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# Validation Report of Survey Instrument (Emotional Intelligence Profile)

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Prepared by:

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**Abstract:**

This document contains the approach and results for the validation of the Emotional Intelligence Profile developed by Laura A. Belsten, Ph.D.

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## DOCUMENT INFORMATION

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## EXECUTIVE SUMMARY

This report addresses the steps necessary to validate a survey instrument(s). Survey validation is a continuous process that provides information about how items on a survey are functioning as well as information about how items could be “grouped” together to form scales or “factors”. The quality of the survey validation effort depends on the number of survey responses as well as the sample from which the data were collected. A large and diverse sample is usually recommended; however, initial analyses of reliability and factor structure can provide important feedback early in the survey development process. This report includes finding which may be used to help guide the refinement and revisions of the instrument under review.

Reliability analysis is the first step in validating a survey. Reliability analysis helps to identify any items that may not be functioning appropriately and helps to identify any items that could possibly be improved, modified, or deleted. Establishing reliability is a necessary first step for validation. Additional validation steps include exploratory factor analysis and confirmatory factor analysis which help to determine how the items “group” together to form “factors” and determine whether or not evidence of construct validity exists.

### *Analysis Methods for the Emotional Intelligence Profile (EIP)*

Analysis 1: Reliability Analysis. Determined the reliability coefficient for each of the theoretical sections (i.e., factors) identified by the current instrument structure as well as the overall instrument (all 72 items together). Identified any items that were not functioning properly or not functioning as expected. Calculated descriptive statistics (i.e., means, standard deviations, and frequencies) for each item.

Analysis 2: Exploratory Factor Analysis. Determined the empirical exploratory factor structure of the 72 item instrument. Determined which items could be “grouped” together from an empirical perspective. Reported the recommended factor structure resulting from the EFA. Since the empirical structure was different from the theoretical structure, reliability coefficients were recalculated for each newly defined factor as a result of the EFA.

Analysis 2: Confirmatory Factor Analysis. Conducted a confirmatory factor analysis addressing the following theoretical factor structures: (1) Indicators by sections by factors (4 factors) (2nd order model); (2) Sections by factors by total (2nd order model); (3) Factors by total; (4) Indicators by sections by factors by total (3rd order model). Confirmatory factor analysis (CFA) calculates the model fit as identified by a hierarchy of scores. The lowest level of the “observed” scores are the actual question responses (i.e., indicators). The higher level scores are referred to as “latent” variables. Latent variables are unobservable but these are the constructs in which the survey was designed. Latent variables for the EIP include “sections”, “factors”, and the “total EQ” scores. The results of the CFA are used to determine if the theoretical structure provides an adequate fit with the dataset.

### *Description of the Data*

At the request of Dr. Belsten, Brook Boehler [brook@communityahead.com] provided the dataset used in this analysis in MS Excel format. The EIP instrument uses a 5 point rating scale (with 1 being “I never do this” and 5 being “I always do this.”)

### *Summary of Validity Findings*

- Overall, reliability of the individual sections resulted in adequate to very good reliability with Cronbach's alpha results ranging from 0.56 to 0.84. These results are impressive given the fact that each section is comprised of only 3 items.
- The item analysis by section identified four (4) items (Q15, Q30, Q52, and Q63) that should be reviewed for clarity, accuracy, and relevance with the associated content area/section.
- The item analysis of the four factors identified one (1) item (Q5) that should be reviewed for clarity, accuracy, and relevance with the associated factor.
- The reliability of the EIP total score is excellent at 0.96. None of the items are functioning inappropriately from a total score perspective.
- As a result of the exploratory factor analysis (EFA), the items tend to group together as expected within their "sections"; however, some "sections" are merged together into a single factor. In summary, the results of this EFA provide fairly strong evidence of construct validity for the EIP instrument.
- The confirmatory factor analysis (CFA) results provide very strong evidence of construct validity for the EIP instrument.

## SECTION I: RELIABILITY RESULTS

Reliability is the first step in assessing an instrument. Reliability calculates the inter-correlation between items on a survey. Since the purpose of the survey instrument is to provide a type of measurement, it is important that the measurement be reliable. Reliability is determined by the calculated value “Cronbach’s Alpha”.

An alpha level of more than 0.80 is desired. Alpha levels between 0.70 and 0.80 are considered to be adequate, and alpha levels less than 0.70 are considered to be low; however, reliability is related to the number of items included within a particular section or “factor”. Factors with less than approximately five items may exhibit reliability values less than the desired 0.70 cutoff. The item analyses contained within this report include the Cronbach’s alpha coefficients as well as item means, standard deviations, and statistics that have been calculated if that item was omitted. If the coefficient alpha (i.e., reliability coefficient) would increase if the item was omitted, this is evidence that the item is not functioning appropriately. Any item not functioning appropriately should be reviewed for clarity, accuracy, and relevance to the content area.

### Reliability Analysis of Theoretical Factors

The theoretical factors (or sections as noted in the EIP instrument) include each item (e.g., question) as addressed by the original survey where Q1 – Q72 are the labels for each item of the instrument. A mapping of item labels with the actual item text can be found in the appendix of this report.

This section of the report includes the reliability results for the theoretical instrument structure. Results are reported by section, by factor, and for the total EQ score.

#### *Summary of Reliability by Section (Theoretical Factor Structure)*

<b>Section</b>	<b>Reliability</b>	<b>Section</b>	<b>Reliability</b>	<b>Section</b>	<b>Reliability</b>
Section 1	0.67	Section 9	0.76	Section 17	0.75
Section 2	0.56	Section 10	0.75	Section 18	0.65
Section 3	0.81	Section 11	0.72	Section 19	0.71
Section 4	0.74	Section 12	0.71	Section 20	0.81
Section 5	0.60	Section 13	0.84	Section 21	0.63
Section 6	0.77	Section 14	0.75	Section 22	0.72
Section 7	0.68	Section 15	0.75	Section 23	0.62
Section 8	0.75	Section 16	0.84	Section 24	0.65

Overall, reliability of the individual sections resulted in adequate to very good reliability with Cronbach’s alpha results ranging from 0.56 to 0.84. These results are impressive given the fact that each section is comprised of only 3 items.

### Reliability by Section (Theoretical Factor Structure)

This section of the report includes the detailed reliability results for the theoretical instrument structure. The item analyses contained within this report include the Cronbach's alpha coefficients as well as item means, standard deviations, and statistics that have been calculated if that item was omitted. If the coefficient alpha (i.e., reliability coefficient) would increase if the item was omitted, this is evidence that the item is not functioning appropriately.

Section 1		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q1	3.99	0.80	7.77	1.31	0.49	0.54
Q2	4.09	0.72	7.68	1.41	0.57	0.48
Q3	3.69	0.88	8.08	1.31	0.65	0.43
Total			11.77	1.87	0.67	

Cronbach's Alpha 0.67

Section 2		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q4	4.20	0.85	7.78	1.26	0.42	0.39
Q5	3.64	0.85	8.35	1.28	0.48	0.35
Q6	4.14	0.73	7.84	1.37	0.47	0.37
Total			11.98	1.77	0.56	

Cronbach's Alpha 0.56

Section 3		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q7	4.11	0.82	8.14	1.40	0.70	0.70
Q8	3.99	0.85	8.26	1.39	0.73	0.67
Q9	4.15	0.74	8.10	1.52	0.78	0.62
Total			12.25	2.06	0.81	

Cronbach's Alpha 0.81

Section 4		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q10	3.59	0.92	7.21	1.59	0.72	0.51
Q11	3.49	0.93	7.31	1.52	0.62	0.60
Q12	3.72	0.87	7.08	1.58	0.63	0.59
Total			10.81	2.21	0.74	

Cronbach's Alpha 0.74

Section 5		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q13	4.59	0.59	8.40	1.20	0.44	0.46
Q14	4.56	0.64	8.43	1.16	0.41	0.48
Q15	3.83	0.85	9.16	1.07	0.67	0.33
Total			12.99	1.57	0.60	

Cronbach's Alpha 0.60

Section 6		---- Item Values ----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q16	4.22	0.80	7.63	1.52	0.73	0.58
Q17	3.82	0.89	8.03	1.43	0.70	0.61
Q18	3.81	0.83	8.04	1.46	0.66	0.64
Total			11.85	2.09	0.77	

Cronbach's Alpha 0.77

Section 7		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q19	3.66	0.87	7.70	1.47	0.58	0.50
Q20	3.82	0.85	7.54	1.51	0.63	0.47
Q21	3.88	0.90	7.48	1.43	0.56	0.53
Total			11.36	2.05	0.68	

Cronbach's Alpha 0.68

Section 8		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q22	4.20	0.78	8.26	1.31	0.67	0.58
Q23	4.14	0.78	8.31	1.28	0.61	0.63
Q24	4.12	0.73	8.34	1.38	0.72	0.54
Total			12.45	1.87	0.75	

Cronbach's Alpha 0.75

Section 9		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q25	4.23	0.79	8.74	1.25	0.66	0.60
Q26	4.16	0.80	8.80	1.21	0.61	0.64
Q27	4.57	0.63	8.39	1.41	0.73	0.54
Total			12.97	1.83	0.76	

Cronbach's Alpha 0.76

Section 10		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q28	3.88	0.86	7.57	1.53	0.69	0.56
Q29	3.56	0.90	7.90	1.42	0.53	0.69
Q30	4.02	0.86	7.44	1.58	0.76	0.49
Total			11.46	2.14	0.75	

Cronbach's Alpha 0.75

Section 11		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q31	4.32	0.83	7.98	1.37	0.57	0.59
Q32	3.98	0.80	8.32	1.44	0.65	0.52
Q33	4.00	0.84	8.30	1.41	0.67	0.51
Total			12.30	1.97	0.72	

Cronbach's Alpha 0.72

Section 12		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q34	4.03	0.76	7.69	1.39	0.63	0.52
Q35	4.06	0.77	7.66	1.38	0.61	0.54
Q36	3.63	0.86	8.09	1.31	0.62	0.53
Total			11.72	1.91	0.71	

Cronbach's Alpha 0.71

Section 13		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q37	4.16	0.89	8.38	1.54	0.78	0.71
Q38	4.13	0.87	8.41	1.57	0.80	0.69
Q39	4.25	0.83	8.30	1.58	0.76	0.73
Total			12.55	2.25	0.84	

Cronbach's Alpha 0.84



Section 14		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q40	4.23	0.78	8.44	1.22	0.67	0.59
Q41	4.07	0.74	8.60	1.23	0.61	0.64
Q42	4.37	0.66	8.30	1.35	0.73	0.53
Total			12.67	1.79	0.75	

Cronbach's Alpha 0.75

Section 15		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q43	3.98	0.93	7.57	1.53	0.66	0.58
Q44	3.60	0.91	7.95	1.50	0.57	0.65
Q45	3.97	0.86	7.58	1.65	0.75	0.50
Total			11.55	2.21	0.75	

Cronbach's Alpha 0.75

Section 16		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q46	3.91	0.94	7.67	1.79	0.78	0.72
Q47	3.80	1.00	7.78	1.74	0.77	0.72
Q48	3.88	0.99	7.71	1.77	0.80	0.69
Total			11.58	2.56	0.84	

Cronbach's Alpha 0.84

Section 17		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q49	3.83	0.78	7.90	1.45	0.73	0.52
Q50	4.00	0.82	7.73	1.39	0.66	0.58
Q51	3.90	0.82	7.83	1.35	0.60	0.63
Total			11.73	1.98	0.75	

Cronbach's Alpha 0.75

Section 18		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q52	3.98	0.82	7.97	1.42	0.66	0.38
Q53	4.04	0.81	7.91	1.31	0.41	0.57
Q54	3.94	0.83	8.01	1.37	0.58	0.45
Total			11.95	1.89	0.65	

Cronbach's Alpha 0.65

Section 19		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q55	3.65	0.90	7.53	1.46	0.64	0.51
Q56	3.79	0.87	7.40	1.43	0.54	0.59
Q57	3.74	0.83	7.44	1.53	0.67	0.48
Total			11.18	2.06	0.71	

Cronbach's Alpha 0.71

Section 20		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q58	3.79	0.88	8.11	1.52	0.73	0.68
Q59	4.06	0.85	7.83	1.52	0.70	0.71
Q60	4.04	0.86	7.85	1.58	0.80	0.61
Total			11.90	2.21	0.81	

Cronbach's Alpha 0.81

Section 21		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q61	4.15	0.83	8.28	1.38	0.58	0.41
Q62	4.11	0.79	8.32	1.30	0.31	0.60
Q63	4.17	0.85	8.26	1.41	0.68	0.33
Total			12.43	1.88	0.63	

Cronbach's Alpha 0.63

Section 22		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q64	3.80	0.96	8.48	1.45	0.67	0.51
Q65	4.19	0.83	8.09	1.53	0.61	0.56
Q66	4.29	0.84	7.99	1.52	0.61	0.56
Total			12.28	2.11	0.72	

Cronbach's Alpha 0.72

Section 23		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q67	4.32	0.71	8.12	1.33	0.62	0.35
Q68	4.10	0.77	8.33	1.18	0.38	0.51
Q69	4.01	0.79	8.42	1.22	0.52	0.43
Total			12.43	1.71	0.62	

Cronbach's Alpha 0.62

Section 24		---- Item Values -----		----- If This Item is Omitted -----		
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q70	3.99	0.86	8.86	1.17	0.59	0.45
Q71	4.46	0.69	8.38	1.26	0.45	0.55
Q72	4.40	0.71	8.45	1.33	0.63	0.40
Total			12.84	1.74	0.65	

Cronbach's Alpha 0.65

The item analysis of the individual sections identified four (4) items noted in “red” (Q15, Q30, Q52, and Q63) that should be reviewed for clarity, accuracy, and relevance with the associated content area/section.

- Q15 I confront unethical behavior in others rather than “turn a blind eye.”
- Q30 I decide certain problems are not worth stressing about.
- Q52 I communicate my ideas clearly and logically, both in writing and orally.
- Q63 I keep my employees informed about changes that occur so they are not blindsided.

*Reliability by Factor (Theoretical Factor Structure)*

This section of the report addresses the reliability of the “factors” addressed by the EIP (i.e., Self Awareness, Self Management, Other Awareness, and Relationship Management.)

Factor	Reliability
Self Awareness	0.78
Self Management	0.92
Other Awareness	0.83
Relationship Management	0.93

The reliability of the four factors could be considered good to very good reliability with Cronbach’s alpha results ranging from 0.78 to 0.93.

**Self Awareness**

Variable	---- Item Values -----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q1	3.99	0.80	32.01	4.01	0.77	0.38
Q2	4.09	0.72	31.91	4.00	0.76	0.46
Q3	3.69	0.88	32.31	3.98	0.78	0.36
Q4	4.20	0.85	31.80	3.87	0.75	0.53
Q5	3.64	0.85	32.36	4.05	0.79	0.29
Q6	4.14	0.73	31.86	3.99	0.76	0.47
Q7	4.11	0.82	31.89	3.85	0.74	0.58
Q8	3.99	0.85	32.01	3.84	0.74	0.57
Q9	4.15	0.74	31.85	3.90	0.74	0.60
Total			36.00	4.38	0.78	

Cronbach's Alpha 0.78

**Self Management**

Variable	---- Item Values -----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q10	3.59	0.92	104.32	11.89	0.91	0.53
Q11	3.49	0.93	104.42	11.99	0.92	0.41
Q12	3.72	0.87	104.19	11.90	0.91	0.56
Q13	4.59	0.59	103.32	12.15	0.92	0.40
Q14	4.56	0.64	103.35	12.09	0.91	0.47
Q15	3.83	0.85	104.08	11.99	0.92	0.46
Q16	4.22	0.80	103.69	12.03	0.92	0.43
Q17	3.82	0.89	104.09	12.01	0.92	0.41
Q18	3.81	0.83	104.10	11.99	0.91	0.47
Q19	3.66	0.87	104.25	11.95	0.91	0.49
Q20	3.82	0.85	104.09	11.92	0.91	0.54
Q21	3.88	0.90	104.03	11.82	0.91	0.63
Q22	4.20	0.78	103.72	11.93	0.91	0.59
Q23	4.14	0.78	103.77	11.91	0.91	0.61
Q24	4.12	0.73	103.80	11.94	0.91	0.61
Q25	4.23	0.79	103.68	11.96	0.91	0.53
Q26	4.16	0.80	103.75	11.95	0.91	0.55
Q27	4.57	0.63	103.34	12.07	0.91	0.51
Q28	3.88	0.86	104.03	11.91	0.91	0.54
Q29	3.56	0.90	104.36	11.86	0.91	0.58
Q30	4.02	0.86	103.89	12.00	0.92	0.44
Q31	4.32	0.83	103.59	11.98	0.91	0.49
Q32	3.98	0.80	103.93	11.90	0.91	0.61
Q33	4.00	0.84	103.91	11.96	0.91	0.51
Q34	4.03	0.76	103.88	11.93	0.91	0.59
Q35	4.06	0.77	103.85	11.99	0.91	0.51
Q36	3.63	0.86	104.28	11.94	0.91	0.52
Total			107.91	12.40	0.92	

Cronbach's Alpha 0.92

**Other Awareness**

Variable	---- Item Values ----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q37	4.16	0.89	32.60	4.34	0.81	0.59
Q38	4.13	0.87	32.63	4.36	0.81	0.59
Q39	4.25	0.83	32.52	4.34	0.80	0.64
Q40	4.23	0.78	32.53	4.50	0.82	0.48
Q41	4.07	0.74	32.70	4.46	0.81	0.57
Q42	4.37	0.66	32.40	4.56	0.82	0.49
Q43	3.98	0.93	32.79	4.44	0.83	0.43
Q44	3.60	0.91	33.16	4.42	0.83	0.47
Q45	3.97	0.86	32.80	4.33	0.80	0.64
Total			36.77	4.92	0.83	

Cronbach's Alpha 0.83

**Relationship Management**

Variable	---- Item Values ----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q46	3.91	0.94	104.42	12.78	0.92	0.61
Q47	3.80	1.00	104.53	12.74	0.92	0.62
Q48	3.88	0.99	104.45	12.72	0.92	0.65
Q49	3.83	0.78	104.50	12.88	0.92	0.62
Q50	4.00	0.82	104.33	12.86	0.92	0.62
Q51	3.90	0.82	104.43	12.87	0.92	0.60
Q52	3.98	0.82	104.35	12.95	0.93	0.50
Q53	4.04	0.81	104.29	12.89	0.92	0.58
Q54	3.94	0.83	104.39	12.93	0.93	0.52
Q55	3.65	0.90	104.67	12.87	0.93	0.55
Q56	3.79	0.87	104.54	12.87	0.92	0.56
Q57	3.74	0.83	104.58	12.95	0.93	0.50
Q58	3.79	0.88	104.54	12.78	0.92	0.66
Q59	4.06	0.85	104.26	12.79	0.92	0.68
Q60	4.04	0.86	104.28	12.81	0.92	0.64
Q61	4.15	0.83	104.17	13.03	0.93	0.39
Q62	4.11	0.79	104.22	12.91	0.92	0.58
Q63	4.17	0.85	104.16	12.90	0.93	0.53
Q64	3.80	0.96	104.53	12.89	0.93	0.48
Q65	4.19	0.83	104.14	12.97	0.93	0.46
Q66	4.29	0.84	104.04	12.95	0.93	0.49
Q67	4.32	0.71	104.01	12.98	0.93	0.55
Q68	4.10	0.77	104.22	12.99	0.93	0.49
Q69	4.01	0.79	104.31	13.03	0.93	0.42
Q70	3.99	0.86	104.34	12.97	0.93	0.45
Q71	4.46	0.69	103.87	12.99	0.93	0.55
Q72	4.40	0.71	103.93	13.02	0.93	0.48
Total			108.33	13.38	0.93	

Cronbach's Alpha 0.93

The item analysis of the four factors identified one (1) item noted in “red” (Q5) that should be reviewed for clarity, accuracy, and relevance with the associated factor.

**Q5** I can accept feedback and criticism without becoming defensive.

## Reliability of EIP Total Score

Reliability Section						
	---- Item Values ----		----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q1	3.99	0.80	285.01	30.74	0.96	0.35
Q2	4.09	0.72	284.92	30.72	0.96	0.41
Q3	3.69	0.88	285.32	30.69	0.96	0.37
Q4	4.20	0.85	284.80	30.58	0.96	0.52
Q5	3.64	0.85	285.37	30.67	0.96	0.41
Q6	4.14	0.73	284.86	30.68	0.96	0.46
Q7	4.11	0.82	284.89	30.58	0.96	0.53
Q8	3.99	0.85	285.02	30.57	0.96	0.52
Q9	4.15	0.74	284.86	30.59	0.96	0.58
Q10	3.59	0.92	285.42	30.54	0.96	0.51
Q11	3.49	0.93	285.51	30.60	0.96	0.45
Q12	3.72	0.87	285.28	30.52	0.96	0.58
Q13	4.59	0.59	284.41	30.80	0.96	0.38
Q14	4.56	0.64	284.44	30.72	0.96	0.47
Q15	3.83	0.85	285.17	30.60	0.96	0.50
Q16	4.22	0.80	284.79	30.68	0.96	0.42
Q17	3.82	0.89	285.19	30.66	0.96	0.40
Q18	3.81	0.83	285.19	30.65	0.96	0.44
Q19	3.66	0.87	285.35	30.64	0.96	0.44
Q20	3.82	0.85	285.19	30.57	0.96	0.53
Q21	3.88	0.90	285.12	30.50	0.96	0.58
Q22	4.20	0.78	284.81	30.60	0.96	0.54
Q23	4.14	0.78	284.87	30.56	0.96	0.59
Q24	4.12	0.73	284.89	30.63	0.96	0.54
Q25	4.23	0.79	284.78	30.62	0.96	0.50
Q26	4.16	0.80	284.84	30.63	0.96	0.48
Q27	4.57	0.63	284.43	30.70	0.96	0.50
Q28	3.88	0.86	285.13	30.56	0.96	0.53
Q29	3.56	0.90	285.45	30.55	0.96	0.52
Q30	4.02	0.86	284.99	30.66	0.96	0.42
Q31	4.32	0.83	284.68	30.63	0.96	0.47
Q32	3.98	0.80	285.03	30.55	0.96	0.59
Q33	4.00	0.84	285.01	30.53	0.96	0.58
Q34	4.03	0.76	284.98	30.57	0.96	0.59
Q35	4.06	0.77	284.94	30.62	0.96	0.52
Q36	3.63	0.86	285.38	30.61	0.96	0.47
Q37	4.16	0.89	284.84	30.68	0.96	0.38
Q38	4.13	0.87	284.87	30.65	0.96	0.42
Q39	4.25	0.83	284.76	30.65	0.96	0.44
Q40	4.23	0.78	284.77	30.68	0.96	0.43
Q41	4.07	0.74	284.94	30.65	0.96	0.50
Q42	4.37	0.66	284.64	30.63	0.96	0.59
Q43	3.98	0.93	285.03	30.62	0.96	0.42
Q44	3.60	0.91	285.40	30.54	0.96	0.52
Q45	3.97	0.86	285.04	30.57	0.96	0.51
Q46	3.91	0.94	285.10	30.47	0.96	0.58
Q47	3.80	1.00	285.21	30.44	0.96	0.58
Q48	3.88	0.99	285.13	30.42	0.96	0.60
Q49	3.83	0.78	285.18	30.55	0.96	0.60
Q50	4.00	0.82	285.01	30.52	0.96	0.60
Q51	3.90	0.82	285.11	30.54	0.96	0.58
Q52	3.98	0.82	285.03	30.62	0.96	0.49
Q53	4.04	0.81	284.97	30.57	0.96	0.56
Q54	3.94	0.83	285.07	30.61	0.96	0.49
Q55	3.65	0.90	285.35	30.50	0.96	0.57
Q56	3.79	0.87	285.22	30.55	0.96	0.53
Q57	3.74	0.83	285.26	30.62	0.96	0.48
Q58	3.79	0.88	285.22	30.45	0.96	0.64
Q59	4.06	0.85	284.94	30.47	0.96	0.65
Q60	4.04	0.86	284.96	30.51	0.96	0.59
Q61	4.15	0.83	284.85	30.62	0.96	0.48
Q62	4.11	0.79	284.90	30.57	0.96	0.57
Q63	4.17	0.85	284.84	30.63	0.96	0.45

Q64	3.80	0.96	285.21	30.57	0.96	0.47
Q65	4.19	0.83	284.82	30.63	0.96	0.47
Q66	4.29	0.84	284.72	30.64	0.96	0.45
Q67	4.32	0.71	284.69	30.64	0.96	0.54
Q68	4.10	0.77	284.90	30.65	0.96	0.48
Q69	4.01	0.79	284.99	30.71	0.96	0.40
Q70	3.99	0.86	285.02	30.63	0.96	0.45
Q71	4.46	0.69	284.55	30.66	0.96	0.53
Q72	4.40	0.71	284.61	30.67	0.96	0.50
Total			289.01	31.03	0.96	
Cronbach's Alpha 0.96						

Overall, the reliability of the EIP total score is excellent at 0.96. None of the items are functioning inappropriately from a total score perspective.

## SECTION II: EXPLORATORY FACTOR ANALYSIS RESULTS

### *Exploratory Factor Analysis (Eigenvalue Cutoff = 1.00; Varimax Rotation)*

This section highlights the results of an exploratory factor analysis (EFA) using the Principal Components Analysis (PCA) technique. The table (below) highlights the number of factors identified by the EFA. A factor is identified if the Eigenvalue is greater than 1.0. Fourteen (14) factors were identified by the EFA.

Eigenvalues after Varimax Rotation											
No.	Eigen.	Ind%	Total%	No.	Eigen.	Ind%	Total%	No.	Eigen.	Ind%	Total%
1	6.5	9.1	9.1	25	0.7	1.0	74.5	49	0.4	0.5	91.5
2	4.0	5.6	14.7	26	0.7	1.0	75.4	50	0.4	0.5	92.0
3	5.5	7.6	22.3	27	0.7	0.9	76.3	51	0.4	0.5	92.5
4	4.7	6.6	28.9	28	0.7	0.9	77.2	52	0.3	0.5	93.0
5	3.4	4.7	33.6	29	0.6	0.9	78.1	53	0.3	0.5	93.4
6	2.1	2.9	36.5	30	0.6	0.9	78.9	54	0.3	0.5	93.9
7	3.1	4.3	40.8	31	0.6	0.8	79.8	55	0.3	0.5	94.3
8	2.3	3.2	44.0	32	0.6	0.8	80.6	56	0.3	0.4	94.7
9	2.1	2.9	46.9	33	0.6	0.8	81.4	57	0.3	0.4	95.2
10	3.1	4.4	51.2	34	0.6	0.8	82.1	58	0.3	0.4	95.6
11	2.4	3.3	54.5	35	0.5	0.8	82.9	59	0.3	0.4	96.0
12	2.4	3.3	57.8	36	0.5	0.7	83.6	60	0.3	0.4	96.3
13	1.4	1.9	59.8	37	0.5	0.7	84.3	61	0.3	0.4	96.7
14	1.3	1.9	61.6	38	0.5	0.7	85.0	62	0.2	0.4	97.0
15	1.0	1.4	63.0	39	0.5	0.7	85.7	63	0.2	0.3	97.4
16	1.0	1.3	64.3	40	0.5	0.7	86.4	64	0.2	0.3	97.7
17	0.9	1.3	65.6	41	0.5	0.6	87.0	65	0.2	0.3	98.0
18	0.9	1.2	66.8	42	0.4	0.6	87.6	66	0.2	0.3	98.4
19	0.9	1.2	68.0	43	0.4	0.6	88.2	67	0.2	0.3	98.7
20	0.8	1.2	69.2	44	0.4	0.6	88.8	68	0.2	0.3	99.0
21	0.8	1.1	70.3	45	0.4	0.6	89.4	69	0.2	0.3	99.2
22	0.8	1.1	71.5	46	0.4	0.6	89.9	70	0.2	0.3	99.5
23	0.7	1.0	72.5	47	0.4	0.5	90.4	71	0.2	0.3	99.8
24	0.7	1.0	73.5	48	0.4	0.5	91.0	72	0.2	0.3	100.0

The table (below) includes the “factor loadings” for each of the items of the EIP. Item labels are noted in the left column. An item is considered to “load” on a factor (F1 – F14) if the correlation between that item and factor is greater than or equal to the absolute value of 0.30. Items shaded in gray align each item with a factor. The value of the loading (along with the understanding of the original theoretical structure) were used to align items with factors. In some cases, items “cross-load” with other factors. A cross-loading is identified with an “un-shaded box” and notes another factor or factors with which the item could be associated.

Factor Loadings after Varimax Rotation														
Item	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
Q1	-0.08	0.15	0.02	-0.08	0.07	0.74	-0.07	0.07	-0.12	-0.03	-0.07	-0.11	0.05	0.02
Q2	-0.07	0.12	0.13	-0.15	0.05	0.67	-0.07	0.11	-0.01	-0.08	-0.20	-0.06	-0.05	0.17
Q3	-0.14	0.22	0.15	-0.16	0.11	0.61	-0.03	0.02	-0.04	-0.02	0.00	0.00	0.02	-0.23
Q4	-0.18	0.09	0.24	-0.42	0.16	0.17	-0.05	0.02	0.04	-0.23	-0.07	0.04	0.26	0.16
Q5	-0.09	0.06	0.52	-0.13	0.09	-0.02	-0.14	0.02	0.00	-0.11	-0.02	0.04	0.01	0.44
Q6	-0.18	0.06	0.15	-0.35	-0.02	0.13	-0.18	0.05	-0.27	0.06	-0.25	-0.01	0.14	0.35
Q7	-0.21	-0.05	0.08	-0.67	0.14	0.03	-0.26	0.05	-0.13	-0.11	-0.12	0.09	0.13	0.12
Q8	-0.16	0.08	0.05	-0.75	0.13	0.04	-0.14	-0.02	-0.03	-0.21	-0.10	0.00	0.06	-0.01
Q9	-0.16	0.03	0.15	-0.60	0.16	0.16	-0.20	0.18	-0.12	-0.13	-0.03	-0.03	0.21	-0.06
Q10	-0.07	-0.02	0.65	-0.16	0.13	0.11	-0.21	0.03	-0.20	-0.02	-0.12	-0.01	0.12	-0.19
Q11	-0.01	0.11	0.64	-0.07	-0.02	0.14	-0.12	0.14	0.04	-0.03	-0.02	-0.19	0.18	0.05
Q12	-0.08	0.15	0.67	-0.22	0.04	0.13	-0.07	0.07	-0.05	-0.14	-0.07	-0.14	0.06	0.10
Q13	-0.03	0.02	0.11	-0.20	0.03	0.04	-0.05	0.25	0.00	-0.11	-0.66	-0.02	0.11	0.02
Q14	-0.10	0.08	0.21	-0.21	0.03	0.25	-0.08	0.03	0.12	-0.12	-0.61	-0.09	0.22	0.17
Q15	-0.23	0.15	0.19	-0.34	0.31	0.12	0.16	0.18	-0.02	-0.11	-0.19	-0.01	-0.04	0.08
Q16	-0.08	0.15	0.08	-0.06	0.70	0.05	-0.21	0.01	0.02	-0.18	0.03	-0.05	0.07	0.12

Item	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
Q17	-0.21	-0.07	0.09	-0.11	0.76	0.09	-0.01	0.05	-0.14	-0.02	0.01	-0.07	0.07	-0.07
Q18	-0.18	0.08	0.01	-0.26	0.75	-0.01	-0.09	-0.06	-0.01	-0.10	-0.01	-0.08	0.01	-0.04
Q19	-0.14	-0.13	0.07	-0.59	0.19	0.07	-0.05	0.04	-0.06	-0.13	-0.13	-0.14	-0.09	0.12
Q20	-0.29	0.00	0.07	-0.31	0.63	0.15	0.00	0.05	-0.08	-0.15	-0.04	-0.06	-0.03	-0.04
Q21	-0.22	0.01	0.12	-0.54	0.13	0.06	-0.07	0.11	-0.05	-0.52	-0.11	-0.04	-0.05	-0.04
Q22	-0.13	0.11	0.20	-0.30	0.08	0.02	-0.52	0.15	0.01	-0.37	0.02	0.01	0.10	-0.08
Q23	-0.17	0.13	0.14	-0.19	0.12	0.09	-0.52	0.13	-0.07	-0.40	-0.06	-0.12	0.05	0.04
Q24	-0.06	-0.01	0.24	-0.31	0.18	0.09	-0.29	0.11	-0.13	-0.47	0.06	-0.17	-0.02	0.06
Q25	-0.25	0.11	0.04	-0.33	0.09	0.00	-0.05	0.10	-0.02	-0.61	-0.18	0.08	-0.10	0.05
Q26	-0.15	0.02	0.03	-0.27	0.15	0.11	-0.08	-0.07	-0.07	-0.73	-0.13	-0.07	0.02	0.02
Q27	-0.17	0.15	0.17	-0.08	0.19	-0.04	-0.05	0.07	-0.06	-0.66	-0.10	-0.03	0.19	0.03
Q28	-0.10	0.10	0.63	-0.04	0.07	-0.02	-0.25	-0.03	-0.21	-0.15	-0.30	-0.01	0.05	-0.22
Q29	-0.09	-0.08	0.58	-0.15	0.18	0.13	-0.36	0.03	-0.20	0.00	-0.22	0.04	0.03	-0.19
Q30	-0.11	-0.01	0.42	0.02	0.14	0.08	-0.51	-0.05	-0.11	0.06	-0.24	0.03	0.01	0.03
Q31	-0.12	0.09	0.19	-0.24	0.06	0.02	-0.70	0.07	0.06	-0.02	0.03	-0.18	-0.02	0.07
Q32	-0.24	0.12	0.18	-0.19	0.17	0.04	-0.59	0.08	-0.04	-0.21	-0.16	-0.04	-0.11	0.15
Q33	-0.46	0.20	0.13	-0.30	0.07	0.14	-0.35	-0.17	0.04	-0.06	0.06	-0.30	0.05	0.03
Q34	-0.22	0.15	0.11	-0.64	0.15	0.11	-0.07	-0.05	-0.16	-0.13	-0.13	-0.22	-0.02	-0.11
Q35	-0.22	0.09	0.20	-0.31	0.01	0.08	-0.04	-0.02	-0.16	-0.18	-0.51	-0.12	-0.17	0.00
Q36	-0.11	-0.04	0.22	-0.36	-0.11	0.08	-0.11	0.04	-0.24	-0.31	-0.36	-0.16	-0.18	-0.10
Q37	-0.11	0.71	0.15	0.08	-0.04	0.28	-0.08	-0.02	-0.09	-0.01	0.06	-0.22	0.01	0.04
Q38	-0.11	0.71	0.16	0.01	0.06	0.26	0.00	-0.06	-0.10	-0.04	0.01	-0.08	0.21	0.15
Q39	-0.13	0.75	0.14	0.08	0.03	0.20	-0.13	0.02	-0.08	-0.05	-0.01	-0.16	0.01	0.08
Q40	-0.07	0.61	0.14	-0.15	0.10	-0.11	-0.03	0.32	0.14	-0.08	-0.20	-0.16	-0.05	-0.17
Q41	-0.15	0.60	0.02	-0.26	0.04	-0.09	-0.13	0.31	-0.08	-0.09	-0.17	-0.13	-0.05	-0.16
Q42	-0.42	0.36	0.13	-0.26	0.09	-0.09	-0.09	0.27	-0.08	-0.15	-0.14	0.01	0.03	-0.16
Q43	-0.15	0.16	0.03	-0.17	0.09	0.08	-0.04	0.12	-0.76	-0.08	0.00	-0.04	0.14	0.10
Q44	-0.29	0.12	0.23	-0.20	0.10	0.08	0.04	0.06	-0.70	-0.11	0.01	-0.12	-0.02	-0.10
Q45	-0.22	0.50	0.11	-0.03	0.12	0.17	-0.02	-0.06	-0.42	-0.20	-0.12	-0.16	-0.15	0.06
Q46	-0.74	0.19	0.09	-0.14	0.08	0.10	-0.11	-0.04	-0.10	-0.09	0.00	-0.07	-0.02	-0.06
Q47	-0.78	0.02	0.06	-0.19	0.09	0.13	-0.08	0.05	-0.03	-0.16	-0.02	-0.07	-0.05	-0.01
Q48	-0.72	0.16	0.22	-0.18	0.04	0.09	-0.02	0.05	-0.07	-0.11	0.05	-0.03	0.06	0.00
Q49	-0.52	0.42	0.19	-0.12	0.14	0.04	-0.06	-0.05	-0.22	0.02	-0.02	-0.18	0.00	0.03
Q50	-0.51	0.07	0.20	-0.22	0.24	0.03	-0.06	0.00	-0.14	0.03	-0.24	-0.08	0.36	0.01
Q51	-0.51	0.18	0.19	-0.08	0.23	-0.04	-0.10	-0.03	-0.25	-0.03	-0.17	-0.06	0.26	0.00
Q52	-0.35	0.03	0.21	-0.15	0.05	0.02	-0.01	0.07	-0.14	-0.08	-0.19	-0.10	0.58	-0.02
Q53	-0.29	0.33	0.46	-0.11	0.05	-0.04	0.12	0.12	0.00	-0.14	-0.01	-0.21	0.30	0.15
Q54	-0.23	0.16	0.57	0.01	0.13	-0.03	0.04	0.25	0.09	-0.14	-0.09	-0.02	0.02	0.29
Q55	-0.24	0.08	0.55	-0.20	0.21	-0.02	-0.13	0.19	-0.06	0.00	-0.16	-0.02	-0.16	0.10
Q56	-0.38	0.29	0.46	-0.02	0.05	-0.02	-0.13	0.23	-0.06	0.04	-0.10	0.05	-0.21	0.15
Q57	-0.23	0.23	0.61	0.00	-0.07	0.05	0.00	0.15	0.02	-0.12	0.05	-0.17	-0.02	0.05
Q58	-0.63	0.00	0.14	-0.19	0.26	0.11	-0.11	0.11	-0.19	-0.04	-0.15	-0.09	0.11	0.05
Q59	-0.62	0.01	0.13	-0.10	0.19	0.13	-0.25	0.08	-0.10	-0.08	-0.21	-0.17	0.14	0.03
Q60	-0.60	0.11	0.11	-0.09	0.08	-0.03	-0.17	0.17	-0.08	-0.20	-0.11	-0.11	0.11	0.18
Q61	-0.05	0.10	0.18	-0.07	0.49	-0.02	-0.28	0.11	-0.02	-0.30	-0.12	-0.01	-0.04	0.35
Q62	-0.45	0.00	0.06	-0.09	0.38	0.07	-0.17	0.22	-0.12	-0.17	-0.01	-0.15	-0.04	0.33
Q63	-0.65	0.04	0.04	-0.08	0.07	-0.03	0.01	0.24	0.08	-0.14	-0.02	-0.12	-0.02	0.00
Q64	-0.26	0.19	0.01	-0.22	0.07	0.00	-0.05	0.11	-0.13	0.01	-0.11	-0.61	-0.06	0.08
Q65	-0.05	0.25	0.16	-0.06	0.08	0.10	-0.16	0.27	-0.08	-0.06	-0.08	-0.60	0.09	-0.11
Q66	-0.25	0.23	0.14	0.01	0.13	0.07	-0.04	-0.02	0.00	-0.04	-0.09	-0.70	0.02	0.02
Q67	-0.17	0.27	0.34	0.00	0.04	0.13	-0.20	0.15	-0.05	-0.11	0.02	-0.49	0.17	0.01
Q68	-0.16	0.05	0.33	-0.06	0.02	0.03	-0.16	0.58	-0.09	-0.15	-0.12	-0.12	-0.08	-0.06
Q69	-0.12	0.04	0.22	-0.09	0.00	0.13	-0.02	0.70	-0.13	0.00	-0.07	-0.07	0.05	0.14
Q70	-0.16	0.17	0.10	-0.04	0.11	0.15	-0.42	0.41	0.06	0.04	-0.11	-0.20	0.14	-0.08
Q71	-0.26	0.21	0.20	0.06	0.11	0.08	-0.17	0.41	0.07	-0.16	-0.30	-0.14	0.18	0.02
Q72	-0.14	0.20	0.39	0.00	-0.04	0.07	-0.17	0.15	0.00	-0.15	-0.39	-0.19	0.05	-0.15

Overall, the items tend to group together as expected within their “sections”; however, some “sections” are merged together into a single factor. In summary, the results of this EFA provide fairly strong evidence of construct validity for the EIP instrument.



The following figure summarizes the items by factor as a result of the EFA.

**Exploratory Factor Structure (14 Factors)**

F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
Q46	Q37	Q10	Q4	Q15	Q1	Q31	Q68	Q43	Q22	Q13	Q64	Q52	Q5
Q47	Q38	Q11	Q7	Q16	Q2	Q32	Q69	Q44	Q23	Q14	Q65	Q53	Q6
Q48	Q39	Q12	Q8	Q17	Q3	Q33	Q70	Q45	Q24	Q72	Q66		Q61
Q49	Q40	Q28	Q9	Q18			Q71		Q25		Q67		Q62
Q50	Q41	Q29	Q19						Q26				
Q51	Q42	Q30	Q20						Q27				
Q58		Q54	Q21										
Q59		Q55	Q34										
Q60		Q56	Q35										
Q63		Q57	Q36										

The following table summarizes the factor reliabilities for the EFA and the structure noted above. The resulting structure from the EFA does not show better reliability than the original factor structure. Reliabilities from the EFA range from 0.57 to 0.90 while reliabilities from the original structure range from 0.56 to 0.84. These results provide evidence that the original theoretical structure should remain without major changes.

**Exploratory Factor Structure Reliability (14 Factors)**

Factor	Reliability
Factor 1	0.90
Factor 2	0.81
Factor 3	0.87
Factor 4	0.87
Factor 5	0.72
Factor 6	0.66
Factor 7	0.71
Factor 8	0.70
Factor 9	0.74
Factor 10	0.82
Factor 11	0.65
Factor 12	0.75
Factor 13	0.57
Factor 14	0.63

The following section summarizes the item analyses for the EFA structure noted above.

**Reliability Section**

Variable	---- Item Values ----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q46	3.91	0.94	35.46	5.77	0.89	0.71
Q47	3.80	1.00	35.58	5.71	0.89	0.73
Q48	3.88	0.99	35.50	5.74	0.89	0.71
Q49	3.83	0.78	35.54	5.97	0.90	0.61
Q50	4.00	0.82	35.37	5.93	0.90	0.62
Q51	3.90	0.82	35.47	5.94	0.90	0.62
Q58	3.79	0.88	35.58	5.82	0.89	0.71
Q59	4.06	0.85	35.31	5.85	0.89	0.70
Q60	4.04	0.86	35.33	5.89	0.90	0.64
Q63	4.17	0.85	35.21	5.96	0.90	0.55
Total			39.37	6.48	0.90	

Cronbach's Alpha 0.90

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q37	4.16	0.89	21.05	2.85	0.78	0.63
Q38	4.13	0.87	21.08	2.88	0.79	0.61
Q39	4.25	0.83	20.97	2.85	0.77	0.69
Q40	4.23	0.78	20.98	2.98	0.80	0.56
Q41	4.07	0.74	21.15	2.99	0.79	0.59
Q42	4.37	0.66	20.85	3.14	0.82	0.43
Total			25.22	3.48	0.82	

Cronbach's Alpha 0.81

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q10	3.59	0.92	33.79	5.36	0.86	0.63
Q11	3.49	0.93	33.89	5.39	0.86	0.58
Q12	3.72	0.87	33.66	5.37	0.85	0.66
Q28	3.88	0.86	33.50	5.38	0.86	0.65
Q29	3.56	0.90	33.83	5.37	0.86	0.64
Q30	4.02	0.86	33.36	5.51	0.87	0.50
Q54	3.94	0.83	33.44	5.49	0.86	0.54
Q55	3.65	0.90	33.73	5.39	0.86	0.61
Q56	3.79	0.87	33.59	5.46	0.86	0.55
Q57	3.74	0.83	33.64	5.48	0.86	0.56
Total			37.38	5.98	0.87	

Cronbach's Alpha 0.87

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q4	4.20	0.85	35.34	5.22	0.87	0.51
Q7	4.11	0.82	35.43	5.11	0.86	0.67
Q8	3.99	0.85	35.56	5.05	0.85	0.72
Q9	4.15	0.74	35.39	5.20	0.86	0.63
Q19	3.66	0.87	35.88	5.15	0.87	0.58
Q20	3.82	0.85	35.72	5.21	0.87	0.52
Q21	3.88	0.90	35.66	5.05	0.86	0.68
Q34	4.03	0.76	35.51	5.15	0.86	0.67
Q35	4.06	0.77	35.48	5.27	0.87	0.50
Q36	3.63	0.86	35.91	5.20	0.87	0.52
Total			39.54	5.70	0.88	

Cronbach's Alpha 0.87

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q15	3.83	0.85	11.85	2.09	0.77	0.33
Q16	4.22	0.80	11.46	1.97	0.65	0.55
Q17	3.82	0.89	11.86	1.87	0.62	0.60
Q18	3.81	0.83	11.87	1.90	0.61	0.62
Total			15.68	2.51	0.73	

Cronbach's Alpha 0.72

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q1	3.99	0.80	7.77	1.31	0.49	0.54
Q2	4.09	0.72	7.68	1.41	0.57	0.48
Q3	3.69	0.88	8.08	1.31	0.65	0.43
Total			11.77	1.87	0.67	

Cronbach's Alpha 0.66

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q31	4.32	0.83	7.98	1.37	0.57	0.59
Q32	3.98	0.80	8.32	1.44	0.65	0.52
Q33	4.00	0.84	8.30	1.41	0.67	0.51
Total			12.30	1.97	0.72	

Cronbach's Alpha 0.71

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q68	4.10	0.77	12.46	1.77	0.63	0.51
Q69	4.01	0.79	12.55	1.79	0.65	0.46
Q70	3.99	0.86	12.58	1.72	0.64	0.48
Q71	4.46	0.69	12.10	1.84	0.63	0.51
Total			16.56	2.26	0.70	

Cronbach's Alpha 0.70

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q43	3.98	0.93	7.57	1.53	0.66	0.58
Q44	3.60	0.91	7.95	1.50	0.57	0.65
Q45	3.97	0.86	7.58	1.65	0.75	0.50
Total			11.55	2.21	0.75	

Cronbach's Alpha 0.74

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q22	4.20	0.78	21.22	2.80	0.80	0.55
Q23	4.14	0.78	21.28	2.76	0.79	0.61
Q24	4.12	0.73	21.30	2.81	0.79	0.60
Q25	4.23	0.79	21.19	2.77	0.80	0.58
Q26	4.16	0.80	21.26	2.73	0.78	0.63
Q27	4.57	0.63	20.85	2.90	0.80	0.57
Total			25.42	3.30	0.82	

Cronbach's Alpha 0.82

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q13	4.59	0.59	8.96	1.12	0.54	0.48
Q14	4.56	0.64	8.99	1.05	0.46	0.53
Q72	4.40	0.71	9.16	1.07	0.67	0.39
Total			13.55	1.49	0.65	

Cronbach's Alpha 0.65

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q64	3.80	0.96	12.80	1.92	0.73	0.50
Q65	4.19	0.83	12.40	1.95	0.66	0.59
Q66	4.29	0.84	12.31	1.94	0.66	0.61
Q67	4.32	0.71	12.28	2.11	0.72	0.50
Total			16.60	2.54	0.75	

Cronbach's Alpha 0.75

---- Item Values ----			----- If This Item is Omitted -----			
Variable	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q52	3.98	0.82	4.04	0.81		0.41
Q53	4.04	0.81	3.98	0.82		0.41
Total			8.01	1.37	0.58	

Cronbach's Alpha 0.57

Variable	---- Item Values ----		----- If This Item is Omitted -----		Coef Alpha	Corr Total
	Mean	Standard Deviation	Total Mean	Total Std.Dev.		
Q5	3.64	0.85	12.41	1.74	0.59	0.39
Q6	4.14	0.73	11.90	1.89	0.64	0.31
Q61	4.15	0.83	11.89	1.69	0.51	0.49
Q62	4.11	0.79	11.93	1.73	0.52	0.49
Total			16.04	2.22	0.64	

Cronbach's Alpha 0.63

### Exploratory Factor Analysis (Forced Four Factors; Varimax Rotation)

This section highlights the results of an exploratory factor analysis (EFA) using the Principal Components Analysis (PCA) technique. The table (below) highlights the factor loadings for four factors which were “forced” for the EFA. The same interpretation of factor loading cutoffs and cross-loadings also apply to the table below.

Factor Loadings after Varimax Rotation				
Item	Factor1	Factor2	Factor3	Factor4
Q1	-0.06	0.43	0.05	-0.23
Q2	-0.02	0.35	0.20	-0.31
Q3	-0.09	0.40	0.09	-0.23
Q4	-0.24	0.10	0.25	-0.46
Q5	-0.15	-0.01	0.52	-0.16
Q6	-0.22	0.11	0.27	-0.33
Q7	-0.28	-0.06	0.16	-0.66
Q8	-0.20	0.08	0.04	-0.73
Q9	-0.23	0.11	0.21	-0.60
Q10	-0.12	0.05	0.63	-0.23
Q11	-0.02	0.22	0.65	-0.06
Q12	-0.10	0.23	0.62	-0.24
Q13	0.01	0.08	0.35	-0.37
Q14	-0.05	0.18	0.38	-0.37
Q15	-0.31	0.17	0.17	-0.36
Q16	-0.34	0.08	0.12	-0.32
Q17	-0.50	-0.05	0.06	-0.28
Q18	-0.45	0.02	-0.02	-0.42
Q19	-0.21	-0.03	0.08	-0.60
Q20	-0.50	0.04	0.03	-0.47
Q21	-0.22	0.10	0.12	-0.73
Q22	-0.12	0.13	0.34	-0.52
Q23	-0.18	0.23	0.32	-0.49
Q24	-0.13	0.12	0.28	-0.57
Q25	-0.21	0.11	0.09	-0.60
Q26	-0.16	0.13	0.04	-0.65
Q27	-0.22	0.17	0.21	-0.43
Q28	-0.09	0.13	0.65	-0.22
Q29	-0.12	-0.01	0.63	-0.30
Q30	-0.12	0.00	0.56	-0.16
Q31	-0.11	0.15	0.38	-0.33
Q32	-0.23	0.14	0.38	-0.43
Q33	-0.43	0.33	0.15	-0.29
Q34	-0.27	0.27	0.06	-0.61
Q35	-0.15	0.20	0.26	-0.45
Q36	-0.03	0.15	0.27	-0.53
Q37	-0.08	0.78	0.13	0.08
Q38	-0.14	0.69	0.13	0.01
Q39	-0.12	0.76	0.16	0.03
Q40	-0.05	0.56	0.23	-0.14
Q41	-0.13	0.58	0.14	-0.25
Q42	-0.40	0.34	0.22	-0.28
Q43	-0.31	0.26	0.06	-0.25
Q44	-0.40	0.28	0.15	-0.25

Item	Factor1	Factor2	Factor3	Factor4
Q45	-0.26	0.59	0.07	-0.19
Q46	-0.67	0.27	0.09	-0.16
Q47	-0.71	0.14	0.09	-0.23
Q48	-0.66	0.23	0.20	-0.14
Q49	-0.55	0.46	0.16	-0.08
Q50	-0.60	0.12	0.27	-0.22
Q51	-0.60	0.19	0.24	-0.14
Q52	-0.42	0.12	0.30	-0.16
Q53	-0.34	0.36	0.43	-0.04
Q54	-0.26	0.13	0.60	-0.02
Q55	-0.28	0.08	0.58	-0.22
Q56	-0.34	0.24	0.52	0.00
Q57	-0.18	0.31	0.55	0.03
Q58	-0.68	0.11	0.22	-0.26
Q59	-0.62	0.16	0.28	-0.25
Q60	-0.59	0.17	0.26	-0.20
Q61	-0.23	0.03	0.31	-0.38
Q62	-0.58	0.09	0.19	-0.27
Q63	-0.59	0.13	0.12	-0.09
Q64	-0.31	0.44	0.07	-0.19
Q65	-0.11	0.52	0.27	-0.13
Q66	-0.30	0.51	0.16	-0.03
Q67	-0.20	0.50	0.40	-0.07
Q68	-0.13	0.19	0.51	-0.17
Q69	-0.14	0.18	0.42	-0.09
Q70	-0.16	0.30	0.36	-0.14
Q71	-0.25	0.30	0.45	-0.12
Q72	-0.06	0.33	0.52	-0.16

#### Exploratory Factor Structure (4 Factors)

Factor1	Factor2	Factor3	Factor4
Q16	Q1	Q5	Q4
Q17	Q2	Q10	Q6
Q18	Q3	Q11	Q7
Q20	Q37	Q12	Q8
Q33	Q38	Q14	Q9
Q42	Q39	Q28	Q13
Q43	Q40	Q29	Q15
Q44	Q41	Q30	Q18
Q46	Q45	Q31	Q19
Q47	Q64	Q53	Q21
Q48	Q65	Q54	Q22
Q49	Q66	Q55	Q23
Q50	Q67	Q56	Q24
Q51		Q57	Q25
Q52		Q68	Q26
Q58		Q69	Q27
Q59		Q70	Q32
Q60		Q71	Q34
Q62		Q72	Q35
Q63			Q36
			Q61

Overall, the items tend to group together as expected within their “factors”; however, each of the “factors” have been split apart within other factors. In summary, the results of this EFA provide some additional evidence of construct validity for the EIP instrument. Q1-Q3 were split from Q4-Q9. Factor 4 closely resembles the “Self Management” factor. Factor 2 resembles the “Social or Other Awareness” factor. Factor 1 resembles the “Relationship Management” factor.

**Exploratory Factor Structure Reliability (4 Factors)**

Factor	Reliability
Factor 1	0.92
Factor 2	0.86
Factor 3	0.90
Factor 4	0.91

**Reliability Section**

Variable	----- Item Values -----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q16	4.22	0.80	74.86	10.50	0.92	0.41
Q17	3.82	0.89	75.26	10.40	0.92	0.49
Q18	3.81	0.83	75.27	10.43	0.92	0.50
Q20	3.82	0.85	75.26	10.35	0.92	0.58
Q33	4.00	0.84	75.08	10.37	0.92	0.56
Q42	4.37	0.66	74.71	10.48	0.92	0.55
Q43	3.98	0.93	75.11	10.43	0.92	0.43
Q44	3.60	0.91	75.48	10.36	0.92	0.52
Q46	3.91	0.94	75.17	10.20	0.91	0.67
Q47	3.80	1.00	75.29	10.15	0.91	0.69
Q48	3.88	0.99	75.21	10.18	0.91	0.67
Q49	3.83	0.78	75.25	10.36	0.92	0.62
Q50	4.00	0.82	75.08	10.31	0.92	0.66
Q51	3.90	0.82	75.18	10.32	0.92	0.64
Q52	3.98	0.82	75.11	10.44	0.92	0.48
Q58	3.79	0.88	75.29	10.21	0.91	0.73
Q59	4.06	0.85	75.02	10.25	0.91	0.70
Q60	4.04	0.86	75.04	10.31	0.92	0.62
Q62	4.11	0.79	74.97	10.37	0.92	0.60
Q63	4.17	0.85	74.92	10.40	0.92	0.52
Total			79.08	10.86	0.92	

Cronbach's Alpha 0.92

Variable	----- Item Values -----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q1	3.99	0.80	49.18	6.21	0.86	0.43
Q2	4.09	0.72	49.09	6.27	0.86	0.40
Q3	3.69	0.88	49.49	6.19	0.86	0.40
Q37	4.16	0.89	49.01	5.98	0.84	0.65
Q38	4.13	0.87	49.04	6.03	0.85	0.60
Q39	4.25	0.83	48.93	6.01	0.84	0.67
Q40	4.23	0.78	48.94	6.17	0.85	0.50
Q41	4.07	0.74	49.11	6.16	0.85	0.54
Q45	3.97	0.86	49.21	6.07	0.85	0.56
Q64	3.80	0.96	49.38	6.10	0.86	0.46
Q65	4.19	0.83	48.99	6.10	0.85	0.55
Q66	4.29	0.84	48.89	6.10	0.85	0.54
Q67	4.32	0.71	48.86	6.17	0.85	0.55
Total			53.18	6.59	0.86	

Cronbach's Alpha 0.86

Variable	---- Item Values ----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q5	3.64	0.85	71.27	9.07	0.90	0.48
Q10	3.59	0.92	71.31	8.92	0.90	0.61
Q11	3.49	0.93	71.41	8.92	0.90	0.60
Q12	3.72	0.87	71.18	8.91	0.89	0.65
Q14	4.56	0.64	70.34	9.20	0.90	0.44
Q28	3.88	0.86	71.02	8.93	0.90	0.63
Q29	3.56	0.90	71.35	8.93	0.90	0.61
Q30	4.02	0.86	70.88	9.04	0.90	0.50
Q31	4.32	0.83	70.58	9.11	0.90	0.44
Q53	4.04	0.81	70.86	9.05	0.90	0.53
Q54	3.94	0.83	70.97	9.00	0.90	0.58
Q55	3.65	0.90	71.25	8.92	0.90	0.62
Q56	3.79	0.87	71.11	8.98	0.90	0.57
Q57	3.74	0.83	71.16	9.00	0.90	0.57
Q68	4.10	0.77	70.80	9.07	0.90	0.53
Q69	4.01	0.79	70.89	9.13	0.90	0.43
Q70	3.99	0.86	70.92	9.09	0.90	0.44
Q71	4.46	0.69	70.44	9.12	0.90	0.53
Q72	4.40	0.71	70.51	9.09	0.90	0.55
Total			74.90	9.50	0.90	

Cronbach's Alpha 0.90

Variable	---- Item Values ----		----- If This Item is Omitted -----			
	Mean	Standard Deviation	Total Mean	Total Std.Dev.	Coef Alpha	Corr Total
Q4	4.20	0.85	81.45	9.70	0.91	0.54
Q6	4.14	0.73	81.51	9.84	0.92	0.42
Q7	4.11	0.82	81.54	9.62	0.91	0.66
Q8	3.99	0.85	81.67	9.58	0.91	0.68
Q9	4.15	0.74	81.50	9.70	0.91	0.63
Q13	4.59	0.59	81.06	9.93	0.92	0.39
Q15	3.83	0.85	81.82	9.75	0.91	0.47
Q18	3.81	0.83	81.84	9.78	0.92	0.44
Q19	3.66	0.87	81.99	9.66	0.91	0.56
Q21	3.88	0.90	81.77	9.51	0.91	0.72
Q22	4.20	0.78	81.46	9.71	0.91	0.58
Q23	4.14	0.78	81.51	9.69	0.91	0.59
Q24	4.12	0.73	81.54	9.72	0.91	0.60
Q25	4.23	0.79	81.43	9.67	0.91	0.61
Q26	4.16	0.80	81.49	9.66	0.91	0.62
Q27	4.57	0.63	81.08	9.83	0.91	0.52
Q32	3.98	0.80	81.68	9.70	0.91	0.57
Q34	4.03	0.76	81.63	9.67	0.91	0.64
Q35	4.06	0.77	81.59	9.76	0.91	0.51
Q36	3.63	0.86	82.02	9.70	0.91	0.53
Q61	4.15	0.83	81.50	9.75	0.91	0.48
Total			85.65	10.18	0.92	

Cronbach's Alpha 0.91

Overall, the reliability of the empirical four factor structure is good ranging from 0.86 to 0.92.

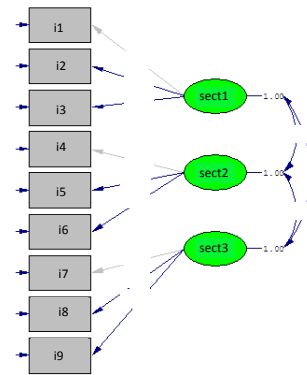
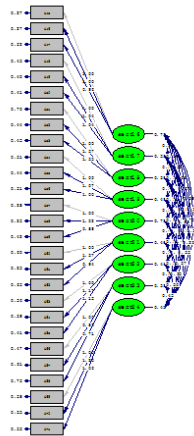
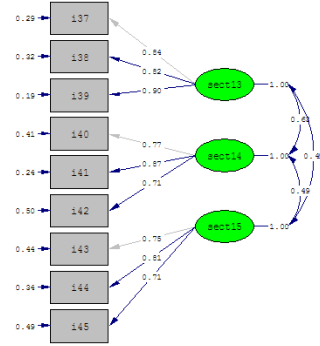
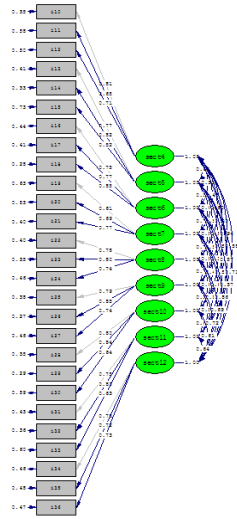
### SECTION III: CONFIRMATORY FACTOR ANALYSIS RESULTS

Description	Model	Chi-square	d.f.	RMSEA	RMSEA 90% CI	CFI	Judgment
Self Awareness	Factor 1	69.9	24	0.064	(0.0466, 0.0814)	0.980	Excellent Fit
Self Management	Factor 2	665.7	288	0.053	(0.0475, 0.0580)	0.983	Excellent Fit
Social or Other Awareness	Factor 3	101.5	24	0.093	(0.0766, 0.1090)	0.972	Very Good Fit
Relationship Management	Factor 4	511.0	288	0.041	(0.0348, 0.0462)	0.992	Excellent Fit
Factors by Sections, Items	Total	2,618.4	1,050	0.056	(0.0536, 0.0590)	0.973	Very Good Fit
Total by Factors, Sections, Items	Total	2,700.9	1,052	0.058	(0.0550, 0.0604)	0.971	Very Good Fit

Overall, the fit of the EIP instrument is very good to excellent. RMSEA (Root Mean Square Error of Approximation) values of 0.00 to 0.05 and CFI (Comparative Fit Index) values of 1.00 to 0.95 are evidence of “excellent” fit. RMSEA values of 0.05 to 0.10 and CFI values of 0.95 to 0.90 are evidence of “good” fit. In summary, the CFA results provide very strong evidence of construct validity for the EIP instrument.



# Graphical Models



## APPENDIX: EIP SURVEY ITEMS

SECTION	ITEM	ITEM DESCRIPTION
SECTION 1	Q1	I am aware of my emotions and acutely attuned to my inner feelings as they come up in the moment.
	Q2	I can tell when I am starting to feel strong emotions, and I know the reasons why they come up.
	Q3	I “listen” to my emotions and use the information they provide to guide my decisions and actions.
SECTION 2	Q4	I analyze both my successes and failures for clues to how I can improve.
	Q5	I can accept feedback and criticism without becoming defensive.
	Q6	I know my strengths and limitations.
SECTION 3	Q7	I am confident in my abilities; I make things happen in my life.
	Q8	I know what I want and go after it.
	Q9	I find ways to accomplish what I want; I can solve most of the problems life presents.
SECTION 4	Q10	I stay relaxed and composed under stress, crises, deadlines and pressure.
	Q11	I am patient with people and situations at all times; I never lose my temper.
	Q12	I discuss problems and breakdowns in a controlled, appropriate manner; when angry or upset, I calm myself quickly before talking with others.
SECTION 5	Q13	I am honest and trustworthy in all my interactions; I keep my word and honor my commitments.
	Q14	I maintain high standards of integrity and behave in accordance with my expressed beliefs.
	Q15	I confront unethical behavior in others rather than “turn a blind eye.”
SECTION 6	Q16	I enjoy experimenting with new ideas and solutions.
	Q17	I question accepted practices and assumptions, and readily cut through red tape in order to try an innovative new approach.
	Q18	I take risks, try new products, services and methods, and make things happen in new and innovative ways.
SECTION 7	Q19	I recognize and seize opportunities; I have a bias for action and rarely procrastinate or wait for things to happen.
	Q20	I challenge the status quo in order to create better possibilities for the future.
	Q21	I set challenging goals and energetically pursue them.
SECTION 8	Q22	In my life, I view problems and obstacles as challenges I know I can overcome.
	Q23	I rebound from challenges and difficulties, bouncing back stronger than before.
	Q24	I seldom give up even in the face of resistance or setbacks; I find ways to accomplish what I want.
SECTION 9	Q25	I set high standards for performance; I establish goals that are personally and professionally challenging.
	Q26	I have a drive and desire to grow, “stretch,” and achieve ever more challenging goals, aggressively reaching higher standards.
	Q27	I continually strive to learn and improve.
SECTION 10	Q28	I work constructively and calmly under stress and pressure.
	Q29	I put stress in its place and don’t let it overwhelm me.
	Q30	I decide certain problems are not worth stressing about.
SECTION 11	Q31	I am a naturally positive person; I believe things usually work out for the best.
	Q32	I see opportunities in setbacks and challenges, not threats.
	Q33	Others are inspired by my enthusiasm and optimism.
SECTION 12	Q34	I make a consistent and effective effort to bring about what I want to make happen; I think about what I want to make happen in advance, and I can usually make those things happen.
	Q35	I am intentional in my decisions and actions; that is, I take deliberate and conscious action consistent with my personal and professional goals and values at all times.
	Q36	I can remain focused on my goals and objectives; I don’t allow myself to become distracted easily.
SECTION 13	Q37	I am sensitive to other people’s emotions and moods; I can readily understand how other people feel.
	Q38	I am an attentive listener; I listen beyond others’ words, grasping their feelings, values, and perspectives readily.
	Q39	I can tell when someone is upset; I recognize and respond to the needs and concerns of others.
SECTION 14	Q40	I go out of my way to be of service to others, including customers, my direct reports, peers, supervisors, everyone.
	Q41	I understand and proactively meet the needs of others, both inside the organization and out.
	Q42	I create a work environment that values customer satisfaction, and empower and encourage employees to take personal responsibility for meeting customers’ needs.
SECTION 15	Q43	I understand the political forces at work in the organization.

	Q44	I can maneuver through complex business and organizational situations effectively and discreetly, anticipating political landmines and planning my approach accordingly.
	Q45	I detect the emotional currents of people and groups, and I use this information to guide my behavior and actions in the organization.
SECTION 16	Q46	I actively develop my employees and others; I am known as a mentor and people builder in this organization.
	Q47	I provide challenging and stretching tasks and assignments for my employees and others so they can grow and develop their skills and knowledge.
	Q48	I give my employees honest, accurate and timely feedback about their performance and how they can improve, and I do so in a diplomatic manner.
SECTION 17	Q49	I understand the needs and motivations of others, and present ideas and information in a manner that appeals to those needs and motivations.
	Q50	I present important ideas comfortably and in a persuasive, engaging manner.
	Q51	I influence others by giving them a clear sense of how they will benefit.
SECTION 18	Q52	I communicate my ideas clearly and logically, both in writing and orally.
	Q53	I foster open dialogue, listen actively and attentively, and consistently demonstrate patience in hearing people out.
	Q54	I keep an open mind when listening to others' opinions, and do not "get stuck" on defending and preserving my own position.
SECTION 19	Q55	I handle differences of opinion and conflict calmly; I neither avoid conflict nor become upset by it.
	Q56	I get people to present "their side of the story" first when differences arise.
	Q57	When I disagree with others, they do not feel attacked.
SECTION 20	Q58	I communicate a clear, compelling vision and direction for our team or organization – one that inspires and mobilizes others to action.
	Q59	I paint a picture of a positive future, and empower people to do what is needed to pursue it.
	Q60	I understand and articulate the importance of each individual's contributions to the organization's mission, vision and goals.
SECTION 21	Q61	I welcome change; I do not resist it or allow it to set me back.
	Q62	I help facilitate change in the organization by communicating the positive benefits of change, and removing obstacles to change.
	Q63	I keep my employees informed about changes that occur so they are not blindsided.
SECTION 22	Q64	I cultivate an active and broad network of individuals both inside and outside the organization.
	Q65	I act to preserve relationships, even under difficult or heated circumstances.
	Q66	I take time to establish relationships with people at all levels of the organization.
SECTION 23	Q67	I generate an atmosphere of friendly collegiality; I facilitate positive communication among all people.
	Q68	I support the decisions made by the team, even if I don't fully agree; I don't speak negatively of the team or team decisions outside the team.
	Q69	I put the team's goals before my individual goals.
SECTION 24	Q70	I trust others. I believe other people operate from good and honorable intentions.
	Q71	I build trust by being open and honest in my communication with others, and by welcoming openness and honesty from others.
	Q72	My behavior in the workplace is predictable and fair; I am consistent in how I respond to people and situations.

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