



WE-Q PROFILE

A PROFILE OF YOU IN RELATIONSHIP



Created For:

Heather Westman



**Learning
-IN- Action**

Introduction to Your WE-Q Profile

This unique assessment tool provides you with a "snapshot" of your internal experience or what goes on inside of you as you participate in relationships where you are being challenged and you feel some degree of stress. It is a picture of your "relational map" when stressed.

This profile presents a graphic presentation of what you reported as you watched the eight video segments. It is important to note that this may or may not reflect your behavior. Your ability to rely on a wide range of coping strategies and your ability to reflect on your internal experience, in the moment, will impact the degree you act out your profile in relationships. What we know is, the picture you see here is most apt to be acted out in those relationships that are most important to you, both personal and professional; when those relationships become quite intense; and where you experience some degree of dependence or risk in the relationship. As you read this through, it will be useful to identify the relationships in your life that are important to you and impact your well-being. This "snapshot" will show up most often in those relationships.

***As you read through this, remember this is a snapshot of
your internal experience when stressed.
It does not measure your behavior.***

The reason this WE-Q profile uses difficult conversations is that the resulting data clearly demonstrates how you tend to interpret yourself and the world around you when you are challenged. The value in this approach is it gives you a picture of your developmental edges and helps you target specific areas for your development.

The scientific evidence is quite clear that Emotional Intelligence is a learned capacity that can be strengthened. You can develop WE-Q Fitness just as you develop physical fitness or other complex skills. Becoming your best just takes focused, disciplined practice. You can find practices to develop your WE-Q Fitness in the *WE-Q Fitness Handbook: You In Relationship-300 Daily Practices to build WE-Q Fitness*. Ask your coach or consultant about how you can get an WE-Q Fitness Handbook in your desired format. The WE-Q Fitness Handbook is organized by each dimension measured. We encourage you to select one or a few practices from this handbook and make them a part of your daily living. The easy practices can be fun and can make a powerful difference over time.

This report has four components:

- A description of the emotional intelligence capacities measured by the tool.
- Graphic displays of your profile for each of the capacities measured, which include:
 - a. Self-Reflection, b. Self-Regulation, and c. Empathy.
- An interpretive narrative on each dimension measured that includes implications for your professional and personal relationships. Implications for leadership are also presented.
- Questions for your reflection. Take time to read this in its entirety and reflect on when, where, and how this shows up in your life; in what types of relationships. Then answer the questions in the back. Completing this process will help make this profile useful to you.

Emotional Intelligence and This Tool

The research and body of literature on Emotional Intelligence have exploded since the mid 1990's and continues to grow and be refined. Considerable discussion and debate have taken place about the scope of competencies, skills, or traits that make up Emotional Intelligence. Research and learning from applications are deepening our knowledge and giving the field greater focus. Three primary constructs have emerged in the literature and assessment tools are based upon each with considerable overlaps. These include:

- Personality trait model (Daniel Goleman)
- Ability or cognitive model (Mayer, Salovey, & Caruso) and
- Developmental model (Saarni)

Several other well-developed and researched disciplines inform and validate the construct of Emotional Intelligence. Some of these include Social Competence, Alexithymia, Social Intelligence, Resilience, Psychological Mindedness, and Levels of Emotional Awareness. This tool uses a developmental model that is based upon developmental theory and neurophysiology, including the development of the brain, emotion and cognitive development, and attachment theory.*

This tool measures several dimensions of the three core capacities that provide the foundation for developing a wider range of competencies and skills to manage our emotions. These building blocks equip us to effectively manage ourselves in the midst of complexity and chaos, build our tolerance, resilience, and adaptability, and give us the ability to relate effectively with others.

Three Core Capacities Measured

- Self-Reflection - *(See your ratings on the profile circle on page 4)*

Self-Reflection is the ability to access and name our experience, including our feelings, thoughts, wants, intentions, and body sensations, and the ability to observe our thoughts, feelings, and behavior in the moment as we participate in life. This is the "observing self" or the "silent watcher" that can reflect on our thoughts and actions. Having the ability to first experience and name our experience, to differentiate our experience from others, and to reflect and learn from our experience is fundamental to emotional intelligence, the very driver of our capacity to learn and grow.

- Self-Regulation - *(See your ratings on the graph on page 10 or 11)*

Experiencing varying levels of distress and pain is a natural part of life. This causes us to feel some degree of disequilibrium. Self-soothing is the capacity to experience our distress and manage it in ways that help us reestablish our equilibrium or balance without requiring others to change. We all soothe ourselves and our emotions daily in a variety of positive and negative ways, both alone and in relationship. This tool measures four relationship strategies we rely on to help regulate our emotions.

- Empathy - *(See your ratings on the profile circle on page 4)*

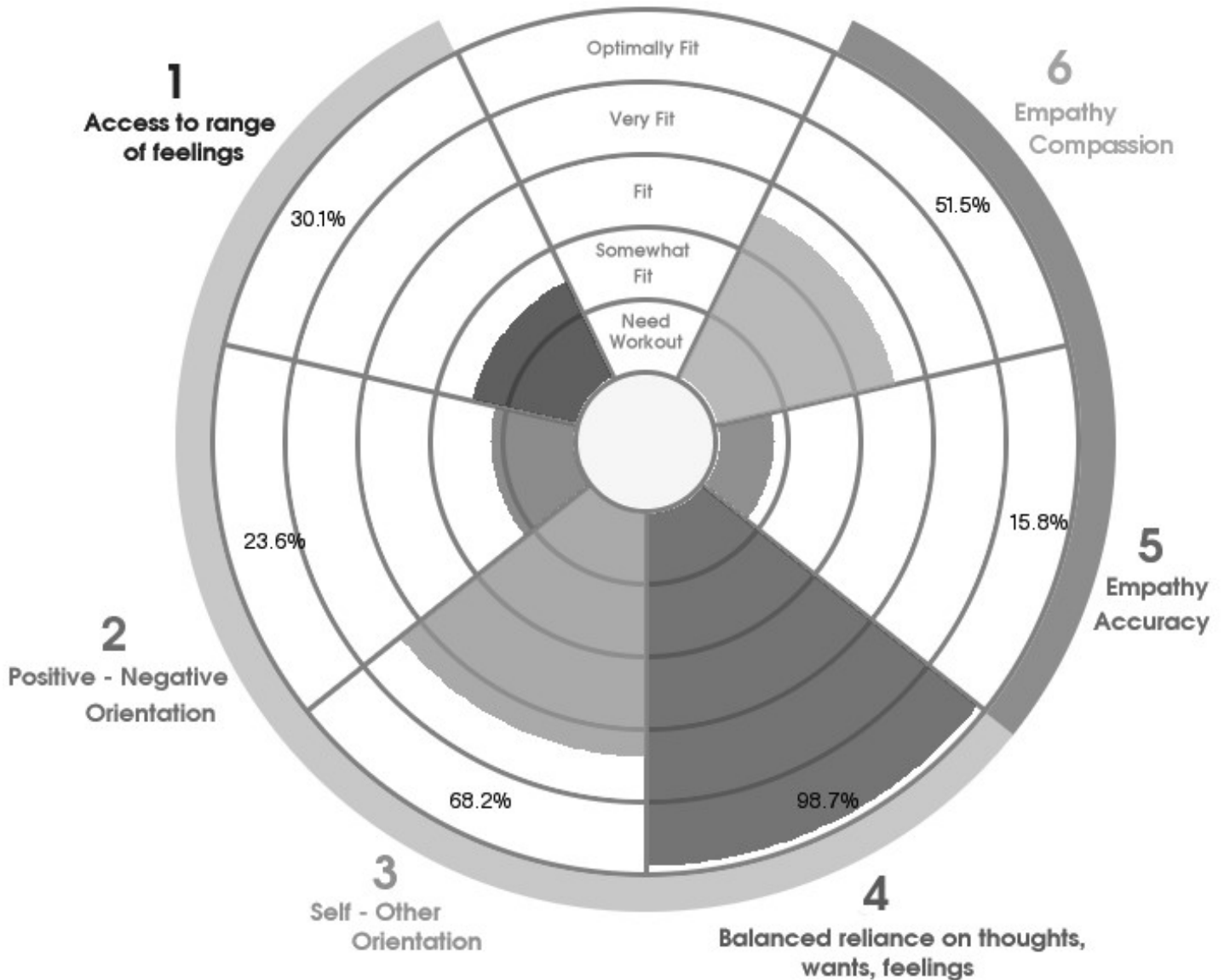
Empathy is the ability to identify what another person is experiencing and to know what that must be like; to "get into another's shoes." Empathy dimensions that are measured in this tool include accuracy and compassion.

* *The Handbook of Emotional Intelligence*, Reuven Bar-On editor, 2000, Jossey-Bass

Your WE-Q Profile for Self-Reflection & Empathy

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



1 - 4	Measure Self Reflection
5 - 6	Measure Empathy
2	Positive - Negative Orientation Focus: Positive -- (64.32% Positive, 35.68% Negative)
3	Self - Other Orientation: Self -- (51.34% Self, 48.66% Other)
4	Balanced Reliance on -- Thoughts: 33.75% Wants: 32.75% Feelings: 33.50%

Your Level of Engagement/Intensity when you took this instrument: Your mean rating 3.01 ; Your percentile ranking 79.64



ACCESS TO RANGE OF FEELINGS

(A graphic display of your distribution of feelings is provided below)

You Rate "Somewhat Fit" in Accessing a Wide Range of Feelings

Your responses to these work situations suggest that accessing a full range of feelings in some stressful situations is difficult for you. This profile includes a wide range of feelings (more than 100 feeling words) ranging from anger to love (positive relational words). Refer to the "Feelings Distribution Graph" that follows this section to identify your access to the seven feeling dimensions and how you compared with others who have taken this tool. You may easily access some feelings and not others, or you may find that you are slower to access your feelings and tend to rely heavily on your thoughts and wants. Does this description fit you?

The impact of having less access to your feelings than your thoughts and wants in your daily work depends, in part, upon what you do. Some positions that do not require working closely with others do not require good access to feelings. In contrast, having excellent access to a broad range of feelings is highly beneficial to anyone working in a leadership, management, or facilitator role.

Feelings are the dimension of our experience that define the importance of someone or something and gives our experience its meaning. They provide important sources of information about how your work relationships are impacting you and others, and how underlying feelings are contributing to creativity and high performance and/or how they create obstacles to working together in effective ways.

The implications for you at work or in your personal life depend upon which feelings are dominant and which feelings you have more difficulty experiencing. For example, if you find that you have difficulty contacting feelings of anger, you may miss opportunities to participate fully in discussions, strategies, directions, or the actions to be taken. Important information may not be uncovered and shared, information that may be critical to making the right choice. You may also find yourself feeling uncomfortable when it seems that people are taking advantage of you or are treating you poorly. In contrast, if you find you have trouble contacting feelings of joy, which is a measure of the vitality and energy you bring to a situation, you may find it difficult to maintain a sense of confidence, openness, vitality, and enjoyment in your work and with the people around you.

Although organizations in our Western culture have traditionally ignored or actively dismissed feelings in the workplace, they are the primary driver of our actions and decisions. Thus having excellent access to your feelings dramatically expands your experience and your ability to make well-informed choices. Feelings also enrich your life experience, heighten your understanding and acceptance of others feelings, and they can serve as a helpful guide to you, particularly in times of complexity, stress, and conflict.

You Reported Limited Access to Feelings of Love or Positive Feelings for Others

Your ratings indicate that your ability to feel positive feelings for others in difficult work situations is much lower than most of the individuals who have taken this tool. This may reflect a lifetime pattern, or it may result from living in a difficult, erosive work environment for an extended period of time where trust is low. Individuals who have been in erosive, low-trust work environments for extended periods often find themselves withholding themselves or protecting themselves in relationships as a way of coping. Does this characterization fit you?

Having the ability to feel positive feelings for others, even at times of stress, supports creativity, teamwork, positive energy, and commitment. Accessing positive feelings also contributes to empathy and building high-trust relationships.

You may want to reflect on when you feel positive feelings for others and when you do not. What triggers

your tendency to withdraw from others or protect yourself in relationships? Does this reflect a powerful situation in your life now? You may find it useful to talk with a friend, family member, or colleague about this and focus on finding one or more relationships that are supportive and safe to heighten your access to feelings of love.

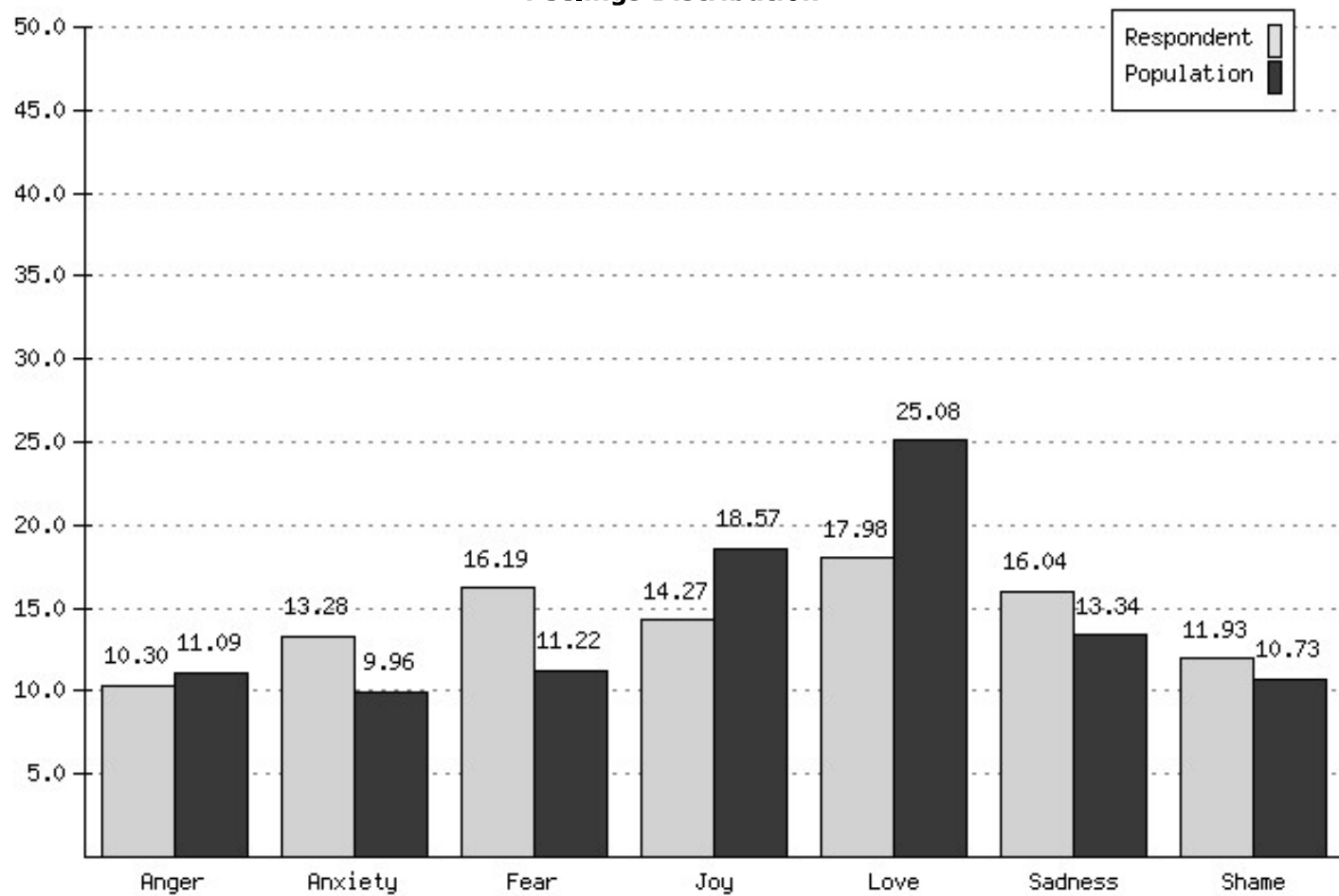
You Reported High Access to Fear

Your responses indicate difficult work situations often generate a high degree of fear for you. Does this fit your experience? Most likely certain types of situations trigger fear more than others.

Can you identify situations that are particularly challenging for you in which you feel fear? It could be fear of failure, fear of disappointing others, fear of physical or emotional abuse, fear of not living up to your own expectations, or various other things. How do you typically respond to fear? Do you tend to withdraw, become immobilized, and/or do you tend to work harder?

Intentionally noticing feelings of fear can be helpful in uncovering past experiences that are triggering fear now. Notice the thoughts that accompany your feelings of fear. Fear is a powerful and essential emotion for our own safety and survival. It also absorbs or saps energy and can be debilitating when experienced for extended periods of time.

Practicing observing feelings of fear and sorting out the real risk today, versus the past, can be most useful in letting the past go and increasing access to energy and vitality today. In addition, acknowledging your feelings of fear without judgment can reduce fear and heighten vitality.

Feelings Distribution**Percentile Rank**

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
41.46%	76.50%	92.55%	23.89%	17.17%	77.87%	61.68%



POSITIVE AND NEGATIVE ORIENTATION

You Reported a "Somewhat Fit" Positive-Negative Balance

Your ratings indicate that you have a higher negative orientation or focus than most of the people who have taken this profile. This suggests that in difficult situations with others, you can easily interpret the situation, the other, and/or yourself in negative ways. You may experience impatience, anger, fear, anxiety, or some degree of intolerance with the other person in the situation. In difficult situations you tend to see the world through a "half-empty" lens more than most. Does this description fit you?

When you experience a threat or are being challenged by others you may find yourself seeing the positive and negative options but tend to give the negative options more weight or consideration than most people. Negative judgments and conclusions come quickly to you. A very healthy practice for you would be to notice your thoughts and wants, notice when you are negatively judging others and/or yourself, and when you are positively judging others and/or yourself.

The advantage of this degree of negative focus is that you may be able to see the pitfalls in a situation more quickly than others. This is particularly beneficial for individuals who work in areas of safety or where the job requires a detailed focus on identifying and correcting problems.

At times, you may impact others in your work environment as the negative one who always focuses on what is wrong rather than what is right. Others could see you as the person who tends to "rain on the parade."



SELF - OTHER ORIENTATION

You Reported a "Very Fit" Self-Other Balance

Your ratings on this WE-Q measure suggest that you are able to easily and quickly focus both on yourself and the other person in an interpersonal exchange. You seem to be able to go within and reflect on your internal experience (thinking, feeling, wanting, & your body sensations), as well as try to understand what the other person is thinking, feeling, and wanting. Does this description fit you?

The implication of this balance for you at work is that you are able to take yourself and the other person seriously, trust your own experience, as well as listen to and honor the other person's experience. Being able to easily move between clear awareness of your own experience and that of others is perhaps the most powerful underlying capacity that allows you to take in information and helps you effectively manage complexity and diversity. Your good balance here helps you see, honor, and at the same time allow wide differences and listen, learn, and explore alternative interpretations and solutions.

When others challenge or demand things from you, you are usually able to focus on the impact of the challenge or the request, as well as learn more about the other person. This provides the foundation for acknowledging, learning, and expanding your capacity for empathy.

Direct reports and colleagues probably experience you as open, available, and balanced, with an ability and openness to engage in difficult conversations most of the time, even after a rupture has occurred in the relationship. You have the capacity to tolerate hearing and listening to another while staying connected to yourself and honoring your own experience. This balance is essential for a well-developed self differentiation.



BALANCED RELIANCE ON THOUGHTS, WANTS, FEELINGS

Your Balanced Reliance on Thoughts, Wants, Feelings is at the Optimally Fit Level

Your ratings suggest that you easily access your thoughts, wants, and feelings and quickly move between each dimension of experience with ease. That usually indicates an ability to easily understand and communicate with a wide variety of people. Does this description fit you?

Relying on your thoughts, feelings, and wants provides a wide range of information to help you learn from your interactions with others and to make well-informed decisions. Most likely others experience you as being stable, practical, safe, predictable, and reliable. Because you're so well balanced in this dimension, probably others also experience you as available to them, safe to be with, and easy to talk to. Perhaps others count on your stability during times of conflict and stress.

In a leadership role, the more access you have to your thoughts, feelings, and wants, the clearer you will be in your interchanges with your direct reports and your colleagues about how you experience yourself and others. Your feelings give you information about the importance and meaning of what is occurring internally; your thoughts are useful for analyzing the situation and problem-solving; and your wants provide you information about what action you want to take. Having excellent balance of your thoughts, wants, and feelings serves as a rudder that gives you and others a sense of stability when life and interactions become turbulent and challenging.



EMPATHY ACCURACY

Your Empathy Accuracy is at the "Needs a Workout" Level

Your ratings suggest that your ability to read what people are thinking, feeling, or wanting when they are challenging you or making demands on you is limited. Most likely this happens easily when you become upset and reactive. It is difficult for you to really see and tune into others at these challenging moments. When that happens, you may initially misjudge the other person's experience or intent. Does this description fit you?

The implication of this is that you need to make sure that you verify your perceptions with the other person when you are in a challenging interaction. This will help you accurately interpret what the other person is thinking, feeling, and wanting. Learning from each other in the midst of different experiences and conflict is essential for minimizing misjudgment and errors. One aspect of this learning process is to learn more about the other person as well as yourself.

The pitfall you may encounter in the workplace is that you may carry around your own perceptions and not verify them with others and live with more distortion than is necessary and useful to building positive, productive relationships.

The key here is to learn and use excellent inquiry skills so you obtain accurate information. There are fun "practices" in the *WE-Q Fitness Handbook* that will build this capacity. Meanwhile, give yourself grace and commit to positive inquiry of the other.



EMPATHY COMPASSION

Your Empathy Compassion is at the "Fit" Level

Your ratings suggest that you have the ability to often feel and join others in what they are experiencing, even when they may be challenging you or making what seem to be excessive demands on you. Even though you may feel uncomfortable with the challenge or the request, you seem to have some compassion for what the other person is thinking, wanting, and feeling. In some difficult situations you are able to put yourself in the others' shoes and experience what that must be like. In other difficult situations, you tend to lose this capacity. Does this description fit you?

The advantage of being able to retain a strong level of empathy compassion in the face of challenge, threats, and demands in the work environment, and especially as a leader, is it gives you the ability to listen to others even when you are under stress and not necessarily feeling comfortable yourself. You can often manage your own feelings sufficiently to "lean in" and listen to the other. This skill enables you to retain empathic understanding of the other; you can stay in contact with people even when the waters are rough and work through difficult conversations to achieve your goals.

When you are able to maintain your empathy compassion, others are most likely to experience you as sensitive to them. It would be most helpful for you to identify what types of situations or interactions are very difficult for you, when you tend to lose this capacity, and which are easy for you. Identifying "triggers" can strengthen this skill and minimize the number of times you just cannot get into the others' shoes and see their position.

The skill of empathic acknowledgement helps others feel acknowledged and valued. It reduces the other's defensiveness and builds trust. A well-developed capacity for empathy is essential for creating positive work relationships and for effective leadership. It is a powerful moderator of anxiety on the part of the other individual, the group, and/or the entire organization.

Self-Management Relationship Strategies

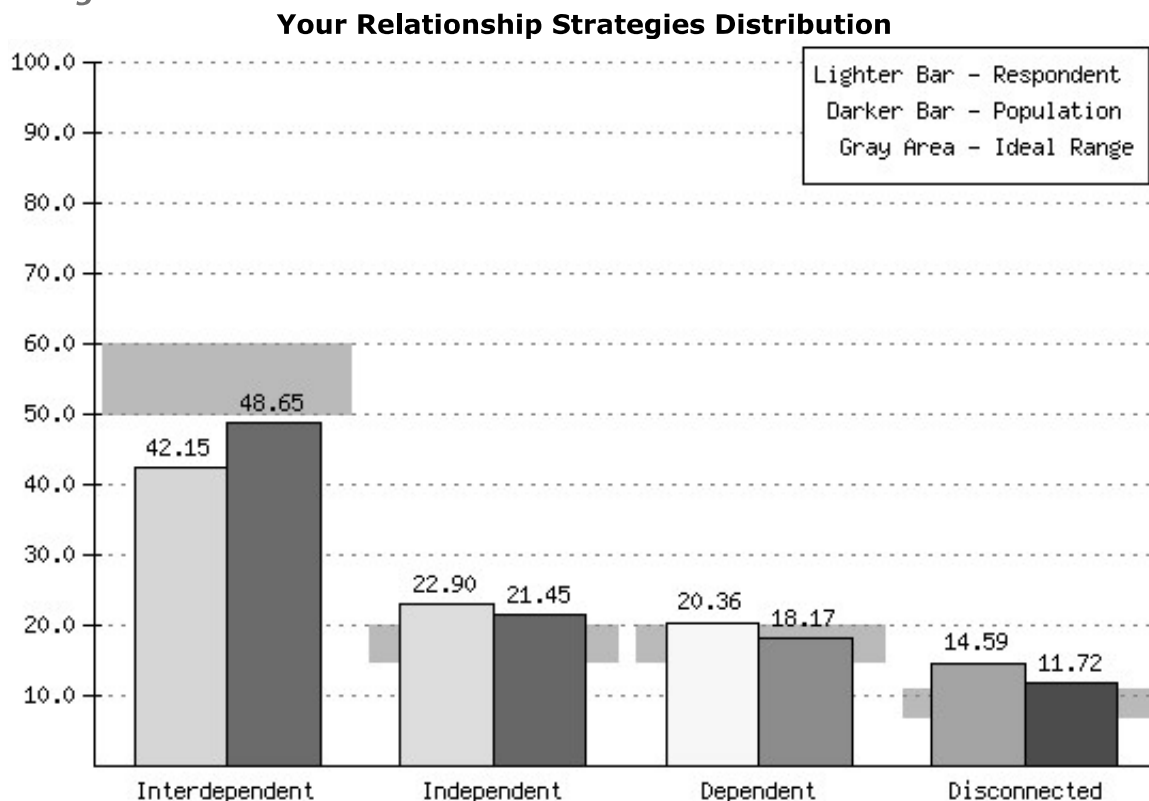
The four relationship strategies in this assessment tool measure self-regulation or how you manage yourself in challenging relationships. The following narrative provides a description of the relationship strategies you rely upon when challenged in a wide array of difficult situations and human interactions.

The strategies that are based upon your trust in yourself and others include:

- **Interdependent** - High trust in self and other (HSO)
- **Independent** - High trust in self and low trust of other (HSLO)
- **Dependent** - Low trust in self and high trust in other (LSHO)
- **Disconnected** - Low trust in self and other (LSLO)

All of the strategies have value, and all are appropriate depending upon the context and the relationship. The key is to have the flexibility to select the appropriate strategy. At times, it is desirable to function in an interdependent manner, which is highly collaborative. In other situations it is most effective to move to independence, where one works alone or to take direct authority of others. In other circumstances, it is most appropriate to give others authority, to be loyal, be dependent, and to be more vulnerable in relationships. Finally, there are times when it is right to "pull the plug" and emotionally leave a relationship whether it is a personal relationship, a job, a project, or whatever. At times, having the wisdom to know when to quit is essential for your overall ability to maintain healthy relationships.

The top of each bar, on the graph below, lists the percentage of time you relied on each of the four strategies.



Percentile Rank

Interdependent	Independent	Dependent	Disconnected
31.09%	60.92%	62.23%	68.51%

Interdependent Relationship Strategy

(HSO - High Trust of Self & Other)

Relying on this strategy 50-60% of the time is the ideal

This strategy is highly interdependent, in which an individual moves towards others at times of stress in a positive, collaborative way. Individuals who rely heavily on this strategy typically enjoy people and enjoy working with others to get a job done. This strategy generally provides the greatest degree of flexibility and resilience. It requires open and direct communication, collaborative problem-solving, and decision-making. It is a strategy where individual differences are encouraged, acknowledged and accepted. It typically is related to a positive orientation, an ability to focus on self and other, empathy compassion, and well-developed listening skills, thus creating an open environment where individual contributions are intentionally used in a positive manner.

Leadership strengths are characterized by:

- A high degree of confidence in self and others
- An openness to others' ideas and input
- A high level of empathy towards others
- Valuing and enjoying working with others in a collaborative way
- Clear acknowledgment of self and others with positive regard
- Strong mentoring skills
- An ability to retain access to one's own experience in the midst of conflict
- An ability to listen to others and seek out information in conflict
- Promoting an overall positive emotional environment
- An ability to use different decision-making styles with ease

Leadership challenges are characterized by:

- When reliance on this strategy is extremely high, it may indicate an inflexibility to move to another strategy that may be more effective for the context. When this strategy is taken to excess, it may result in a deadlock, a feeling of "being stuck," and an inability to move forward. The outcome may be fatigue with a tendency to give up. Individuals may lose faith in the leader and the process.

Your Lower Reliance on an Interdependent Strategy places you at the "Somewhat Fit" to "Fit" Level

Your level of reliance on this strategy indicates that you can actively engage in shared authority, collaboration, listening and joint problem solving. This strategy is both emotionally energizing and emotionally demanding. Notice when you find yourself getting fatigued when remaining in this strategy for some time. Notice when you find yourself saying, "I wish someone would just take charge". When you feel fatigued in this strategy and you move to either taking charge (Independent Strategy) or giving another person authority (Dependent Strategy) you may experience a degree of relief. Your data suggests that whether you are working or playing collaboratively with others, you will often find yourself wanting to move to another strategy. Notice when this happens and respect this in yourself.

Independent Strategy

(HSLO-High Trust in Self & Low Trust in Other)

Relying on this strategy 15-20% is the ideal

When relying on this strategy, individuals move toward being independent, trusting themselves, and "going it alone". The ability to rely on oneself and make difficult decisions is an essential strategy for leadership. Individuals with highly developed emotional intelligence can discern when to rely on this strategy and use it with ease when necessary. They also know the limits of this strategy and the negative relationship consequences it can have when it is overused.

This is a strategy to rely upon in times of crisis when someone needs to take charge, make difficult decisions, handle resistance, and move forward with confidence. When overly relied upon, this strategy can constrict and obstruct direct reports or other key relationships, reducing the overall effectiveness of the relationship and the ability to achieve important goals.

Leaders who rely heavily on this strategy are often experienced as decisive and self-confident. They may also be experienced as aloof, arrogant, and closed to input from others. They are most comfortable in an authority role and enjoy "taking charge". These individuals often enjoy the independence of being an entrepreneur, where they can enjoy the risk and the rewards gained through individual advancement.

When under stress, impatience, anger, arguing, blaming others, needing to be right, and pulling away are typical behaviors. The internal dialogue may sound like, "If you want it done right, you need to do it yourself."

"My way or the highway" often describes a person's or leader's attitude when relying on this strategy. Loyalty and trust by others is paramount to the leader and is often rewarded by taking on a "protector" role. When relying on this strategy, leaders easily gain significant power at times of crisis because the "protector" role serves as a powerful, temporary antidote to organizational anxiety. This becomes a problem when leaders stop listening, stop delegating to others to the degree needed, and stop gathering critical information. An entire organization may be placed at risk. High performers who value active participation may become disillusioned and leave.

Your Over Reliance on the Independent Strategy places you at the "Somewhat Fit" to "Fit" Level

You may maintain a degree of flexibility, but you may also err in relying on this strategy more than what is useful for you. This somewhat higher reliance includes a tendency to move towards independence that includes a pulling away from relationships and relying upon yourself.

When stress is high enough, you may pull away from relationships and "do it yourself" with the idea that you know you "can do it and do it right". Others may not be able to deliver the quality of work or the degree of perfection that you expect. It also may be challenging for you to delegate when the stakes are high and the outcome is important. In a work setting, this can result in becoming bogged down with too much work on your plate. If you are in a leadership position, others could become discouraged when they experience you as not having trust in them to expand and take on more responsibility.

The gift of this strategy for you is that you are able to be decisive, champion a cause, make difficult decisions, and get the task done. The risk is an over attention to the task and structure and a tendency to not pay attention to others and your impact on them.

Dependent Strategy

(LSHO - Low Trust of Self & High Trust of Other)

Relying on this 15-20% of the time is ideal

Valuing relationships is a primary characteristic of this strategy. Individuals who rely on this strategy seek out relationships with a positive and hopeful attitude. They tend to be very loyal and supportive. At work, leaders who rely heavily on this strategy often do best in a secondary leadership position in which they provide primary support to another leader, often a leader that relies more heavily on an Independent strategy.

As a leader, this is an excellent strategy to rely upon when working with mature teams and in mentoring.

The gift of this strategy is the ability to easily give others authority, to listen, and often to be sensitive and compassionate towards others. At times of stress, the pattern is to move towards others with a strong commitment to the relationship. The challenge is one may easily fall prey to self-doubt, give away personal and/or legitimate authority, and be diminished in the process. The internal dialogue becomes "You must be right, I must be wrong". The high self-orientation, shame and anxiety that often are associated with this strategy may well contribute to giving up what one thinks and wants when under pressure. Over time, one may feel taken for granted and become resentful.

Leaders who rely heavily on this strategy may have difficulty handling resistance when they believe it jeopardizes an important relationship. These leaders tend to struggle more with setting appropriate boundaries and have a natural tendency to give away their authority. The challenge is to discern when this strategy is appropriate and when it is not.

Leaders who rely heavily on this strategy tend to go the extra mile to ensure that everyone has input and the process is inclusive and fair. However, the decision-making process may be derailed by one or two strong individuals who disagree and make their wants and judgments clearly known to others. This makes the leader more vulnerable to be diminished and even displaced by others who are competitive and who are seen by others as "bright and decisive."

In organizational contexts, this strategy tends to be more productive and rewarding in a bureaucratic or highly participative management context than in an entrepreneurial, or a competitive context.

Your Over Reliance on a Dependent Strategy places you at the "Somewhat Fit" to "Fit" Level

Your data indicates you have strength in your ability to access and rely on this strategy when challenged. You are able to easily trust others and give them authority when they have more knowledge than you. Your ratings suggest that relationships are very important to you and you have the capacity to be vulnerable with others. That gift of vulnerability allows others to get to know you and helps others trust you.

The risk for you is that you may have a tendency to give away your personal and professional power when you are challenged. Because relationships are important to you, you may give in or capitulate to others for the sake of protecting the relationship. Giving away your personal or professional authority may lead to resentment over time because you give and make room for others, not yourself.

As a leader, relying on this strategy is effective in mentoring or in leading mature teams where others can take on the leadership role or where it can be shared. If you rely on this strategy excessively or much more than is the norm in your organization and family, others may view you as weak or a "push over", because you do not take a personal stand and show your independent strength.

Disconnected Strategy

(Low Trust of Self and Other)

Relying on this strategy 7-11% of the time is the ideal

A feeling of hopelessness and helplessness is characteristic of this strategy because individuals literally lose faith in themselves and the other and have difficulty identifying any healthy ways to make it better.

When reliance on this disconnected strategy is high, individuals tend to emotionally disconnect with others. Behaviorally this can mean simply leaving the relationship all together. The message is, "I'm out of here." Leaving becomes the most tolerable response.

Another behavioral response to disconnecting is to leave the relationship emotionally but physically stay. This often reflects an inability to see alternatives. When one emotionally disconnects, but chooses to stay, it often includes the tendency to withdraw from others with blame and anger. In organizations, individuals stuck in this pattern often seek out others to join them in fault-finding. Individuals go from one negative incident to the next. Positive problem-solving is next to impossible.

While this strategy is difficult, at some point in our lives most of us experience an occasional relationship in which, despite our best efforts, trust is absent. At these times, feeling the pain directly can provide valuable guidance. Those who do not allow themselves to experience this loss of hope may have a tendency to stay in relationships longer than serves them well.

Leadership challenges of this strategy:

Individuals who rely on this strategy to any significant degree will have difficulty managing people. However, they can be excellent, productive employees in stable environments where their complex interactions with others are limited. Ideally these individuals will not be put in leadership or management positions, in intensely interdependent work groups or teams, or in positions of direct customer service.

Your Over Reliance on the Disconnected Strategy places you at the "Somewhat Fit" to "Fit" Level

Your rating here suggests that under normal conditions you are able to use your internal experience and feelings of distress as an important guide in determining when it is appropriate for you to leave a relationship. Yet your rating also indicates that you tend to emotionally leave relationships more than most others and more than is ideal. You may prematurely give up on a personal or professional relationship and just quit by literally leaving or by staying in the relationship but remaining emotionally disconnected. It would be good for you to explore when you tend to emotionally leave relationships, what prompts that, and what you tend to do.

What do you tend to do; stay or leave? Or do you do both depending upon the importance of the relationship to your long-term welfare? If you tend towards "I'm out of here" it would be good practice to stop and ask yourself one more time if this is the best decision before you leave. Your tendency will be to leave prematurely which can result in going from one job to the next or one relationship to the next with the hope of creating a better situation and relationship next time. That can be a self-defeating strategy.

If you tend to stay but leave emotionally, notice your degree of feeling defeated, angry and blaming others for your situation or feeling like a failure with no other options. You may find yourself relying on relationships with others who are unhappy and blaming but feel stuck in the situation. Focusing on what you really want could be very helpful. This may be difficult for you to do because you place a strong sense of responsibility on yourself and do not allow yourself the permission to think about leaving a relationship. It may be helpful to talk with a coach, trusted colleague, or counselor to help you identify what is best for you and then to take action to make that happen.

Your Reflections--

with implications for your development

Now you have reviewed your profile including the 7 WE-Q dimensions for Self-Reflection and Empathy and your Relationship Strategy profile. What does it all mean? Does it fit your experience of yourself?

This tool presented several hundred of pieces of information to you, while your life experience has presented millions of pieces of information. We encourage you to be open to explore any insights this profile has provided you. At the same time, it is your life. You are in charge of determining the degree to which this fits and how to use the information.

The questions below are intended to guide your reflection. The goal is to affirm and provide a guide for selecting "daily practices" that will build your WE-Q fitness.

Review your 7 WE-Q Fitness measures...

What stands out for you?

What is consistent with your experience?

What is your experience right now as you look this over? (Your thoughts, feelings, wants)

What fits with how others experience you? Do you know?

What do you find satisfying and affirming?

What areas would you like to strengthen?

Review your Relationship Strategy Profile...

What stands out for you?

What is consistent with your experience?

What fits with how others experience you? Do you know?

Can you identify the types of situations in which you rely on one strategy or another?

What are the "triggers" that move you from one strategy to another? (i.e. from an Interdependent strategy to an Independent or a Dependent strategy?)

Think about situations in your personal and work life that you find most satisfying and affirming. How does that fit with your relationship strategies?

What areas would you like to strengthen?

WE-Q Profile Feeling Words within each Category

More than 100 feeling words were included in the profile. The feeling words that were included are organized by the seven categories below; each category includes a variety of words of different intensity. No individual feeling is more heavily weighted than another. For example, rage and annoyed are weighted the same as aspects of Anger. All the words in a given category are added together and divided by the total number of words allocated to that category to find the mean score.

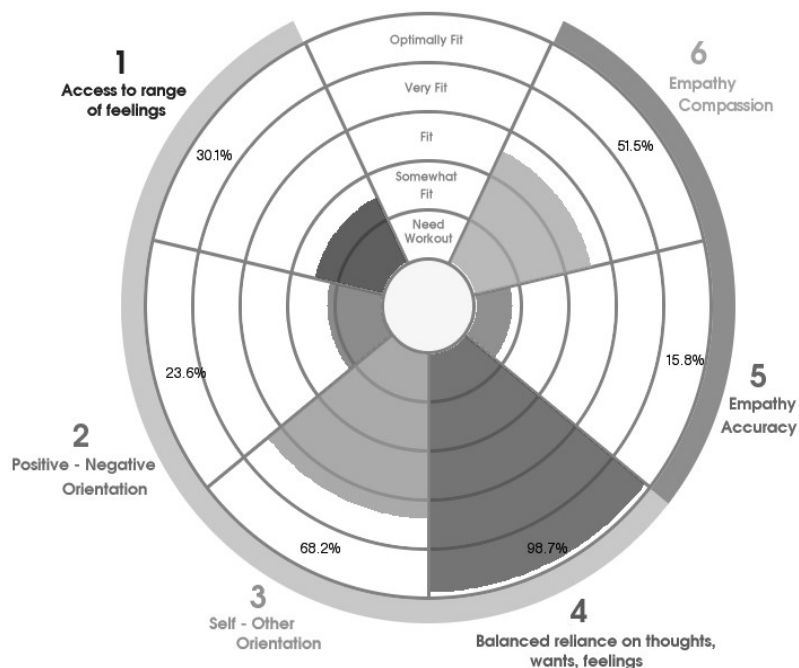
The feeling distribution chart in each profile represents 100% of individual's feelings. Each bar lists the percentage of feelings that was in that particular category. The percentile ranking is created by comparing an individual's feeling distribution on a given feeling category to the entire group population on that same unique dimension. For example, the entire group population's mean for Anger response may be 12% of all the feelings registered. An individual's rating may be 15% of total feelings.

Feeling Words Organized by 7 Categories: (Listed in alphabetical order)

Anger	Anxiety	Fear	Love	Joy	Sadness	Shame
Agitated	Confused	Alarmed	Attention	Alive	Crushed	Ashamed
Anger	Distant	Defensive	Caring	Bold	Disappointed	Burdened
Annoyed	Dread	Doubtful	Comforting	Brave	Discouraged	Condemned
Appalled	Dulled	Dread	Compassion	Capable	Distraught	Culpable
Disgusted	Frantic	Fearful	Concerned	Comfortable	Distressed	Despised
Frustrated	Helpless	Frightened	Encouraged	Confident	Empty	Disgrace
Irritated	Impatient	Reluctant	Engaged	Curious	Grief	Dread
Outrage	Intense	Startled	Gentle	Delighted	Lonely	Embarrassed
Rage	Nervous	Suspicious	Honored	Dynamic	Lost	Guilty
Spiteful	Numb	Tense	Open	Eager	Miserable	Harassed
Upset	Overwhelmed	Worried	Respect	Elated	Mournful	Humiliated
Vindictive	Paralyzed		Secure	Energized	Remorseful	Inept
	Perplexed		Tender	Excited	Resigned	Inadequate
	Queasy			Glad	Sadness	Regretful
	Skeptical			Gleeful	Sorry	Shame
	Stressed			Hopeful	Terrible	
	Uneasy			Joyful		
				Optimistic		
				Passionate		
				Peaceful		
				Relaxed		
© Learning In Action Technologies, 2003				Safe		
				Self-assured		
				Surprised		

Your Fitness Profile

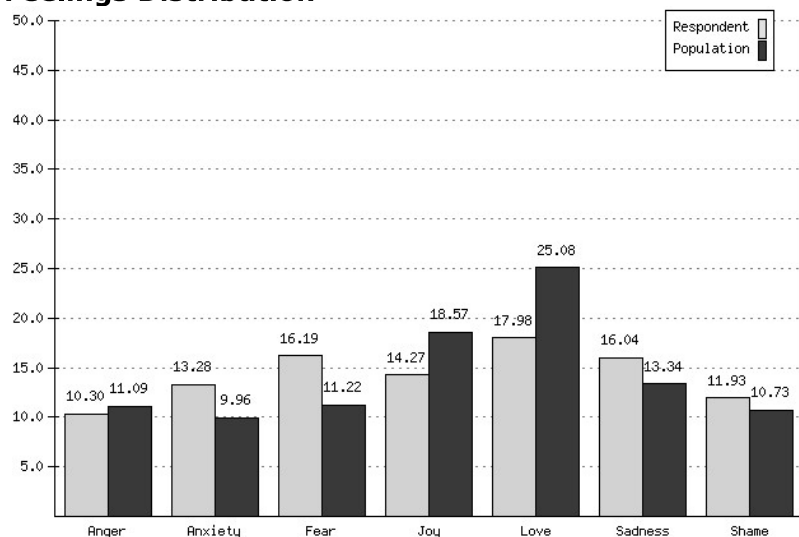
Six Dimensions of Self-Reflection & Empathy



Profile Ratios

Intensity	79.64%
Positive	64.32%
Negative	35.68%
Self	51.34%
Other	48.66%
Thoughts	33.75%
Wants	32.75%
Feelings	33.50%

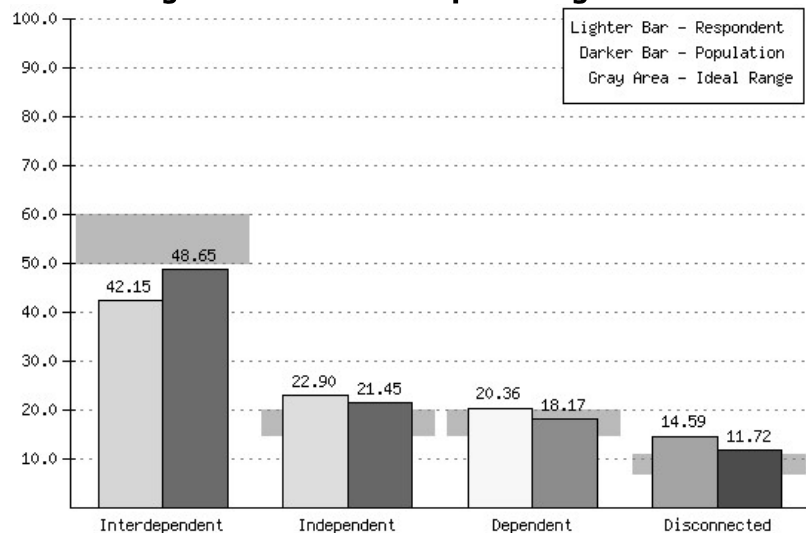
Feelings Distribution



Feelings Distribution Percentile Rankings for each feeling

Anger	41.46%
Anxiety	76.50%
Fear	92.55%
Joy	23.89%
Love	17.17%
Sadness	77.87%
Shame	61.68%

Self-Management Relationship Strategies



Self-Management Relationship Strategies Percentile Rankings

Interdependent	31.09%
Independent	60.92%
Dependent	62.23%
Disconnected	68.51%