, Leadership, Decision Making, Skills, Employees.

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1. INTRODUCTION

The term emotional intelligence (EI) describes the capability to identify, regulate, and appraise either personal or coworker anger is referred to as emotional intelligence within the field of psychology. Certain specialists posit that emotional intelligence could have a more pronounced impact on overall life achievement than conventional measures of intelligence quotient (IQ).

Emotional intelligence comes in a variety of forms, each with a unique set of skills common parlance, these models are collectively referred as “EQ”. The four dimensions of emotional intelligence are handling of relationships, societal comprehension, a sense of self and self-management comprise emotional intelligence. Each domain has twelve nested EI capabilities, which are taught and learnable talents that enable exceptional performance at work or as a leader- are nested inside each area (Table 1). These encompass the following domains: self-control, positivity, and empathy. However, they also contain vital skills like influence, accomplishment, collaboration, handling conflict, and motivating leadership. Aspiring leaders should prioritize developing these talents equally with the first ser since they both call for a high level of emotional commitment. Self-Awareness: It is basic knowledge of one's own personality It is one of the basic qualities that reveals an individual's ability to reflect on and monitor oneself. It also entails self- observation of the numerous functions that are being performed.

1. Self-Awareness: It is basic knowledge of one’s own personality. It is one of the basic qualities that reveals an individual’s ability to reflect on and monitor oneself. It also entails self-observation of the numerous functions that being performed.

2. Self- Management: Self-management refers to a person’s capability to control their emotions. It enables people to exert control over their ideas and emotions.

3. Social Awareness: The ability to empathize with and understand public, including individuals from other backgrounds and cultures.
4. Relationship Management: It is a strategy by which an organization keeps its audience engaged on a regular basis.

Table 1: Emotional Intelligence domains and competencies

Self – Awareness	Self – Management	Social Awareness	Relationship Management
Emotional Self – Awareness	Emotional Self Control	Empathy	Influence
	Adaptability		Coach and mentor
	Accomplishment	Organizational awareness	Teamwork
	Positive outlook		Rousing Leadership

Source: More than sound, LLC, 2017

1.1 Significance of Emotional Intelligence at the Workplace

Being Emotional intelligence is crucial in the workplace for a variety of reasons, including: issue before one actually arises. For example, if a coworker is displaying nonverbal cues that indicate despair, go to them and show compassion.

1. Self-aware of personal emotions- This can help to change behavior before it become a problem for a client or co-worker.
2. Improve efficiencies – Those who are sympathetic and perceptive of others’ feelings are better able to make judgements and finish activities faster.
3. Encouraging develops strong interpersonal skills - emotions are contagious, demonstrating clear motivation, empathy, responsibility, and teamwork may motivate your team to follow after.
4. Increased Leadership Ability- Emotional Intelligence and leadership skills go hand in hand. Actively displaying abilities such as patience, active listening, positivity and Empathy improves leadership.

1.2 Models of Emotional Intelligence

<p>Ability Model</p>	<ul style="list-style-type: none"> • Developed by Peter Salovey • Identifying emotions through nonverbal cues including body language and facial expressions (Salovey & Birnbaum) • Reasoning with Emotions: Salovey and Birnbaum discuss the use of emotions to encourage thought and cognitive function. • Perceiving Emotions: Deciphering the feelings of others around you, identifying when someone is displaying furious feelings when it may not be directed at you but rather the circumstances. • Managing Emotions: controlling feelings, giving consistent,
<p>Mixed Model</p>	<ul style="list-style-type: none"> • Self-Awareness (assurance, emotional awareness) • Self-Regulation (restraint, dependability, flexibility) • Motivation (strength, zeal, initiative, and optimism) • Empathy (compassion, diversity and political awareness) • Social Skills (communication, conflict resolution and leadership)
<p>Trait Model</p>	<ul style="list-style-type: none"> • Developed by Konstantin Vasily Petrides. • A grouping of sentiment self-images seen in the base echelons of personality. • A person's comprehension and awareness of their feelings • Trait emotional intelligence is being investigated using personality frameworks.

Emotional intelligence comprises elements of understanding, self-control, and discernment. It is considered just as crucial as intelligence quotient (IQ). In the workplace, possessing a high IQ without a corresponding high emotional quotient (EQ) can lead to conflicts of interest. But the combination of two working in tandem can create limitless opportunities for an organization. In this research report we will try to study the significance of emotional intelligence; does it vary with age or gender and according to their profession. Through this report we will also try to analyses if there is significance of emotional intelligence in workplace and how does it impact different individuals of different population.

2. OBJECTIVE

Study emotional intelligence, its significance and different models of measuring emotional intelligence at workplace.

- To examine the factors of emotional intelligence in workplace.
- To assess employee's awareness of emotional intelligence.
- To analyses the impact of emotional intelligence across different age groups
- To explore gender differences in Emotional Intelligence and decision-making behaviors.
- To compare decision behavior, emotions, and leadership styles across professions based on emotional intelligence.

3. LITERATURE REVIEW

Kapur (2018) Emotional Intelligence is defined as the capacity of an individual to identify and comprehend the circumstances and perspectives of others. It is also the indulgent of one's own emotions and the tools one employs to manage relationships with both others and oneself. The goal of this study article is to comprehend emotional intelligence in the workplace. People are expected to carry out a variety of tasks on the job, including interacting with coworkers, superiors, and subordinates. In the addition to this, a person's professional responsibilities include a large deal of interpersonal interaction, which calls for analysis.

Kannaiah and Shanthi (2015), Emotional Intelligence (EI) require a high emotional intelligence in an employee enhances their capacity to express emotions constructively and demonstrate sensitivity towards the emotions of colleagues, thereby fostering improved performance and relationships in the workplace. Embracing emotional intelligence doesn't equate to weakness! It entails harnessing emotions to make sound decisions under pressure and exerting control over one's action and their impact on others.

David (2019), This thesis examines the benefits of emotional intelligence in the workplace and makes the case that it raises worker morale. As the job environment evolves alongside societal diversity, workers face heightened expectations, necessitating proficiency in social and emotional intelligence for success in dynamic workplaces. Insights from diverse literature sources in business and psychology affirm the advantages of emotional intelligence at work, notable improved expectation, staff morale, and informational diversity. Moreover, this research indicates that transformational leadership methods can aid in fostering emotional intelligence among employees. Future application recommendations are also in light of these findings.

Gupta (2014), Generally referred to as soft skills or intra-personal skills, emotional intelligence is a collection of traits and abilities that encompasses a wide range of personal abilities and dispositions that fall outside of the conventional domains of specialized knowledge, general intelligence and technical or professional skills. Our emotions are a vital part of our biological makeup; they influence our behavior and follow us to work each morning.

Dr Shripria, Dr Srividya, Kanishga (2021), The growth, development, and success of any organization is primarily dependent on the performance of its employees. Other elements. Such as the number of hours worked, the nature of the job, and working environment, also impact employees' performance. Several research studies indicate that managing emotions can lead to improved performance in the workplace. Enhancing employees' performance is a key focus for organization as it directly correlates to the overall and profitability of the organization.

Muhammad Ali Pervez Sr (2010), Emotions are exclusively psychological in humans. An employees' actions at work have a significant impact on them. An employees' job performance, decision-making abilities, team spirit, leadership, and turnover are all significantly impacted by his emotions and general temperament. Employee performance is impacted by their feelings and how they communicate those feelings. Emotions have a direct impact on creativity, decision-making, and interpersonal interactions.

Dr. V. Vetrivel, Dr. K. Vinayagam, Dr. V. Pon Indira, Dr. R. Suguna (2022), A healthy work environment inspires workers, boosts morale, raises the company's profile, and draws in fresh talent. The features of the climate in the workplace can have a big influence on anything from interpersonal relationships to productivity. A conducive work environment not only inspires employees but also uplifts morale and nurtures talent. The attributes of the workplace atmosphere can significantly impact various aspects, including interpersonal dynamics and productivity levels.

Radhika Kapoor (2023)

People need to improve their knowledge and comprehension of how to increase their emotional intelligence starting in early childhood and continuing throughout their life. One of the crucial things to remember is that these strategies must be applied in a constructive way. Individuals must carry out a variety of tasks and activities in both their personal and professional life. These tasks and activities include communicating and interacting with others in addition to carrying out job obligations independently. Therefore, it is essential that people produce information about the significance and meaning of emotional intelligence. It seems to be acknowledged that people do argue and get into tense situations with other people both inside and outside of their homes. Hence, they must emphasize the importance of enhancing emotional intelligence when they are fully committed to doing effectively in their professional responsibilities and producing preferred results.

4. DATA AND SAMPLING DESIGN

The study of emotional intelligence focuses on how well individuals can recognize their own and others' emotions, understand the messages that emotions convey in relationships, and

handle emotions effectively. Therefore, the optimal method for examining the factors influencing emotional intelligence entails utilizing primary data and qualitative research. Qualitative information is able to be seen and documented. This type of data is not numerical in character. This data is gathered by observing, engaging in one-on-one interviews, holding focus groups, and using similar techniques. The project relies on primary data for research purposes. The information is gathered via an organized survey utilizing google form. The survey from google was distributed to professionals in various sectors such as government, self-employment, and private companies, receiving a total of 107 responses. We choose 97* entries to keep and removed the rest of the duplicates. Upon receipt of samples, the data undergoes analysis with various statistical tools in excel.

4.1 Determination of the sample size:

This part is dedicated to locating the specific samples needed for the research study. We carried out a preliminary study to determine the sample size. To conduct this analysis, we opted to use the Sample Size Determination method for Population Proportion.

Sample size for population proportion:

$$n = \frac{Z_{\alpha}^2 * p(1 - p)}{e^2}$$

Where, Z is the Z score

e is the margin of error

p is the population proportion

n is the sample size

Question for population proportion

You always know about your emotions at any point of time

- Yes
- No

Population of pilot survey: 10

$Z_{90} = 1.645$ (From Z score Table Refer Annexure – Z score at 90% confidence level)

$e = 0.05$ (Margin of error)

$p = 0.9$ (Proportion of population who said Yes for the question)

$1 - p = 0.1$ (Proportion of population who said No for the question)

$n = ?$

Putting in the formula

$$n = \frac{1.645^2 * 0.9(0.1)}{0.05^2} = 97.4169 \approx 97$$

Sample Size = 97

This means 97 or more measurements/surveys are needed to have a confidence level of 90% that the real value is within $\pm 5\%$ of the measured/surveyed value.

5. RESEARCH METHODOLOGY

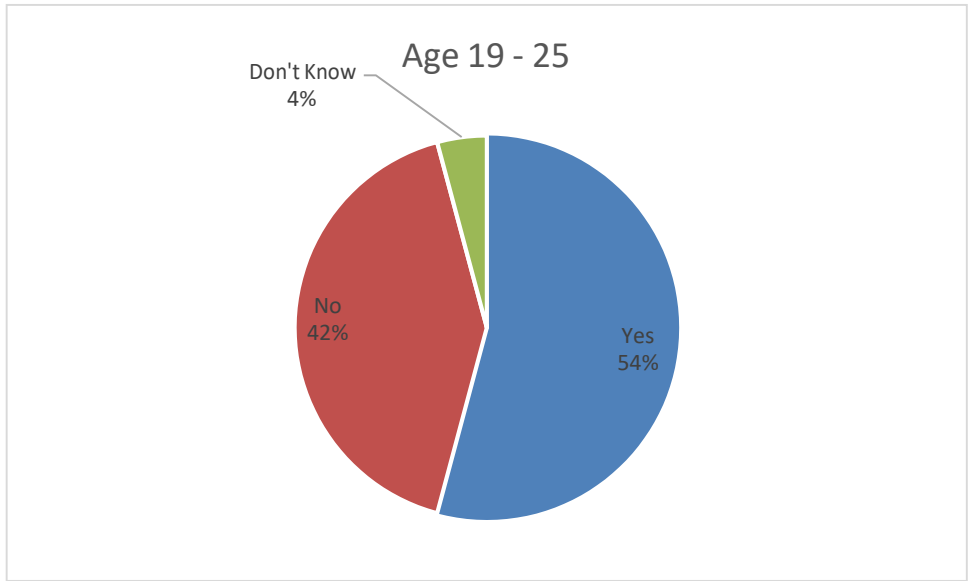
For our research, we have employed descriptive research methods. Numerous research techniques can be applied in a descriptive research design is utilized to investigate many factors. Here, as opposed to experimental study, there are no controls or interventions; the variables are only observed and measured. With the use of this research, we hope to learn more about the factors that influence employees' emotional intelligence at work as well as how much of an awareness there is among them. When the goal of the research is to discover traits, frequencies, trends, and categories, descriptive research is a good option.

6. DATA ANALYSIS

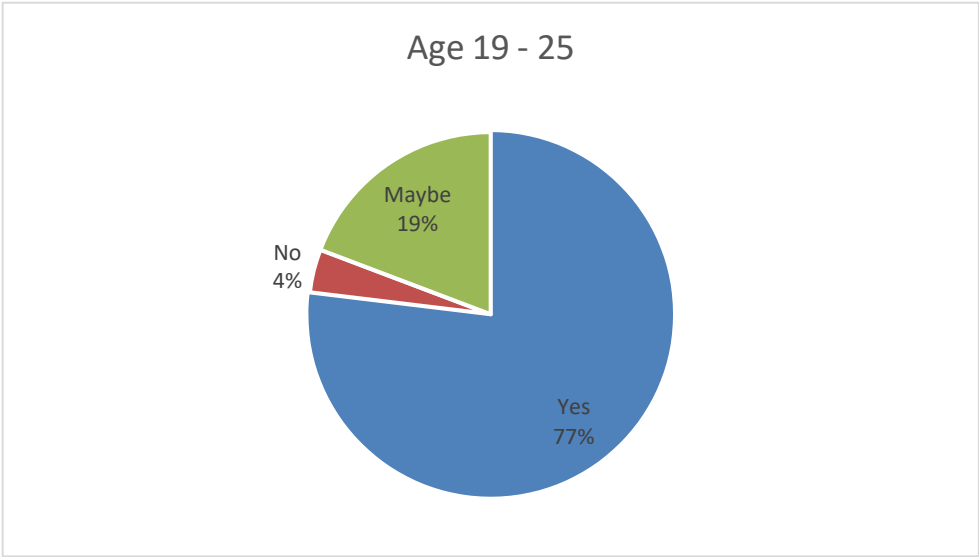
6.1 Interpretation based on Age:

6.1.1 Age group 19 – 25,

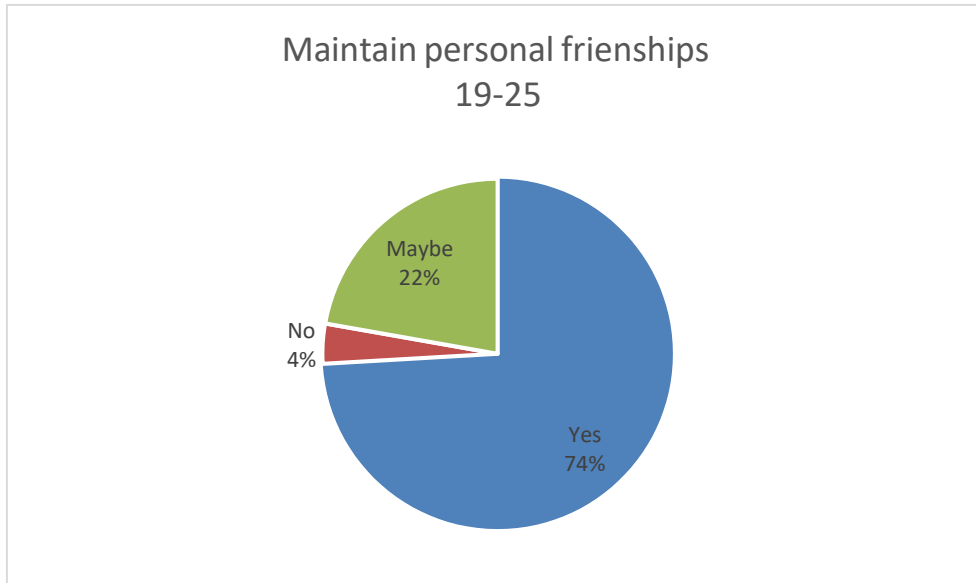
1. If they know about their emotion at any point of time.



2.If they recognize how emotions affect their performance

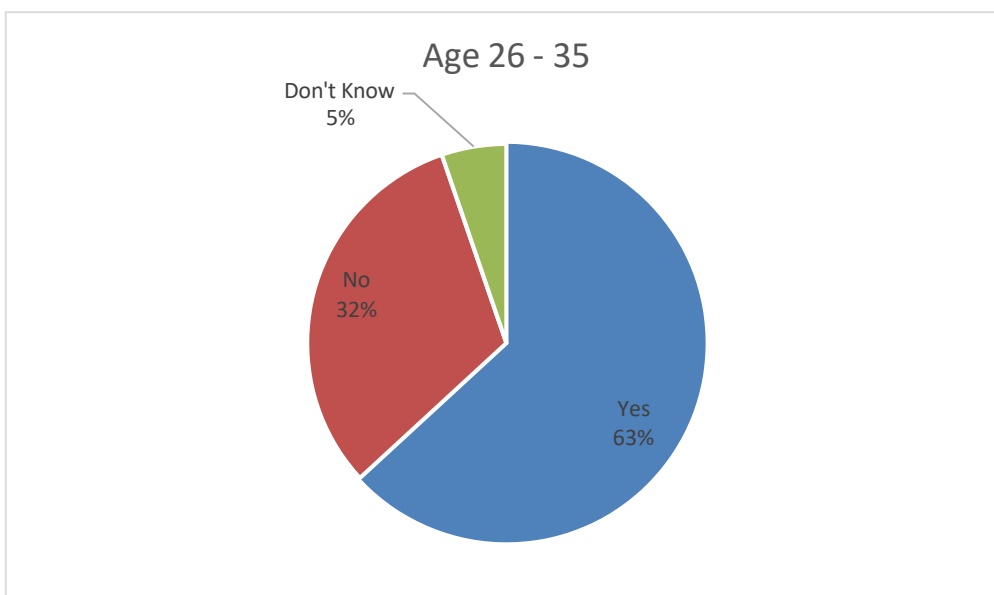


3. Making and maintaining personal friendships among work associates

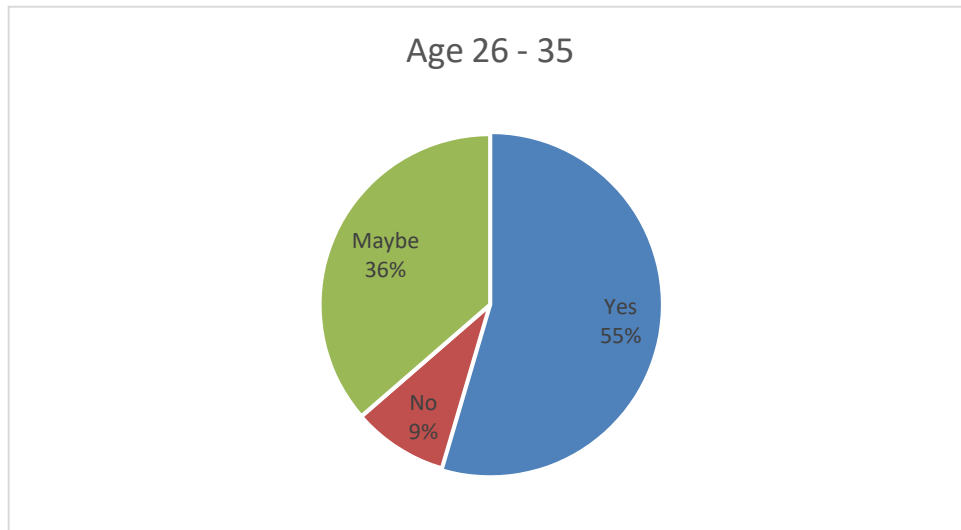


According to our survey, 54% of the people under the age group of 19-25, always knows about their emotions at any point of time. While, 42% of the people think that they do not always know their emotions at a certain point of time. And the remaining 4% are not sure about their emotions at any point of time. 77% of people think that their emotions affect their performance, while 4% of the people do not think that their emotions affect their performance and the remaining 19% are not sure about their emotions. 74% of the people think that they can make and maintain personal friendships among work associates, while 4% of the people think that they cannot maintain personal friendships and the remaining 22% are not sure whether they can maintain personal friendships or not.

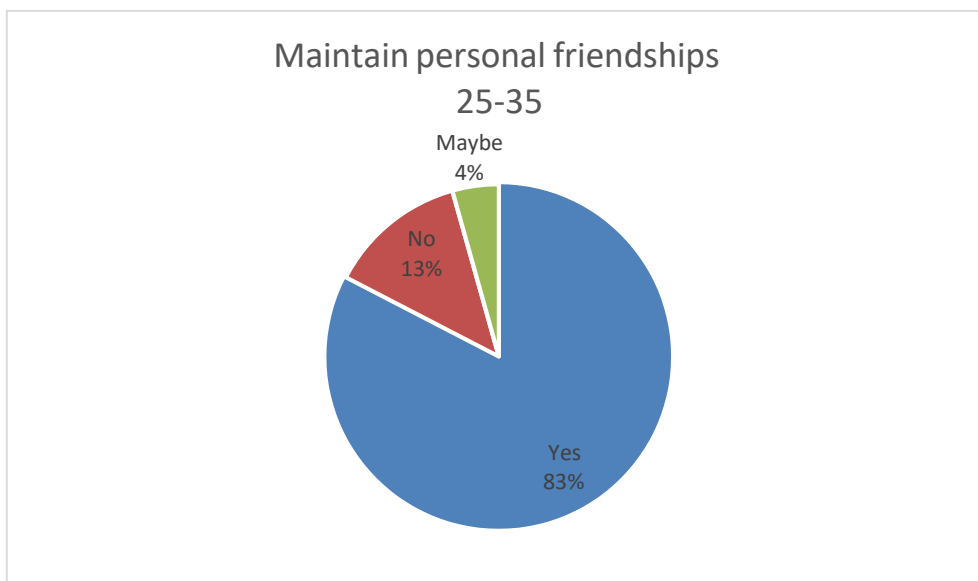
6.1.2 Age group 26 – 35, If they know about their emotion at any point of time.



2. If they recognize how emotions affect their performance



3. Making and maintaining personal friendships among work associates

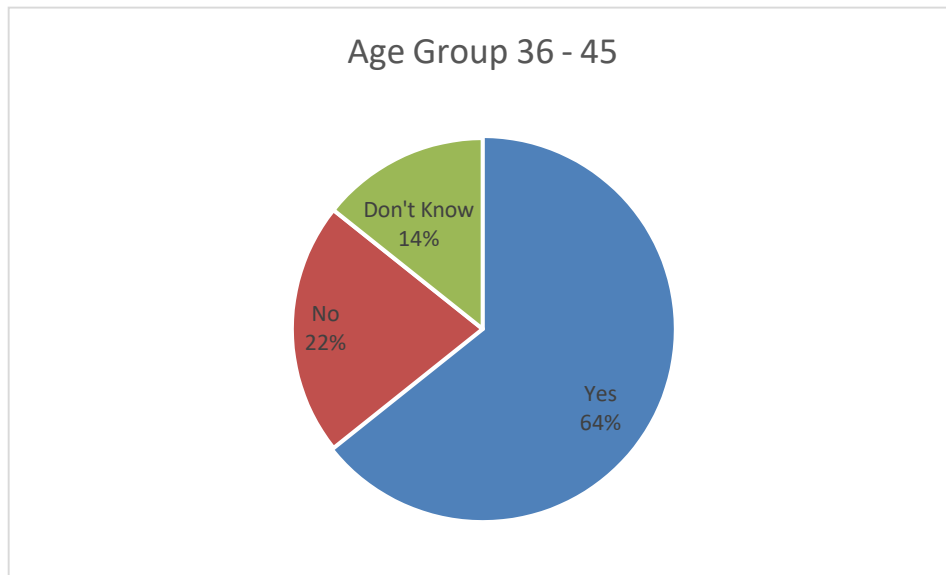


Under the age group of 26-35, 63% of people think that they always know about their emotions at any point of time while 32% do not think that they always know about their emotions and the remaining 5% are not sure about their emotions. 52% of the people think that their emotions affect their performance while 13% of the people do not think that their emotions affect the performance and the remaining 35% are not sure about it. 83% of the people think that they

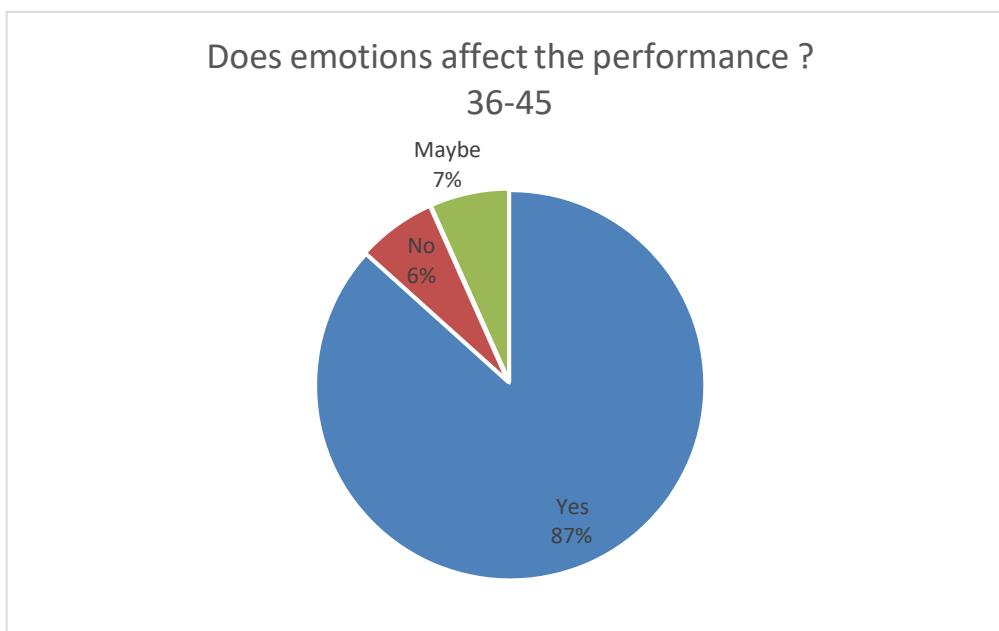
can maintain personal friendships among work associates while 13% do think that they can maintain and remaining 4% are not sure about it.

6.1.3 Age group 36 – 45,

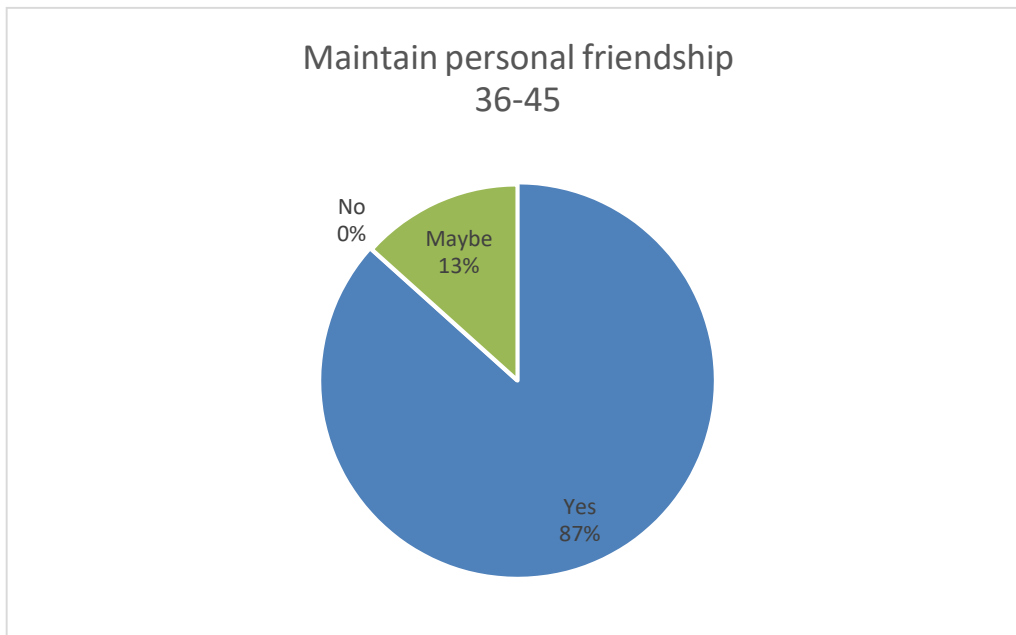
1. If they know about their emotion at any point of time.



2. If they recognize how emotions affect their performance



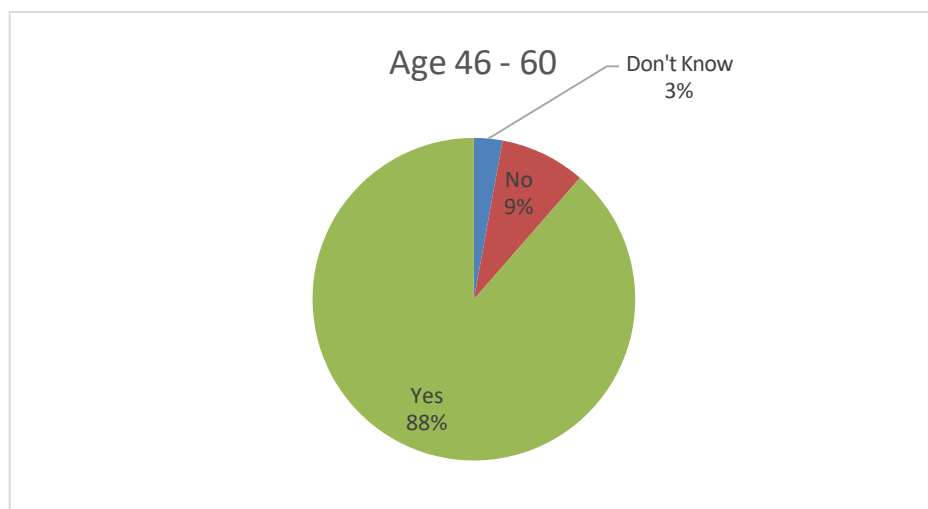
3. Making and maintaining personal friendships among work associates



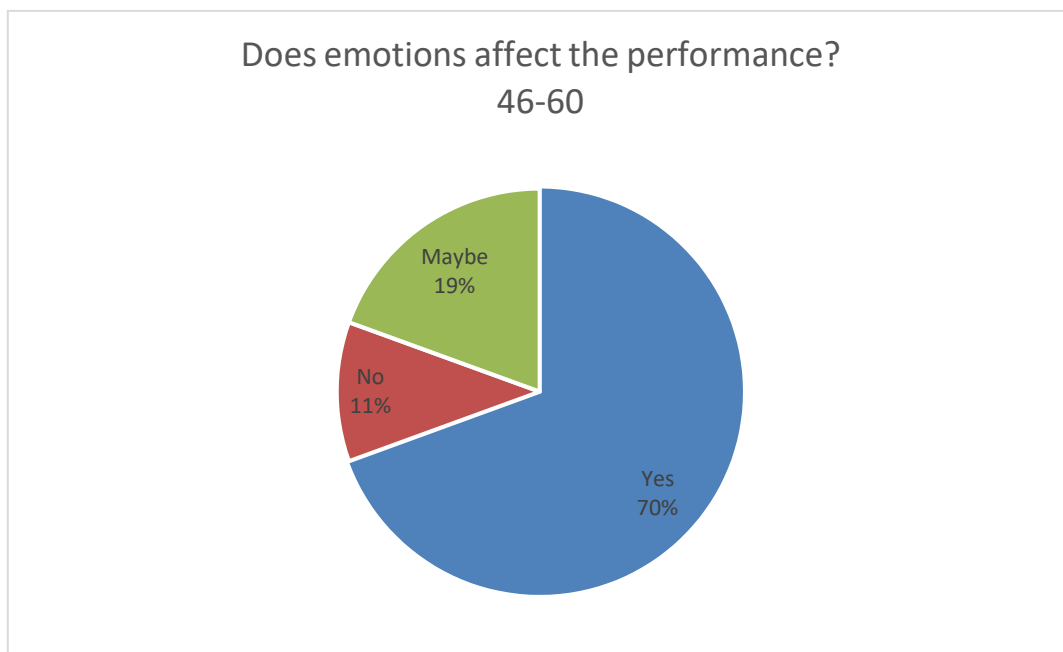
Under the age group of 36-45, 64% of the people think that they always know their emotions at any point of time while 21% do not think that they know about their emotions and the remaining 14% are not sure. 87% of the people think that their emotions affect their performance while 7% do not think that their emotions affect and the remaining 6% are not sure about it. 87% of the people think that they can maintain personal friendships among work associates while 13% are not sure.

6.1.4 Age group 46 - 60,

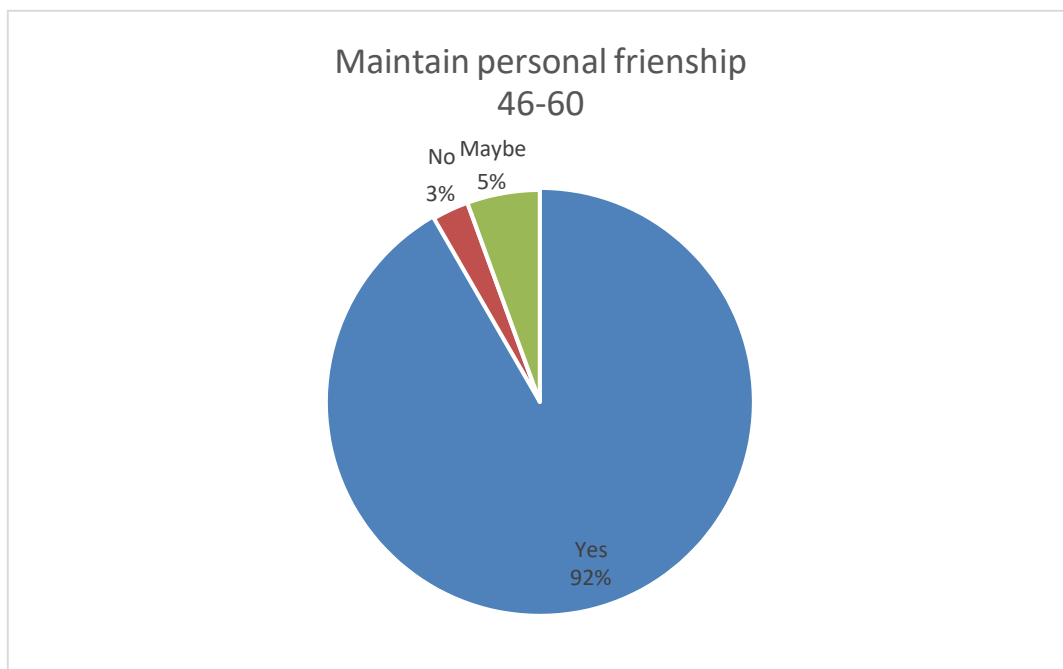
1. If they know about their emotion at any point of time.



2. If they recognize how emotions affect their performance



3. Making and maintaining personal friendships among work associates



Under the age group of 46-60, 89% of people think that they always know about their emotions at any point of time while 9% do think that they know about their emotions and the remaining 3% are not sure. 69% of people think that their emotions affect their performance while, 11% do not think that their emotions affect and the remaining 19% are not sure. 92% of the people

think that they can maintain personal friendships at work while 6% do think that they can and 2% are not sure.

So, under 19-25, 50% people are emotionally aware while under 26-35, 57% of people are emotionally aware and under 36-45, 60% of people are emotionally aware and under 46-60, 89% of people are emotionally aware.

Under 19-25, 78% of people have good performance management skills while under 26-35, 52% have good performance management skills and under 36-45, 87% have good performance management skills and under 46-60, 69% have good performance management skills.

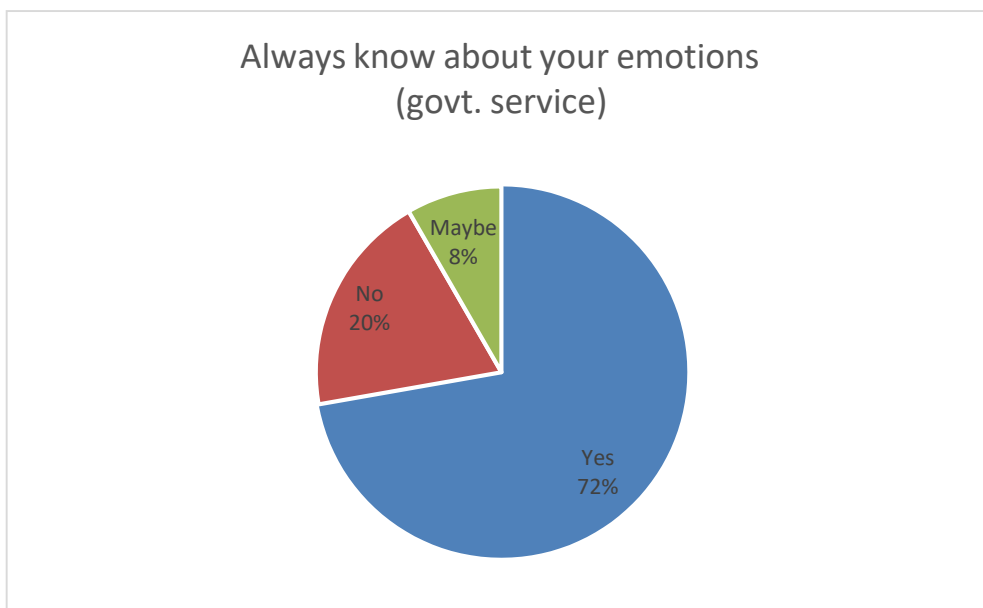
Under 19-25, 74% of people have good bond building skills while under 26-35, 83% have good bond building skills and under 36-45, 87% of people have good bond building and under 46-60, 92% have good bond building.

So, most of the people are emotionally aware about their emotions and can manage their emotions with their performance that means they have good performance management and have good bond building skills that means they nurture instrumental relationships.

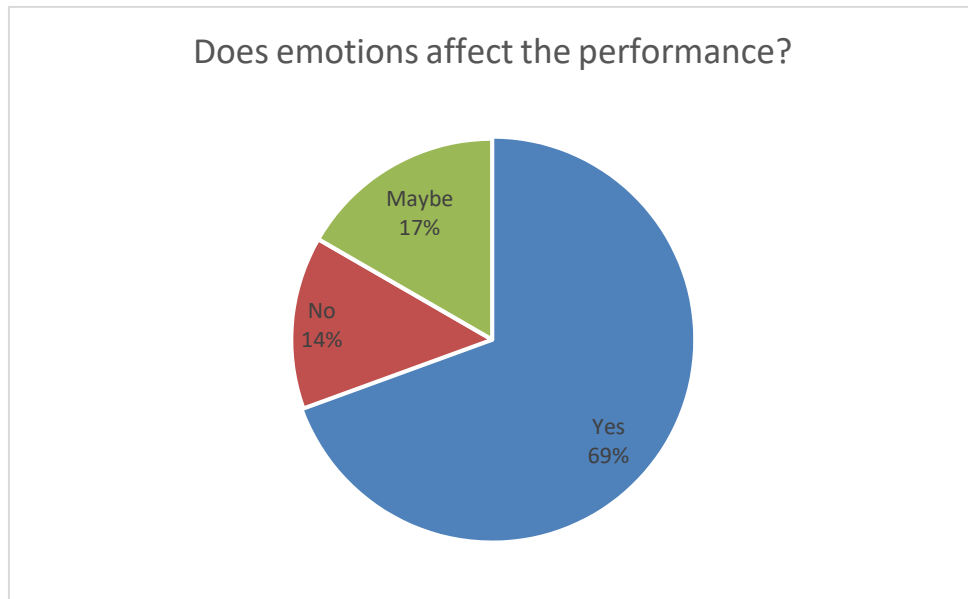
6.2 Interpretation based on Profession:

6.2.1 Government Service:

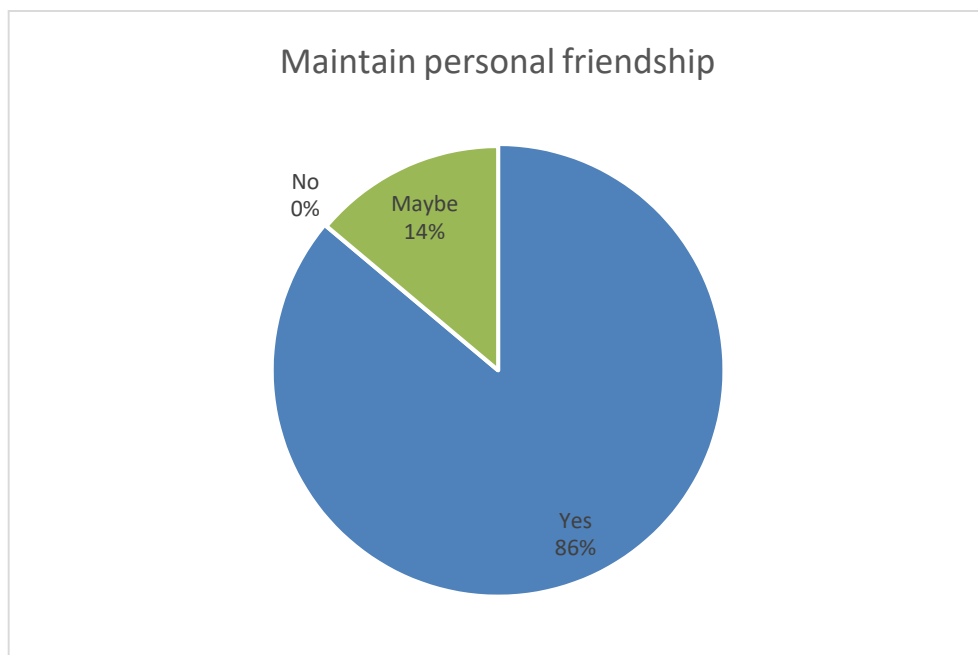
1. If they know about their emotion at any point of time



2. If they recognize how emotions affect their performance



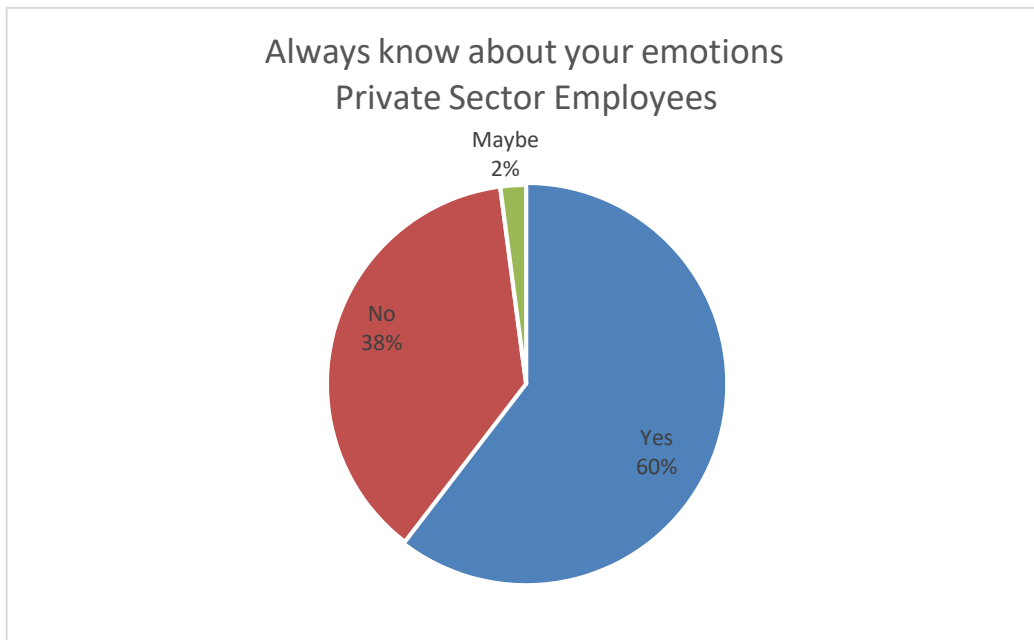
3. Making and maintaining personal friendships among work associates



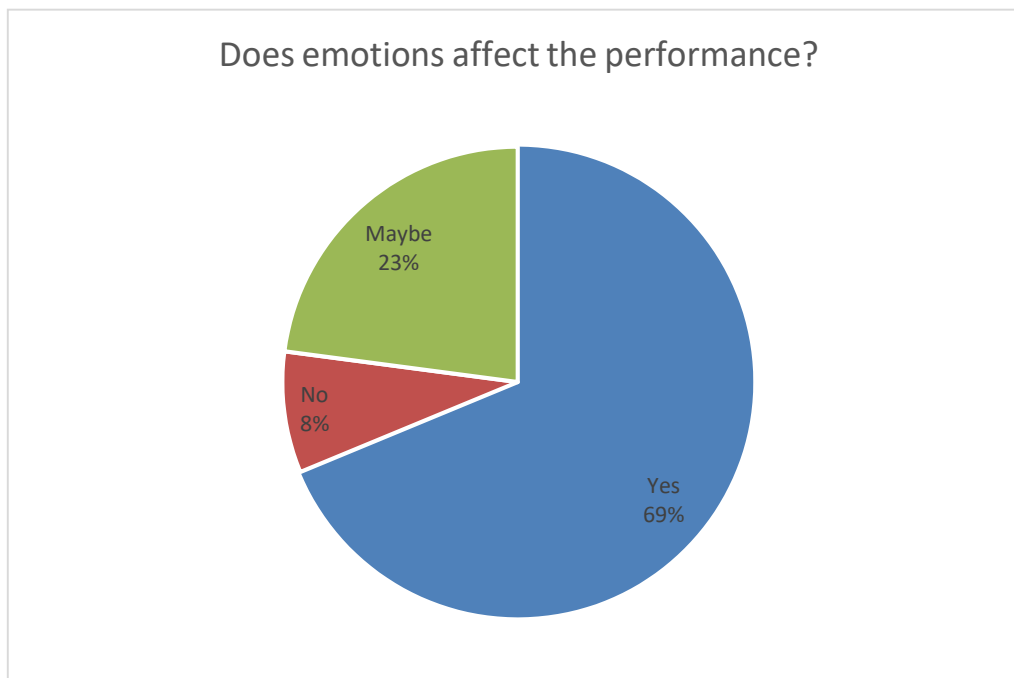
According to the survey, under government service sector, 72% of people think that they always know about their emotions at any point of time. While 19% do not think that they know about their emotions and the remaining 9% are not sure about it. 69% of the people think that their emotions affect their performance while, 14% do not think their emotions affect and the remaining 17% are not sure about it. 86% of the people think that they can maintain personal friendships at work while 14% are not sure about it.

6.2.2 Private Sector

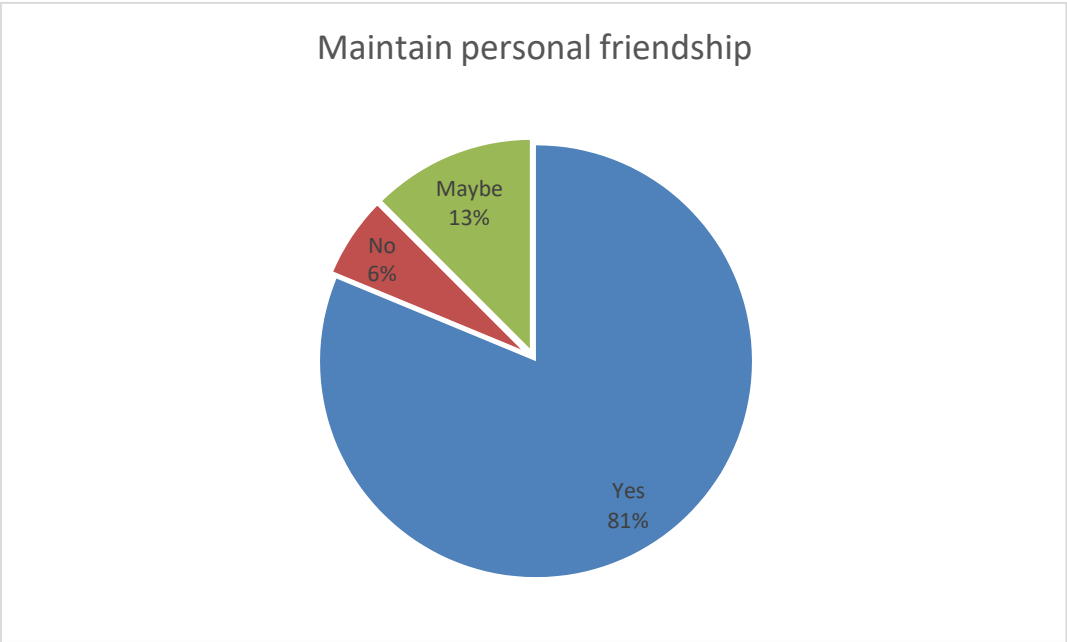
1. If they know about their emotion at any point of time



2. If they recognize how emotions affect their performance



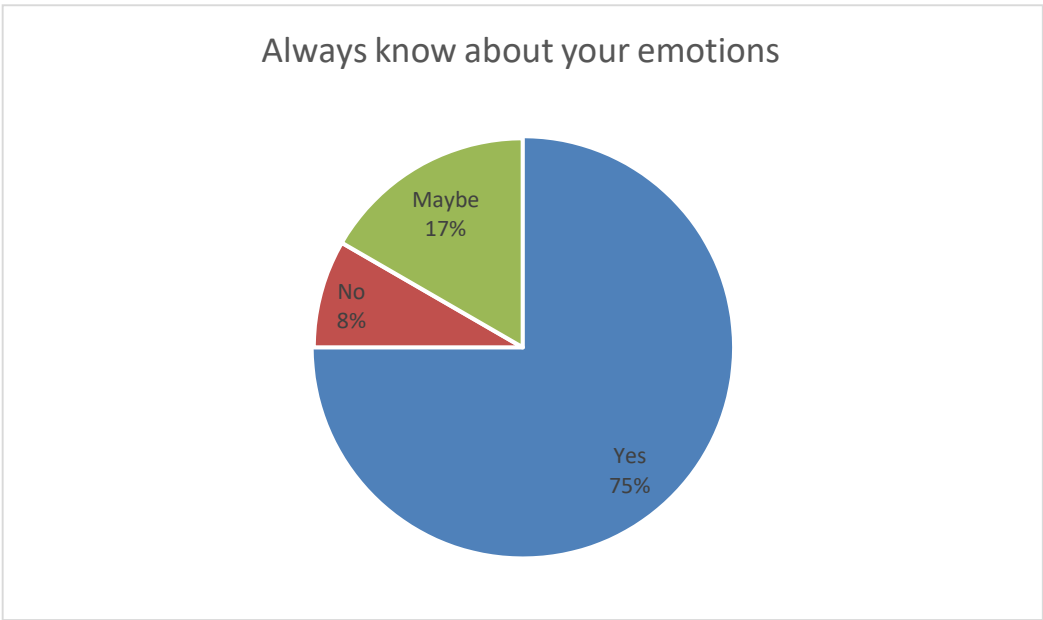
3. Making and maintaining personal friendships among work associates



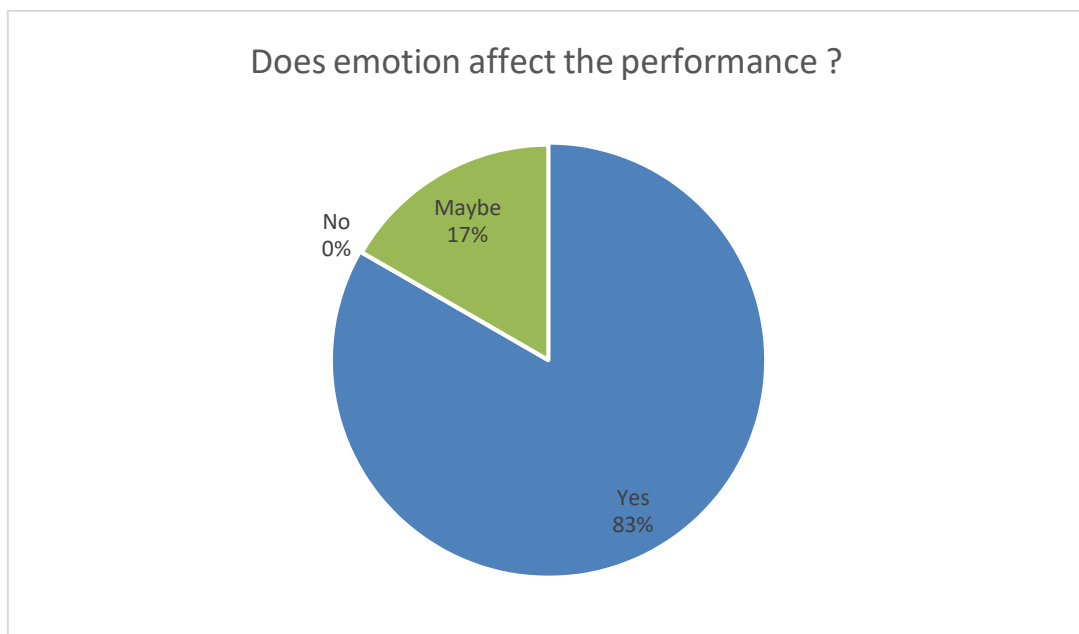
Under private sector, 60% of the people think that they always about their emotions at any point of time while, 38% do not think that they know and the remaining 2% are not sure. 69% of the people think that their emotions affect their performance while 8% do not think that their emotions affect and the remaining 23% are not sure whether their emotions affect their performance or not. 81% of the people think that they can maintain personal friendships at work while 6% do think that they can maintain and the remaining 13% are not sure.

6.2.3 Professionals

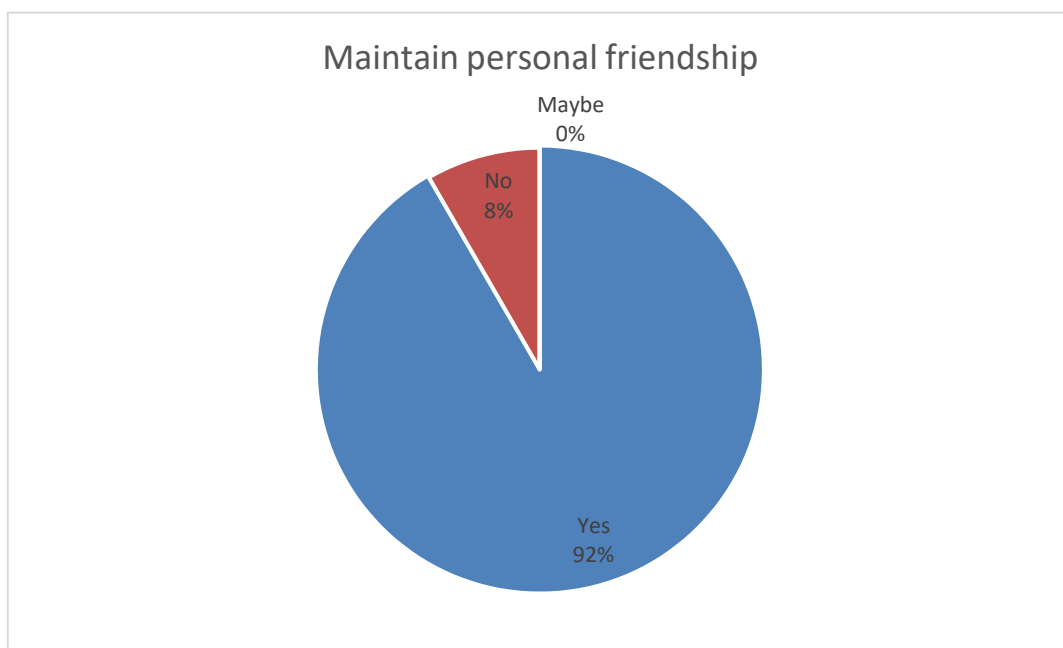
1. If they know about their emotion at any point of time



2. If they recognize how emotions affect their performance



3. Making and maintaining personal friendships among work associates



Under professionals, 75% of people think that they always know about their emotions at any point of time while, 8% do not think that they know and the remaining 17% are not sure. 83% of the people think that their emotions affect their performance while 17% are not sure whether their emotions affect their performance or not. 92% of the people think that they can maintain personal friendships at work while 8% do think that they can maintain.

Under self-employed category, 80% of the people think that they always about their emotions at any point of time while, 20% do not think that they know. 60% of the people think that their emotions affect their performance while 40% are not sure whether their emotions affect their performance or not. 80% of the people think that they can maintain personal friendships at work while 20% do think that they can maintain.

So, under government service, 72% people are emotionally aware while in private sector 60% of people are emotionally aware and under professionals 75% of people are emotionally aware and under self-employed 80% of people are emotionally aware.

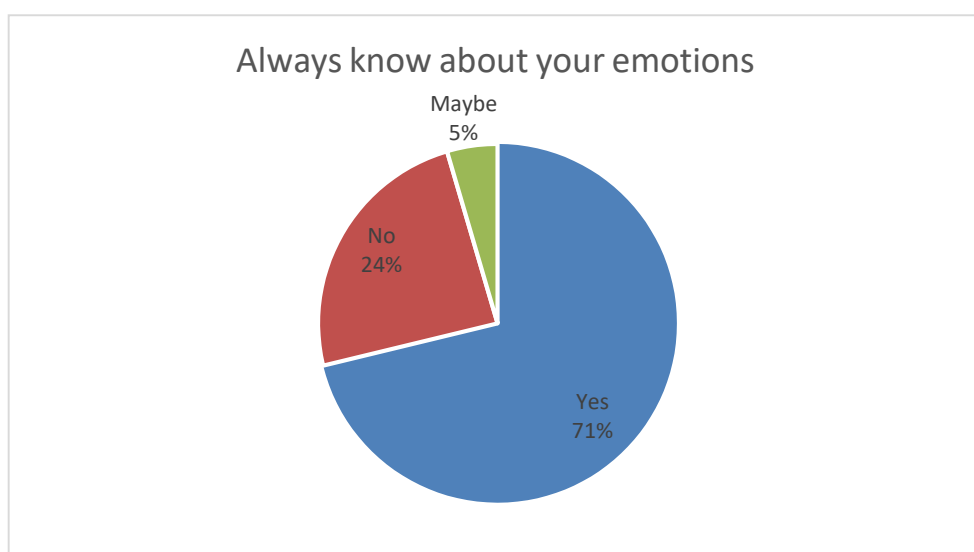
In government service, 69% of people have good performance management skills while in private sector also 69% have the same and under professionals 83% have good performance management skills and under self-employed 60% have good performance management skills.

In government sector, 86% of people have good bond building skills while in private sector 81% have good bond building skills and under professionals 92% of people have good bond building and under self-employed 80% have good bond building.

6.3 Interpretation based on Gender:

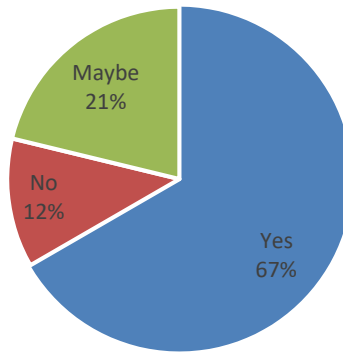
6.3.1 Male

1. If they know about their emotion at any point of time



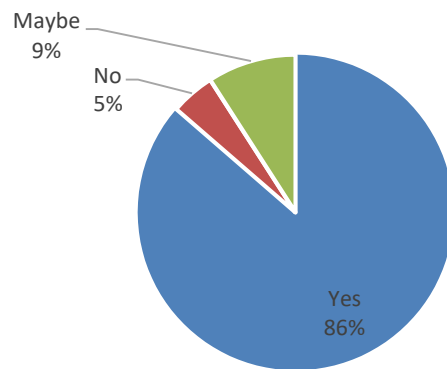
2. If they recognize how emotions affect their performance

Does emotions affect the performance?



3. Making and maintaining personal friendships among work associates

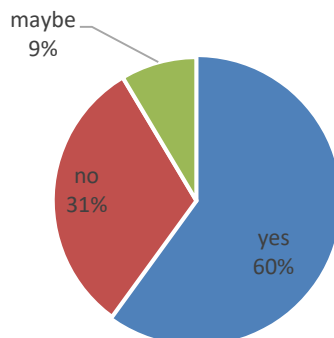
Maintain Personal Friendships



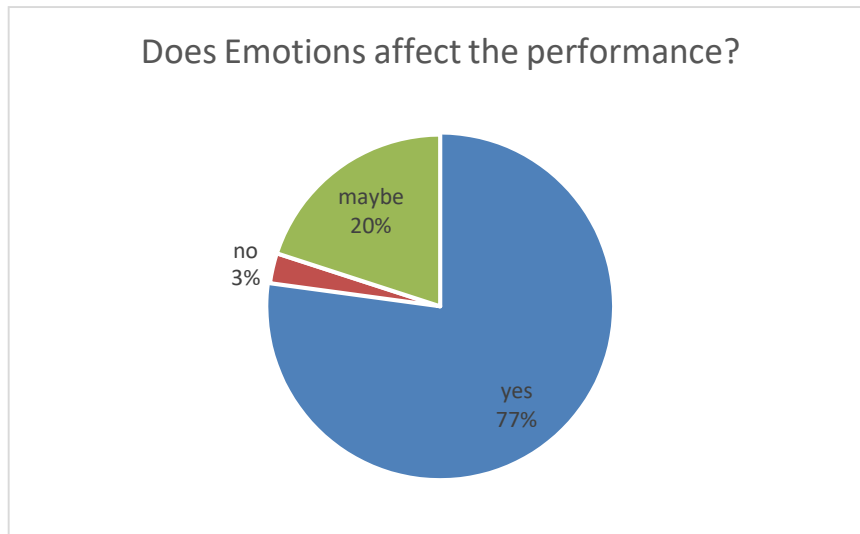
6.3.2 Female

1. If they know about their emotion at any point of time

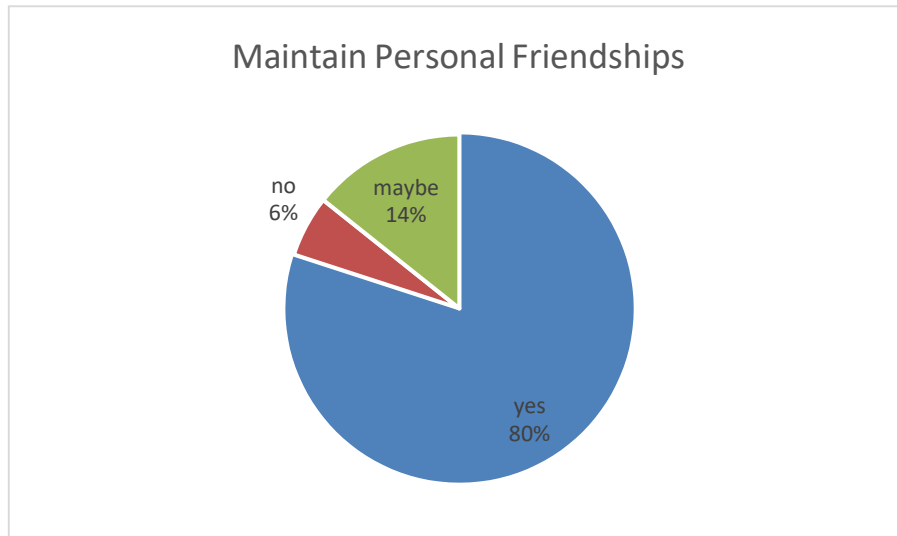
Always know about your emotions



2. If they recognize how emotions affect their performance



3. Making and maintaining personal friendships among work associates



According to the survey, under male category, 71% of the people, always knows about their emotions at any point of time. While, 24% of the people think that they do not always know their emotions at a certain point of time. And the remaining 5% are not sure about their emotions at any point of time. 67% of people think that their emotions affect their performance, while 12% of the people do not think that their emotions affect their performance and the remaining 21% are not sure about their emotions. 86% of the people think that they can make and maintain personal friendships among work associates, while 5% of the people think that they cannot maintain personal friendships and the remaining 9% are not sure whether they can maintain personal friendships or not.

Under the female category, 60% of people think that they always know about their emotions at any point of time while 31% do not think that they always know about their emotions and the remaining 9% are not sure about their emotions. 77% of the people think that their emotions affect their performance while 3% of the people do not think that their emotions affect the performance and the remaining 20% are not sure about it. 80% of the people think that they can maintain personal friendships among work associates while 6% do think that they can maintain and remaining 14% are not sure about it.

So, under male category, 71% people are emotionally aware while under female category, 60% of people are emotionally aware.

Under male category, 67% of people have good performance management skills while under female category, 77% have good performance management skills.

Under male category, 86% of people have good bond building skills while under female category, 80% have good bond building skills.

7. RESULTS

We have taken 3 parameters to know where employee stand on the awareness of Emotional Intelligence. So firstly we have chosen Age to see how much aware they are aware about their emotions at current point of time. Here we can see in particular **Age Group** people are aware of their emotions at any of time, but as we compare with other age groups i.e., 19-25; 26-35; 36-45; 46-60, the most aged one (45-60) know their emotions well at any pint of time compare to younger ones.

In case of whether their emotions affect their performance so again younger generations take lead in saying “YES” compare to other. From this we can interpret younger generations or in other way we say who are beginner in working group their EI is low as well as it hinders their performance.

Though some percent people know about their emotions and have awareness about their emotions at time and factors which probably affect their performance.

Then we examine how different **Gender** reacted on several parameters like performance management, how good and able to make good relationship at workplace so from there we concluded that the comparisons between male and female population we noted from the analysis we did male are surer about their emotions at any point of time where females lack there. And in same way females of any age group and profession their emotions affect their performances at time but 3-4% aren't fall in this category.

Then comes to making friendly relationship at workplace we can't say who did well because almost 80% of female maintain friendly nature at workplace whereas 86% of male do same.

In 3rd category **Profession**, the comparisons done above so professions we included their professional are more aware about EI than govt., private sector employees. Then in case of performance affect by emotions so the Govt., private sector employees are on same level despite how much percentage they are aware of their emotions at any point.

At last we can see govt. employees aren't good in maintaining good relationship at workplace compare to other three professions.

8. CONCLUSION

Emotional intelligence is a new term which can be key to success in our career. It is the ability to manage people & relationships between them to become good leader, employee, employer. So developing and using EI is the best way. And emotional intelligence can be used to decrease stress and conflict, increase decision making & performance and so on.

So here we concluded that emotional intelligence is important for everyone despite the age, profession, gender and region they belong to because emotional intelligence affect their performance, decision making and relationship between them in implicit manner.

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ANNEXURE

EMOTIONAL INTELLIGENCE

Hey guys, hope you all are doing well. I am Chitra Swaroop, roll no. 2K22/DMBA/35 is the 2nd year student of DSM-Delhi Technological University. I'm conducting survey on Emotional Intelligence of Individuals and this form should be filled by them based on their individual perspective. This form is for our academic purpose and we would really appreciate, if you spare your valuable 5 mins to fill out this form.

Thank You!

** Indicates required question*

1. Gender *

Mark only one oval.

- Male
- Female
- Prefer not to say

2. Age *

Mark only one oval.

- Below 18
- 19-25
- 26-35
- 36-45
- 46-60

3. Profession *

Mark only one oval.

- Govt. Service
- Self Employed
- Professionals
- Private Sector Employees

4. You always know about your emotions at any point of time *

Mark only one oval.

- Yes
 No
 Don't know

5. You recognize how your emotions affect your performance *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

6. Are you open to candid feedback, new perspectives, continuous learning, and self-development *

Mark only one oval.

- Yes
 No
 Maybe
 Don't Know

7. Can you voice your views that are unpopular and move ahead for what is right *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

8. Are you decisive, and able to make sound decisions despite uncertainties and pressures *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

9. You admit your own mistakes and confront unethical actions of others *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

10. Do you held your self accountable for not meeting your own assigned goals? *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

11. Seek out fresh ideas from a wide variety of sources *

Mark only one oval.

- Yes
 No
 Maybe

12. Are you willing to make personal or group sacrifices to meet an Organizational goal *

Mark only one oval.

- Yes
 No
 Maybe

13. Are you persistent in achieving goals despite obstacles and setbacks *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

14. We must work with hope of success rather than fear of failure *

Mark only one oval.

- Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

15. Are you attentive to emotional cues and a good listener? Scale yourself *

Mark only one oval.

1 2 3 4 5

16. You acknowledge and reward people's strengths, accomplishments, and development *

Mark only one oval.

- Yes
 No
 Maybe

17. Try to understand diverse worldviews and be sensitive to group differences *

Mark only one oval.

- Yes
 No
 Maybe

18. Mostly read Organizational/ external situations correctly and act accordingly *

Mark only one oval.

- Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

19. Do you Listen well, seek mutual understanding, and fully welcome sharing of information *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

20. Step forward to lead as needed, regardless of position *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

21. You recognize the need for change and remove barriers to it *

Mark only one oval.

- Yes
 No
 Maybe
 Don't know

22. Encourage debate and open discussion *

Mark only one oval.

- Yes
 No
 Maybe

23. Make and maintain personal friendships among work associates

Mark only one oval.

- Yes
 No
 Maybe

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