



WE-I PROFILE

YOUR GUIDE TO DEVELOPING EQ



Created For:

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Introduction to Your WE-I Profile

The WE-I Profile provides you with a “snapshot” of your *internal experience* or *what goes on inside of you* when you are *being challenged in a relationship* and *feel some degree of interpersonal tension*. It is a picture of your current “relational map” when stressed.

Your Profile presents a graphic presentation of your reported internal experience (your thoughts, feelings and instincts) as you watched the eight video segments. It is important to note that *this may or may not show up in your behavior*. The patterns of internal experience presented in your Profile are most likely to become behavioral in those relationships:

- That are most important to you, both personal and professional;
- When those relationships become quite intense;
- Where you experience some degree of dependence or risk in the relationship.

You may find it useful to identify the relationships in your life that are important to you and/or impact your wellbeing. Then as you read through your results, reflect upon how, if at all, this “snapshot” shows up in those relationships.

WE-I Profile Report

This report has five components:

- A description of the dimensions of experience measured by the tool.
- Graphic displays of your Profile for each of the dimensions measured.
- An interpretive narrative on each dimension that includes implications for your professional and personal relationships.
- Questions for your reflection.
- A summary page with all the data and graphic displays.

What is WE-I?

WE-I is a term intended to reflect three separate and related ideas:

1. Our past relationships have shaped our identities, informed our mental models of ourselves and others and influenced how we adapt to stress.
2. Our past experiences have shaped how we tend to respond to challenging situations today, especially in relationships.
3. Only by becoming aware of how the “WE” of our past has shaped us, can we reclaim and reshape the “I” we are today and be at choice as to how we relate with others.

The term WE-I acknowledges that each of us has been shaped and informed by our past relationships. And that the relationships of our past can (and likely will) shape the relationships of our future unless we become aware of our own shaping. That's why the WE-I Profile was created, to bring awareness to how our past relationships may be impacting our present relationships and our ability to be emotionally (and relationally) intelligent.

Dimensions of WE-I

This instrument measures seven dimensions of internal experience which provide the foundation for relating with others in a relationally and emotionally intelligent manner. These building block capacities equip us to effectively manage ourselves and our relationships, and to build our tolerance, resilience and adaptability in the midst of complexity, chaos and conflict.

These seven dimensions of our relational nature have been categorized into three core capacities that impact our ability to behave in emotionally intelligent ways: Self-Reflection, Empathy, and Self-Regulation.

• **Self-Reflection** - Self-Reflection is the ability to access and name our internal experience, to differentiate our experience from others, and to reflect and learn from our experience. Our internal experience includes our feelings, thoughts, wants, intentions and body sensations. The ability to use our “observing self” in the moment to notice our experience is fundamental to relational and emotional intelligence.

The Self Reflection Capacity is composed of four dimensions of experience:

- Access to a Range of Feelings
- Positive/Negative Orientation
- Self/Other Orientation
- Balanced Reliance on Thoughts, Wants and Feelings

• **Empathy** - 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:

- Empathy Accuracy
- Empathy Compassion

• **Self-Regulation** - One of the ways we regulate ourselves under interpersonal stress and maintain our equilibrium is to trust and rely more or less on ourselves and/or others. This dimension measures the degree to which we rely on four relationships strategies to self-regulate:

- Interdependent
- Independent
- Dependent
- Disconnect

How does the WE-I Profile relate to Emotional Intelligence (EQ)?

The WE-I Profile captures the dimensions of our internal experience that impact our capacity and ability to be emotionally intelligent (EQ, referred to by some as Emotional Quotient). Our Profile reveals what can make it difficult and may get in the way of our behaving in relationally and emotionally intelligent ways. When we deepen our self-awareness through the WE-I Profile, we can see our current “relational map” and what we need to do to develop our EQ.

The research on Emotional Intelligence has 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. Four primary constructs have emerged in the literature.

These include:

- Ability model (Mayer and Salovey)
- Trait model (Petrides)
- Mixed model (Goleman)
- Developmental model (Saarni)

Several other well-developed and researched disciplines inform and validate the construct of Emotional Intelligence. Some of these include Emotional Competence, Social Competence, Alexithymia, Social Intelligence, Resilience, Psychological Mindedness, and Levels of Emotional Awareness.

The WE-I Profile measures the internal factors that inform and drive the ability to be emotionally intelligent. The WE-I Profile's construct is rooted in developmental theory, interpersonal neurobiology, emotion and cognitive development, and attachment theory.

A Guide to Developing EQ

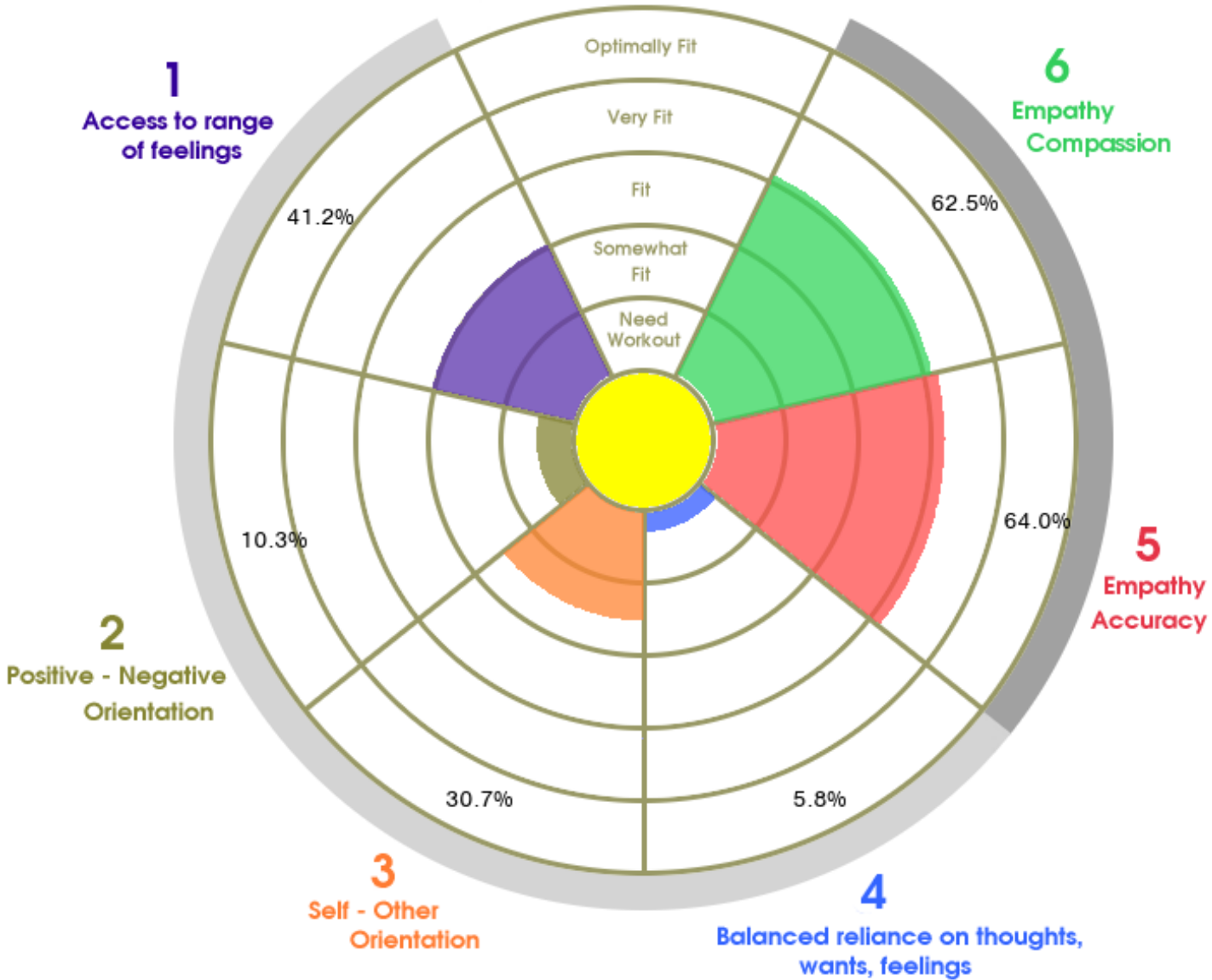
The WE-I Profile uses difficult situations as prompts to capture how you tend to interpret yourself, others and the world around you when you are challenged. The value in this approach is it gives you a picture of both your strengths and developmental edges and helps you target specific areas for your EQ development.

EQ is a learned capacity that can be strengthened. With practice, you can develop EQ Fitness just as you develop physical fitness or other complex skills. You can find practices to develop your EQ fitness in the EQ Fitness Handbook: *300 Daily Practices to build EQ Fitness*. The EQ Fitness Handbook can be found on Amazon in the US and Canada. If you prefer, you can get a pdf of the EQ Fitness Handbook from your practitioner.

Your WE-I 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 -- (59.94% Positive, 40.06% Negative)
3	Self - Other Orientation: Other -- (46.50% Self, 53.50% Other)
4	Balanced Reliance on -- Thoughts: 37.93% Wants: 40.40% Feelings: 21.67%

Your Level of Engagement/Intensity when you took this instrument:Your mean rating 2.75 ; Your percentile ranking 54.52



ACCESS TO RANGE OF FEELINGS

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

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

Your ratings suggest that you have good access to a wide range of your feelings, being able to experience and name a variety of feelings. However, there are some differences between the seven categories of feelings measured by this tool. (See the "Feelings Distribution Graph" that follows this section.) The graph maps 100% of the feelings you identified as you watched the video. Notice what is predominant for you and what is minimal for you. Does this description fit you?

The implications for you at work or in your personal life depend upon which feelings are dominant and which feelings you have more difficulty getting in touch with. For example, if you find that you have difficulty accessing feelings of anger, you may miss opportunities to participate fully in discussions, strategies, directions, or actions that are taken. Information that is important for making the best decision may not be uncovered and used. 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.

Feelings are the dimension of our experience that informs us about the importance of something or someone and gives it meaning. Thus the ability to quickly access a full spectrum of feelings provides you valuable information as you interact with others in various work relationships and different life situations.

Although organizations in our Western culture have traditionally ignored or actively suppressed feelings, they are the primary drivers of actions and decisions. Having excellent access to your feelings expands your experience and your ability to make informed choices. Good access to feelings also enriches your life experience and heightens your understanding and acceptance of others' feelings. Being aware of your feelings and "listening" to them can be a helpful guide to support wise decision-making, particularly in times of complexity, stress, and conflict.

You Reported Limited Access to Shame

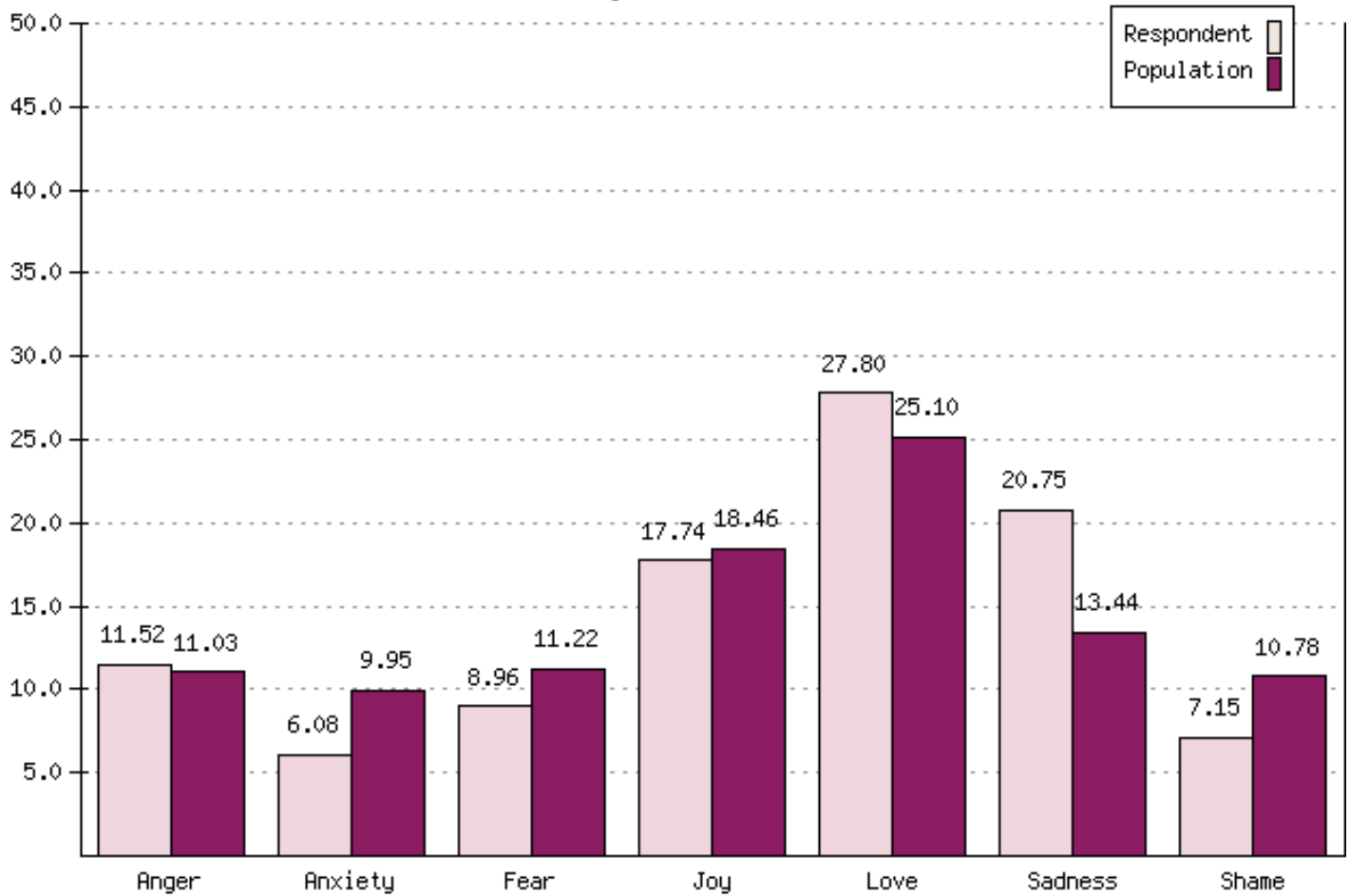
The gift of healthy shame is humility. It is the gift to acknowledge and appreciate that we are all "perfectly imperfect." A healthy level of shame allows us to engage with others fully with appreciation for the human condition and it leads to giving one another grace. Your low rating puts you in the "shameless level". This suggests that you may find it difficult to see how you contributed to a given problem. You may see the problem as being caused by others and may resist getting acknowledging that you are a partner in creating and/or maintaining a problem. When you find yourself in stressful interactions it would be useful for you to reflect on how you are contributing to the difficulty you find yourself in. This will strengthen relationships and your ability to work together in problem-solving.

You Reported High Access to Your Sadness

Your responses to these difficult work situations indicate you have greater access to your sadness than most people who have taken this tool. This reflects sadness in relationship to others. It may mean a high level of sensitivity to others and empathy. Does this surprise you? Does it fit for you?

It is difficult to say with any accuracy what this means to you in your work environment. This does not mean you walk around as a sad person. It just means you touch sadness faster than most people around you. You may have experienced an important loss in the past year or you may find yourself more vulnerable for some reason at this time. It may also reflect a sadness, pain, and overall loss from important early life relationships that get triggered easily in difficult situations in which you feel responsible and you care.

Being intentional in noticing when you are feeling sad can be very helpful in uncovering triggers from your past experience that are impacting you now. Notice the thoughts and wants that accompany your feelings and the degree to which they contribute to positive and negative outcomes for you. For example, some individuals with high sadness tend to take on an excessive sense of responsibility for others.

Feelings Distribution**Percentile Rank**

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
53.68%	19.68%	26.15%	51.26%	68.81%	98.75%	14.84%



POSITIVE AND NEGATIVE ORIENTATION

Your Positive-Negative Balance Needs a "Work-Out"

Your ratings show that you have a much higher negative orientation or focus than most of the people who have taken this profile. This suggests that in difficult situations with others, you quickly 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 often see the world through a "half-empty" lens rather than "half-full." Does this description fit you?

When you experience a threat or are being challenged by others you may find yourself seeing the negative options before you are able to see positive ones. Negative judgments and conclusions come quickly to you. It may take you some time to identify positive interpretations of the situation, along with the negative.

The advantage of this focus is that you may be able to see the pitfalls in a situation more quickly than others. This is particularly useful for individuals who work in areas of safety or where the job demands being very focused on identifying and correcting problems.

At the same time, you may impact others in your work environment as the negative one who always focuses on what is wrong and not on what is right. Others could see you as the person who always "rains on the parade."



SELF - OTHER ORIENTATION

You Reported a "Somewhat Fit" Self-Other Balance

Your ratings on this WE-I measure suggest that your ability to easily focus on the other and yourself is a real challenge for you, particularly in stressful situations. Does this characterization fit you?

Individuals who are optimally fit in this dimension are able to take themselves and others seriously. They are able to trust their own experience as well as listen to and honor the experience of others. The capacity to easily move between a clear awareness of your own experience and that of others is perhaps the most powerful underlying competence that allows you to take in both internal and external information.

As you gain fitness in this dimension, your capacity to see, honor, and tolerate wide differences of attitudes, beliefs, values, expressions, and cultural differences will expand. A strong balance in this dimension makes it possible to seek the kernel truth from a variety of different sources and people and use the wisdom of the whole. It gives you the balance needed to listen, learn, and explore alternative interpretations and solutions.

At times, when others challenge or demand things from you, you are able to focus on the impact of the challenge or the request as well as learn more about the other person. At other times, seeing, hearing, and maintaining contact with both yourself and the other is difficult for you. This capacity, of holding both Self and the Other in balance, is the foundation for honoring yourself and for acknowledging, learning, and expanding your capacity for empathy.

At times, direct reports and colleagues probably experience you as open, available, and balanced, with a willingness to engage in difficult conversations. At other times, they may experience you as closed and

disconnected from them.

You Focus More on Other Than Self

Your ratings in this dimension suggest that you focus more easily on the other person in an exchange and reflect less easily on what is going on for you. Does this description fit you?

Individuals who are more "Other" oriented see themselves as having little power and little impact on the world around them while viewing others, the group, or the organization as having the control. You may have learned very young to be highly aware of the people around you and to respond to their needs rather than to be aware of and value your own experience. This can lead to a sense of being a victim or being powerless in the world.

One implication for you in a work situation is that you may try to please the other person or try to figure out what they want rather than sorting through your own experience and declaring what you want. Another implication is you may give others excessive power in your interactions. For example, you may be very sensitive to feedback from others and find yourself reacting to information, perceiving it as criticism of you rather than information for you to consider.



BALANCED RELIANCE ON THOUGHTS, WANTS, FEELINGS

Your Balanced Reliance on Thoughts, Wants, and Feelings is at the "Needs a Workout" Level

Individuals who can easily access and rely on information from their thoughts, wants, and feelings benefit from having the widest range of pertinent information available at moments of stress and conflict. This is very helpful for understanding themselves and others, for seeing more choices, and thus, in making well-informed decisions. The more fit individuals are in this area, the more likely others will experience them as stable, practical, safe, predictable, and reliable. Others also tend to experience very fit or optimally fit individuals as easy to be with and easy to talk to.

The more leaders rely on each dimension of experience the clearer they are in interactions with others. Feelings give us information about the importance and meaning of what is occurring internally, thoughts are useful for analyzing the situation and problem solving, and wants provide us with information about what action we want to take. Thus having excellent balance in each dimension serves as a rudder that gives you and others a sense of stability and safety when interactions and life situations become intense, complex, and turbulent.

You Rely Heavily on Your Wants

Your ratings suggest that relying upon what you want is your dominant experience in stressful situations. Most likely defining what you want and taking action is a powerful method for reducing your stress. You quickly get activated to do something, now! This does not mean you cannot access your thoughts and feelings, it just means you turn to wants first and most likely stay there unless the other person or persons demand that you take time to listen or acknowledge other dimensions of experience. This skill probably allows you to be clear about what you want with others in any given work situation. Does this description fit you?

Since you have easy and rapid access to your wants, you have probably learned that you have an advantage over those who find it more difficult to figure out what they want. You may find yourself wanting to move forward before others are ready, and have learned that you need to slow down, listen to others, and allow them more time to become ready to move into action.

When rapid access to wants is coupled with high empathy and sensitivity to others it may be experienced as positive by most people. When it is combined with low empathy and impatience, you may be viewed as pushing too hard, uncaring, insensitive, and inconsiderate of others.

In a leadership role, direct reports need to know what you want because your wants guide the direction the group will take. At the same time, when you act too quickly or ask others to act too quickly, most likely others may feel that they are not "seen" and not valued. This can be demoralizing to others.

Taking the time to identify and clearly name what you are feeling could be very helpful to you, providing further information for seeing more options in a given situation and for making wise decisions. Identifying what you are thinking and feeling along with what you want provides you and the group with a wider range of valuable information. It also effectively engages others in a way that will promote commitment and support high individual and group performance.

In stressful situations, you may find it helpful to take deep breaths and focus inward to notice your feelings. This practice will give you valuable information and add richness to your life and relationships.



EMPATHY ACCURACY

Your Empathy Accuracy is at the "Very Fit" Level

Your ratings suggest a well-developed capacity for accurately tuning into others and reading what they are experiencing, even when you are in the middle of an interaction with another person in which the individual is challenging you or making what feel like unfair demands on you. You are able to take in people's verbal and non-verbal behavior quite easily and make accurate guesses or assumptions about what they might be experiencing. Most likely you are sensitive to reading facial expressions and body movements, and detecting the general tone of the energy in a difficult situation. Does this description fit you?

The implication of this skill at work is that you probably are often able to assess what people, either your colleagues or your direct reports, are experiencing, and you don't carry around a host of distortions about what you assume their experience is. The danger of having such a well-developed skill is that you may fail to verify your perceptions with others and simply assume that you are accurate about what is going on with another person, just at a time when inquiry of the other would yield valuable insights and make a positive contribution to the relationship.



EMPATHY COMPASSION

Your Empathy Compassion is at the "Very Fit" Level

Your ratings suggest that you have a well-developed ability to join others in knowing what their experience must be like, even when they are challenging you or making what seem to be excessive requests or demands on you. Though you may feel uncomfortable with either the challenge or the request, you seem to be able to feel compassion for what the other person is thinking, wanting, and feeling much of the time. In most difficult situations you are able to put yourself in their shoes and experience what that must be like. 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 that it reflects an ability to

listen to others even when you are under stress and not necessarily feeling comfortable yourself. You can usually manage your own feelings sufficiently to lean in and listen to the other. This skill enables you to stay in contact with people even when the waters are rough and the interactions are stressful.

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

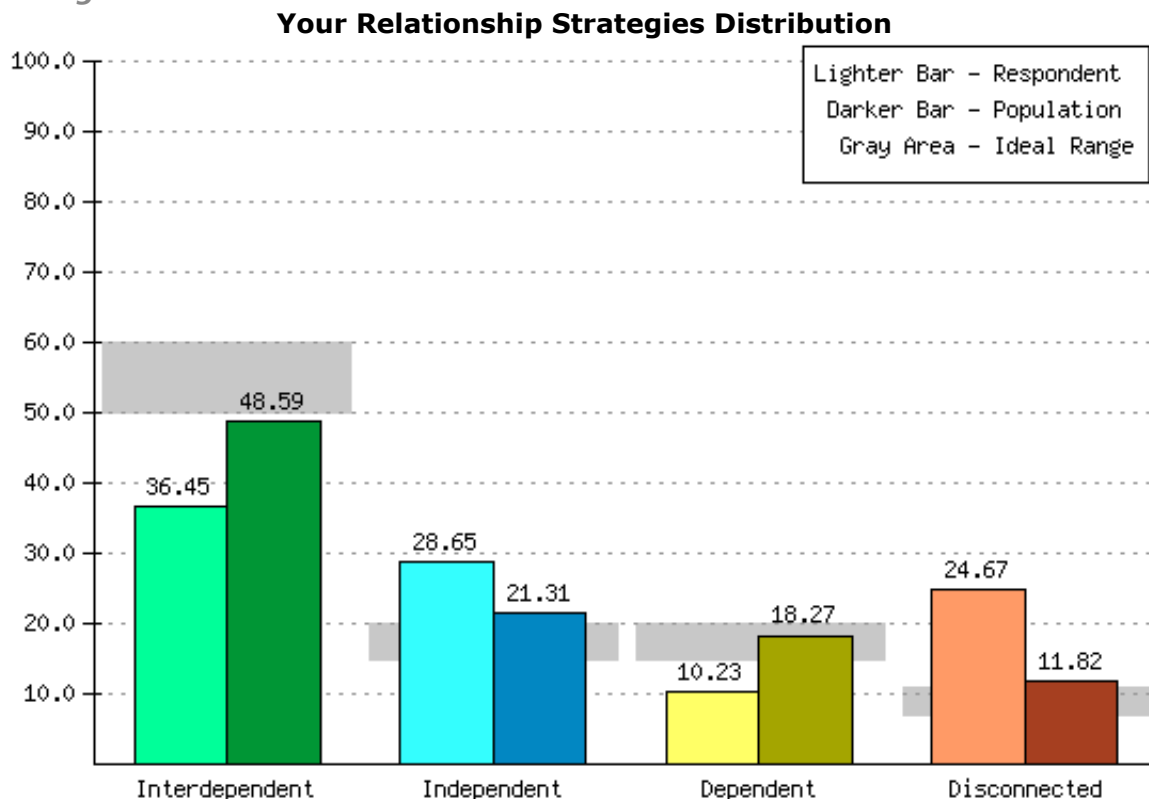
The four relationship strategies in this assessment tool measure self-regulation or how you manage yourself in challenging relationships. The following narrative provides a description of the relationship strategies you rely upon when challenged in a wide array of difficult situations and human interactions.

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
13.45%	92.32%	9.57%	99.25%

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 Limited Reliance on an Interdependent Strategy places you at the "Needs Workout" to "Somewhat Fit" Level

Your low reliance on an interdependent strategy suggests that you find it challenging to rely on this strategy for any length of time. Most likely, you either avoid working collaboratively, or easily get frustrated, and fatigued, and find yourself emotionally pulling away. You will minimize active collaboration, whether it is a professional or in a personal relationship. Your low reliance on this strategy indicates that leaving this strategy gives you a sense of relief. You are more comfortable emotionally moving away from others and working independently, taking direct authority of others, or having someone else take authority. Your rating also indicates that clarity is very important to you and when this is missing you become fatigued and have a tendency to "drop out", whether that means staying but lowering your participation or actually leaving.

You may have low "joy ratings" which is a measure of emotional energy, and low empathy compassion ratings which reflects your ability to stay connected with others during times of conflict and stress. If so, you may blossom professionally in an environment that has more order, structure, and clarity with less relational demands.

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 Excessive Reliance on an Independent Strategy places you at the "Needs Workout" Level

Your data suggests that you rely heavily on this independent strategy. Most likely it is easy and sometimes feels like a relief to move to this strategy. This is a strategy of extreme independence and self-reliance. This means you can easily take authority with a more autocratic style where you focus on the task to be done, the structure, the goals to be achieved, etc. When you do this, there is less thought or attention to the impact you may have on other people.

While it is important to be able to use this strategy during times of crisis, where rapid decision making is critical, your data suggests that you rely on this more than may be useful for you. You tend to disconnect from others emotionally and most likely have decreased emotional compassion. Others may experience you as aloof, uncaring, and not open to others or curious about them. Most likely you have difficulty clearly seeing the impact you have on others. This may be especially true for people who report to you.

As a leader you may feel protective of your direct reports and take on a role of protecting them from outside forces. Employees who are more dependent may appreciate your style. Others who want to spread their wings, take on additional responsibilities, and be mentored by you may feel discouraged or

demoralized when they are not trusted to take on additional responsibilities.

You may find it challenging to be curious of others and truly listen to others with the intent of using their knowledge and ideas.

When challenged in a personal relationship, most likely you tend to move away from the relationship with the desire to be alone for sometime. Being independent is an emotionally safe place for you.

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 Limited Reliance on a Dependent Strategy places you at the "Needs Workout" Level

Your data suggests that you tend towards protecting your own vulnerability when you are challenged. You may stay engaged with others in a way that focuses on helping others and getting the job done while moving to protect your own emotional vulnerability. Most likely you keep people a little distanced from you when you're challenged. This creates emotional safety for you but makes it difficult for others to get to know you. Over time it can contribute to others losing trust in you. They may say things like "I can't impact you", "I don't know what you are thinking or what you want", "sometimes I don't trust you because I don't really know you."

This is particularly important as a leader or anyone whose effectiveness requires high trust working relationships, where individual differences are known and valued.

The risk for you is you may be valued for your knowledge, your skill, your ability to understand others and get things done, but you are more of an unknown. This can contribute to a degree of loneliness because the focus is maintained outside of yourself. Intimacy may be more challenging for you as well, since intimacy requires a degree of emotional dependency.

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 Excessive Reliance on the Disconnected Strategy places you at the "Needs Workout" Level

Your rating indicates you tend to easily move away from others and emotionally disconnect when challenged or faced with difficult relationships. Your tolerance in staying emotionally engaged with others is significantly less than others and indicates low tolerance for difficult relationships. This withdrawal from relationships is typically acted out in one or two ways.

First, you may tend to say to yourself "I'm out of here and simply leave the relationship, the job, or whatever. If you tend to be highly independent this is most likely what you do in these situations because it is easy for you to move away from relationships and rely upon yourself. The risk is that you may leave relationships prematurely with a tendency to move from one relationship to another, hoping next time it will be better. If this fits your pattern, it would be wise for you to take time to thoughtfully reflect on your decision to leave and ask yourself one more time about the wisdom of this prior to taking action. Talking with another person that you trust may bring value and insight to your decision so it is clear that the decision to leave is right for you

The other behavior is to physically stay in the relationship but leave emotionally. If relationships are very important to you and your reliance on the Dependent Strategy is higher, most likely this is what you do. Your choosing to stay in what may be termed a dysfunctional relationship may reflect a loyalty to relationships and a strong sense of responsibility. So you stay out of a sense of responsibility even though you stay in the relationship in a demoralized, helpless way. Staying can increase your tendency to blame and dismiss others, reduce your ability to engage in conversations in a helpful manner. In a work setting you may look for others who are also disgruntled but who also are staying. You may not see that you have options and do not feel a sufficient level of internal strength to make another choice. You may find that working with a coach or counselor can help you gain clarity about what you want to do and then help you act on that in healthy ways.

Questions for Reflection

Now that you have reviewed your Profile, how do you make meaning of what you have learned and make use of it? Taking the WE-I Profile is just the first step in learning more about ourselves and how we might develop more satisfying relationships. You may find it helpful to share with your friends, family and/or colleagues (e.g. people who feel safe to you) the aspects of your results that you are curious about and bring those curiosities to your debrief with your WE-I practitioner.

To prepare for your debrief with your WE-I Practitioner, you are encouraged to answer the questions below.

As you reflect upon your WE-I Profile results:

What stands out for you? What “aha's” did you experience? What surprises?

What is your reaction to your results? What are you feeling, thinking, wanting?

What fits with your experience of yourself? What doesn't fit?

What fits with your sense of how others experience you?

Reflect upon a recent upsetting situation. Perhaps you were challenged or stressed or in conflict with another person in some way.

- What happened?
- How did you feel?
- What did you want?
- What were you thinking?

Reflecting upon your responses to the above questions, in what ways, if any, do you see your experience of that upsetting situation reflected in your Profile results?

What questions would you like to be addressed during your debrief with your practitioner?

Explanation of the Feelings Distribution

More than 100 feeling words were included in the statements that followed the videos in the instrument. The instrument organizes these feelings into the seven primary feeling categories. Each category includes a variety of feelings that reflect different nuances and levels of intensity of the primary feeling. (See the chart below for some of the words used in these statements by feeling category.)

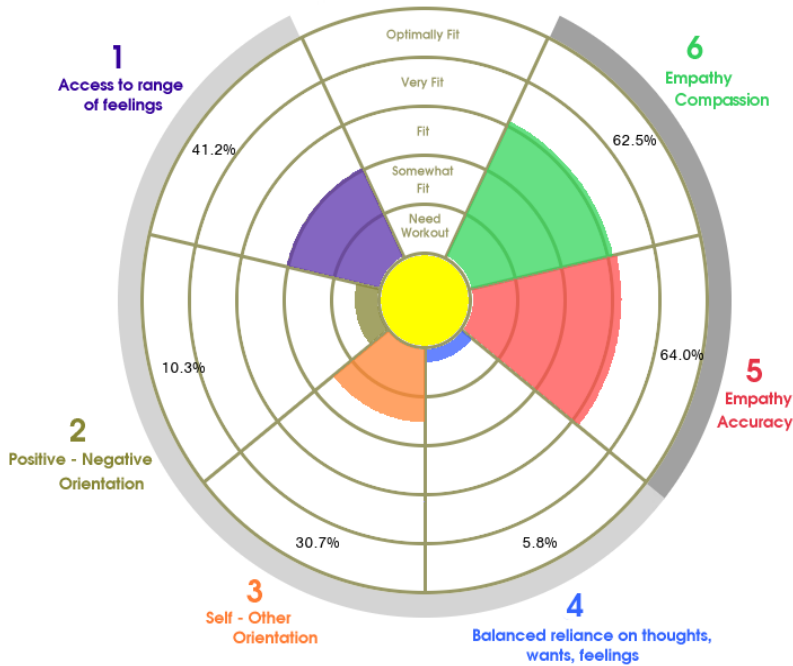
The Feelings Distribution chart (the bar graph) compares the feelings you reported experiencing with those of the population of people who have taken the instrument. The light bars represent the feelings you reported experiencing by category. The dark bars represent the feelings reported by the population of the people who've taken the instrument by category. The number above each bar is the percentage that feeling category represents of all feelings categories combined. The percentile ranking compares an individual's percentage for a particular feeling category to the population's percentage for that same feeling category and provides information about how often an individual accesses a feeling category (e.g. anger) compared to the rest of the population who have taken the Profile.

Feeling Words Organized by 7 Categories

Anger	Anxiety	Fear	Joy	Love	Sadness	Shame
Agitated	Anxious	Alarmed	Alive	Admiration	Crushed	Ashamed
Angry	Confused	Defensive	Bold	Appreciation	Disappointed	Culpable
Annoyed	Dread	Doubtful	Brave	Caring	Discouraged	Disgraceful
Appalled	Foggy	Fearful	Capable	Compassion	Empty	Embarrassed
Disgusted	Frantic	Frightened	Confident	Engaged	Grief	Humiliated
Frustrated	Nervous	Reluctant	Curious	Gentle	Hurt	Inept
Furious	Numb	Scared	Delighted	Honored	Lonely	Inadequate
Irritated	Overwhelmed	Skeptical	Dynamic	Love	Mournful	Inept
Outraged	Paralyzed	Suspicious	Eager	Open	Resigned	Regretful
Upset	Perplexed	Worried	Energized	Respect	Sad	Shame
Vindictive	Queasy		Enthusiastic	Tender	Sorry	
	Uneasy		Excited	Warm		
			Glad			
			Hopeful			
			Joyful			
			Optimistic			
			Passionate			
			Relaxed			
			Self-assured			
			Wonder			

Your Fitness Profile

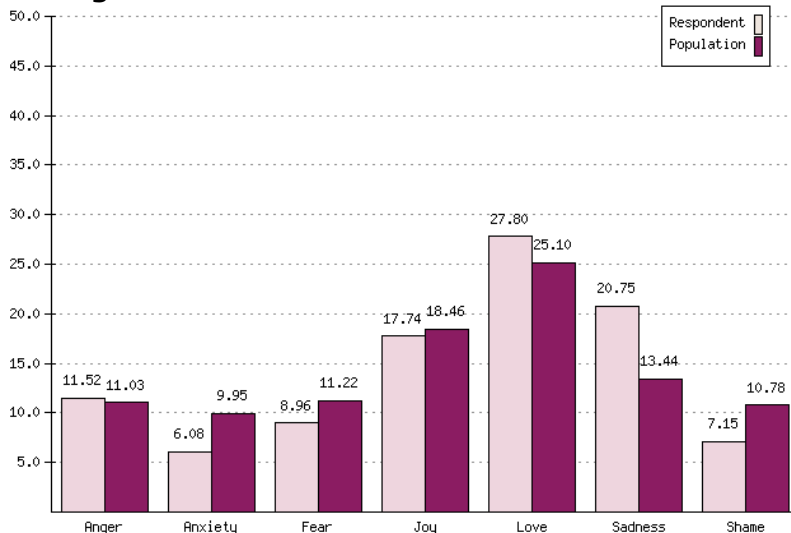
Six Dimensions of Self-Reflection & Empathy



Profile Ratios

Intensity	54.52%
Positive	59.94%
Negative	40.06%
Self	46.50%
Other	53.50%
Thoughts	37.93%
Wants	40.40%
Feelings	21.67%

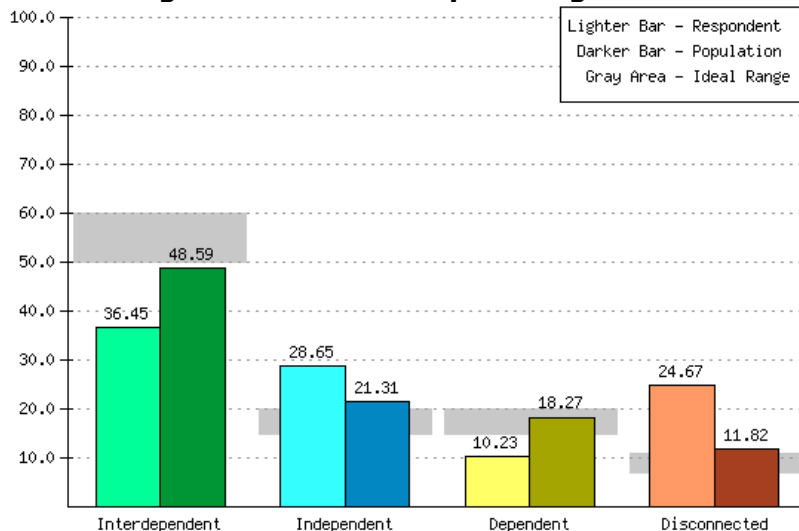
Feelings Distribution



Feelings Distribution Percentile Rankings for each feeling

Anger	53.68%
Anxiety	19.68%
Fear	26.15%
Joy	51.26%
Love	68.81%
Sadness	98.75%
Shame	14.84%

Self-Management Relationship Strategies



Self-Management Relationship Strategies Percentile Rankings

Interdependent	13.45%
Independent	92.32%
Dependent	9.57%
Disconnected	99.25%