



# School Leadership Profile<sup>©</sup>

v. 7.0

## EQ Report (Emotional Intelligence Quotient)

Prepared For:  
EQ Report Demo  
NAIS 2009 School Leadership Institute  
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This report includes ratings from yourself and:

2	Manager(s)
5	Peer(s)
4	Direct Report(s)
0	Other(s)

## Introduction

The School Leadership Profile® is a Triangle Associates proprietary instrument designed specifically to measure performance of critical competencies associated with effective independent school leadership. Developed in concert with a panel of highly successful heads of school, the SLP is now in Version 7, having been modified over time based on our ongoing research and validation, and to be sure that all items are still relevant as independent schools change and evolve. For Version 7, new questions have been added which probe potential career derailment factors as identified by several decades of leadership studies.

## Data Analysis

The enclosed report contains feedback to you from the School Leadership Profile® (SLP). You and the co-workers you selected rated your current performance on 121 items representing competencies that are important to leading in schools. Your administrator or supervisor provided the same type of rating for each item. The resulting information yields a 360-degree assessment based upon the perceptions of you and others. In this way, you can compare how you see yourself with how you are seen by others.

The 121 items are from 15 dimensions and two open-ended questions. These dimensions are:

- I. Adaptability
- II. Mentoring and Coaching
- III. Financial Acumen
- IV. Decision-Making
- V. Diversity
- VI. School Mission and Values
- VII. Leadership
- VIII. Social Awareness
- IX. Managerial Effectiveness
- X. Personal Effectiveness
- XI. Teamwork
- XII. Communication
- XIII. Vision
- XIV. Emotional Intelligence
- XV. Problems

## Interpreting Your Results

There are four types of questions in the SLP, and each of these will be displayed in a separate section of the report.

### **Section 1: Competency Importance Ratings**

Your manager's, raters' and your own ratings of the IMPORTANCE of each of the 17 dimensions appear in Section 1. For IMPORTANCE, we aggregate rater groups other than manager into an "others" category. The 7-point Likert-type scale is explained in a legend at the top of each graph on each page (i.e., higher scores indicate higher importance and lower scores indicate relatively less importance. NOTE: A low score does not mean the dimension is unimportant, just less important than some of the others.)

### **Section 2: Competency Dimension Scores**

Your aggregate mean performance scores for each DIMENSION appear next, in Section 2 of the report.. The first row ("self") of each graph shows how you rated yourself on each item. The

second row ("manager") shows how your manager or administrator rated you on each item. The third row ("all others") shows how all of your other raters scored you on each item.

Your DIMENSION scores reflect the average of all your item ratings within that DIMENSION. Performance is rated on a 7-point Likert-type scale, where higher ratings indicate better ratings and lower ratings indicate weaker areas of competence. Pay attention to the relative levels of the DIMENSION scores. Are some areas stronger for you than others?

The lowest DIMENSION aggregate scores as whole, from you, your manager, and from all other raters, are summarized at the end of the section.

### **Section 3: Competency Item Scores**

Beginning with the "Adaptability" DIMENSION, your aggregate mean performance rating appears by each of the items that comprise the dimension. The first row ("self") of each graph shows how you rated yourself on each item. The second row ("manager") shows how your manager or administrator rated you on each item. The third row ("peer/colleague") shows how your peers or colleagues rated you on each item. Likewise, the fourth row ("subordinate") shows how your direct reports rated you on each item. Your mean score on a 7-point scale appears on each bar of the graph. The final row of each graph is your overall percent favorable rating on the item.

For each item, you and others rated your performance of the competency on a 7-point scale. The scale is explained in a legend at the top of each graph on each page (i.e., lower scores indicate disagreement with the survey question and reflect lower levels of performance, while higher scores indicate agreement and better performance).

### **Section 4: Problems (Derailment Factors)**

The final 35 questions in the School Leadership Profile ask about the presence of potential PROBLEMS, also called derailment factors, that might interfere with your leadership. These negatively worded items were also rated on a 7-point Likert-type scale indicating strength of agreement with the statement. For PROBLEMS, keep in mind that *lower* ratings are better. Scores of 4.0 and above could indicate a potential problem area. On the final page of this section, we also include a summary of the items with the largest differences and similarities between self and all others' scores.

### **Section 5: Open-Ended Comments**

Each respondent (including yourself) was given the opportunity to provide open-ended comments on your leadership qualities and areas for improvement. The open-ended comments will be found at the end of the data reports.

EMOTIONAL INTELLIGENCE is the capacity to accurately gauge one's own feelings and those of others, and to act appropriately to manage situations containing challenging emotional material.

Question 1: How important is EMOTIONAL INTELLIGENCE to the performance of the person you are rating?

	Very Unimportant<----->Very Important	% Favorable
Self	6.00	
Manager	3.00	50.00
Peer	6.60	100.00
Direct Report	6.50	100.00
Others		

Question 2: Models flexibility and enthusiasm for change.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	4.00	
Manager	6.50	100.00
Peer	6.00	100.00
Direct Report	7.00	100.00
Others		
Overall % Favorable:		100.00

Question 3: Appears comfortable with and open to novel ideas and new information.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	6.00	
Manager	6.50	100.00
Peer	6.40	100.00
Direct Report	5.50	100.00
Others		
Overall % Favorable:		100.00

Question 4: Seizes opportunities.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	5.00	
Manager	6.50	100.00
Peer	4.40	80.00
Direct Report	5.25	50.00
Others		
Overall % Favorable:		82.50

Question 5: Senses and responds to what others need in order to develop and bolster their abilities.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	4.00	
Manager	6.00	100.00
Peer	5.40	80.00
Direct Report	5.75	100.00
Others		
Overall % Favorable:		93.33

Question 6: Sees diversity as an opportunity and works well with people from varied backgrounds.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	6.00	
Manager	6.50	100.00
Peer	4.80	80.00
Direct Report	6.25	100.00
Others		
Overall % Favorable:		95.00

Question 7: Leads by example--consistent in words and actions.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	6.00	
Manager	6.50	100.00
Peer	6.00	100.00
Direct Report	6.00	100.00
Others		
Overall % Favorable:		100.00

Question 8: Works with faculty to ensure the setting of the highest attainable academic standards.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	7.00	
Manager	6.50	100.00
Peer	6.00	100.00
Direct Report	6.00	100.00
Others		
Overall % Favorable:		100.00

Question 9: Aligns self with the goals of the department, division or school.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	7.00	
Manager	6.50	100.00
Peer	6.00	80.00
Direct Report	6.00	100.00
Others		
Overall % Favorable:		95.00

Question 10: Guides his or her part of the school in implementing major change.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	5.00	
Manager	6.00	100.00
Peer	4.60	60.00
Direct Report	6.50	100.00
Others		
Overall % Favorable:		90.00

Question 11: Senses others' feelings and perspectives, and takes an active interest in their concerns.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	4.00	
Manager	6.50	100.00
Peer	4.80	80.00
Direct Report	5.50	50.00
Others		
Overall % Favorable:		76.67

Question 12: Anticipates, recognizes, and meets constituents' needs.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	4.00	
Manager	6.50	100.00
Peer	4.20	0.00
Direct Report	5.75	100.00
Others		
Overall % Favorable:		86.67

Question 13: Accurately reads a group's emotional currents and power relationships.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	5.00	
Manager	7.00	100.00
Peer	4.40	60.00
Direct Report	6.25	100.00
Others		
Overall % Favorable:		90.00

Question 14: Confronts people issues and resolves conflicts with respect for all concerned.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	5.00	
Manager	7.00	100.00
Peer	5.40	60.00
Direct Report	6.50	100.00
Others		
Overall % Favorable:		90.00

Question 15: Persists in pursuing goals despite obstacles and setbacks.

Very Strongly Disagree<----->Agree Very Strongly		% Favorable
Self	5.00	
Manager	6.50	100.00
Peer	5.60	100.00
Direct Report	6.50	100.00
Others		
Overall % Favorable:		100.00

Question 16: Is organized and careful in his or her work.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	7.00	
Manager	6.50	100.00
Peer	6.20	100.00
Direct Report	6.50	100.00
Others		
Overall % Favorable:		100.00

Question 17: Displays a sense of security and self-assurance.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	5.00	
Manager	6.00	100.00
Peer	5.80	100.00
Direct Report	6.25	100.00
Others		
Overall % Favorable:		100.00

Question 18: Appears to recognize own emotions and their effects on others.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	6.00	
Manager	6.00	100.00
Peer	5.60	60.00
Direct Report	7.00	100.00
Others		
Overall % Favorable:		90.00

Question 19: Appears to know own strengths and limits.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	6.00	
Manager	6.00	100.00
Peer	5.80	100.00
Direct Report	6.00	100.00
Others		
Overall % Favorable:		100.00

Question 20: Manages disruptive emotions and impulses.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	7.00	
Manager	6.50	100.00
Peer	6.40	80.00
Direct Report	6.75	100.00
Others		
Overall % Favorable:		95.00

Question 21: Meets commitments and keeps promises.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	6.00	
Manager	6.50	100.00
Peer	6.40	100.00
Direct Report	6.50	100.00
Others		
Overall % Favorable:		0.00

Question 22: Encourages team members to contribute to decisions.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	7.00	
Manager	6.00	100.00
Peer	6.00	80.00
Direct Report	6.75	100.00
Others		
Overall % Favorable:		95.00

Question 23: Supports teams through resources, accessibility, and advancing their recommendations.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	6.00	
Manager	6.50	100.00
Peer	6.00	80.00
Direct Report	6.75	100.00
Others		
Overall % Favorable:		95.00

Question 24: Cultivates and maintains extensive informal networks.

	Very Strongly Disagree<----->Agree Very Strongly	% Favorable
Self	7.00	
Manager	5.50	100.00
Peer	5.20	80.00
Direct Report	6.00	100.00
Others		
Overall % Favorable:		95.00



Question 25: Listens carefully to understand the underlying concerns and needs of others.

	Very Strongly Disagree<----->	Agree Very Strongly	% Favorable
Self		5.00	
Manager		6.50	100.00
Peer		6.20	100.00
Direct Report		6.50	100.00
Others			
<b>Overall % Favorable:</b>			<b>100.00</b>

Question 26: Uses effective tactics for persuasion.

	Very Strongly Disagree<----->	Agree Very Strongly	% Favorable
Self		6.00	
Manager		6.00	100.00
Peer		5.00	80.00
Direct Report		5.75	100.00
Others			
<b>Overall % Favorable:</b>			<b>95.00</b>