



Results

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Write down the number of points you get for the answer you wrote down, then add them all up.

- The turbulent airplane:

Anything but D - that answer reflects a lack of awareness of your habitual responses under stress. Actively acknowledging your stress and finding ways to calm yourself (i.e. engage in a book or read the emergency card) are healthier responses.

[A] 10 Points - Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.

[B] 10 Points - Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.

[C] 10 Points - A little of both A and B.

[D] 0 Points - Not sure - never noticed.

2. The credit stealing colleague:

The most emotionally intelligent answer is D. By demonstrating an awareness of work-place dynamics, and an ability to control your emotional responses, publicly recognising your own accomplishments in a non-threatening manner will disarm your colleague as well as puts you in a better light with your manager and peers. Public confrontations can be ineffective, are likely to cause your colleague to become defensive, and may look like poor sportsmanship on your part. Although less threatening, private confrontations are also less effective in that they will not help your personal reputation.

[A] 0 Points - Immediately and publicly confront the colleague over the ownership of your work.

[B] 5 Points - After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.

[C] 0 Points - Nothing, it's not a good idea to embarrass colleagues in public.

[D] 10 Points - After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.

3. The angry client:

The most emotionally intelligent answer is D. Empathising with the customer will help calm him down and focusing back on a solution will ultimately help the customer attain his needs. Confronting a customer or becoming defensive tends to anger the customer even more.

[A] 0 Points - Hang-up. It doesn't pay to take abuse from anyone.

[B] 5 Points - Listen to the client and rephrase what you gather he is feeling.

[C] 0 Points - Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.

[D] 10 Points - Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

4. The 'C' Midterm:

The most emotionally intelligent answer is A. A key indicator of self-motivation, also known as achievement motivation, is your ability to form a plan for overcoming obstacles to achieve long-term goals. While focusing efforts on classes where you have a better opportunity may sometimes be productive, if the goal was to learn the content of the course to help your long-term career objectives, you are unlikely to achieve.

[A] 10 Points - Sketch out a specific plan for ways to improve your grade and resolve to follow through.

[B] 0 Points - Decide you do not have what it takes to make it in that career.

[C] 5 Points - Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher.

[D] 0 Points - Go see the professor and try to talk her into giving you a better grade

5. The racist joke:

The most emotionally intelligent answer is C. The most effective way to create an atmosphere that welcomes diversity is to make clear in public that the social norms of your organisation do not tolerate such expressions. Confronting the behavior privately lets the individual know the behavior is unacceptable, but does not communicate it to the team. Instead of trying to change prejudices (a much harder task), keep people from acting on them.

[A] 0 Points - Ignore it - the best way to deal with these things is not to react.

[B] 5 Points - Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.

[C] 10 Points - Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organisation.

[D] 5 Points - Suggest to the person telling the joke he go through a diversity training program.

6. The setback of a salesman:

The most emotionally intelligent answer is B. Optimism and taking the initiative, both indicators of emotional intelligence, lead people to see setbacks as challenges they can learn from, and to persist, trying out new approaches rather than giving up, blaming themselves or getting demoralised.

[A] 0 Points - Call it a day and go home early to miss rush-hour traffic.

[B] 10 Points - Try something new in the next call, and keep plugging away.

[C] 5 Points - List your strengths and weaknesses to identify what may be undermining your ability to sell.

[D] 0 Points - Sharpen up your resume.

7. The Road-Rage colleague:

The most emotionally intelligent answer is D. All research shows that anger and rage seriously affect one's ability to perform effectively. Your ability to avoid or control this emotional reaction in yourself and others is a key indicator of emotional intelligence.

[A] 0 Points - Tell her to forget about it-she's OK now and it is no big deal.

[B] 0 Points - Put on one of her CD and try to distract her.

[C] 5 Points - Join her in criticising the other driver.

[D] 10 Points - Tell her about a time something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.

8. The shouting match:

The most emotionally intelligent answer is A. In these circumstances, the most appropriate behavior is to take a 20-minute break. As the argument has intensified, so have the physiological responses in your nervous system, to the point at which it will take at least 20 minutes to clear your body of these emotions of anger and arousal. Any other course of action is likely merely to aggravate an already tense and uncontrolled situation.

[A] 10 Points - Agree to take a 20-minute break before continuing the discussion.

[B] 0 Points - Go silent, regardless of what your partner says.

[C] 0 Points - Say you are sorry, and ask your partner to apologise too.

[D] 0 Points - Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.

9. The uninspired team:

The most emotionally intelligent answer is B. As a leader of a group of individuals charged with developing a creative solution, your success will depend on the climate that you can create in your project team. Creativity is likely to be stifled by structure and formality; instead, creative groups perform at their peaks when rapport, harmony and comfort levels are most high. In these circumstances, people are most likely to make the most positive contributions to the success of the project.

[A] 0 Points - Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.

[B] 10 Points - Organise an off-site meeting aimed specifically at encouraging the team to get to know each other better.

[C] 0 Points - Begin by asking each person individually for ideas about how to solve the problem.

[D] 5 Points - Start out with a brainstorming session, encouraging each person to say whatever comes to mind, no matter how wild.

10. The indecisive young manager:

The most emotionally intelligent answer is D. Managing others requires high levels of emotional intelligence, particularly if you are going to be successful in maximising the performance of your team. Often, this means that you need to tailor your approach to meets the specific needs of the individual, and provide them with support and feedback to help them grow in confidence and capability.

[A] 0 Points - Accept that he 'does not have what it take to succeed around here' and find others in your team to take on his tasks.

[B] 5 Points - Get an HR manager to talk to him about where he sees his future in the organisation.

[C] 0 Points - Purposely give him lots of complex decisions to make so that he will become more confident in the role.

[D] 10 Points - Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.

Scoring your Answers

Now add up your scores and use the scale below to compare your score.

100 -- Maximum Score

75

50 -- Average Score

25

0 -- Minimum Score
