



Expert Report

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20 March 2019

Senior Managers

Private and confidential



eip3

Emotional Intelligence Profile

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About this report

Emotional Intelligence (EI) is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Individuals with higher EI will be better able to manage themselves and their relationships to be both personally and interpersonally effective. The framework shown below provides an organising structure for the different facets of EI and how they are related.



This Expert report is based on the participant's responses to the **Emotional Intelligence Profile questionnaire (EIP)**. The report is focused on the participant's self-perception of their EI and how this compares to a comparison group (shown on the front cover). It also describes the participant's potential for demonstrating EI defensive habits, which may negatively impact upon their performance at work. The report therefore highlights likely strengths and potential risk factors for participants.

The Expert report consists of four parts:

How to use this report

Recommendations for using the report to support an assessment interview, and advice on the participant's response style.

Emotional Intelligence Profile

The participant's scores on the sixteen EIP scales.

The EIP score descriptors

A brief interpretation of the EIP scale scores.

Defensive habits

Ten potential risk factors that indicate defensive or rigid attitudes and behaviours.

How to use this report

- Treat the information in this report as confidential. It should only be viewed by EIP qualified individuals. Please ensure it is stored and disposed of in accordance with your company policy.
- This report is intended to be used alongside an interview process to explore the participant's profile and collect evidence to support and verify their results. It is not intended for sifting or initial screening of participants without an interview.
- The information gathered from the EIP and interview should not be used in isolation but combined with evidence from other assessment methods to inform the assessment decision.
- Remember that EI can be developed. During the interview consider whether the participant demonstrates 'growth potential' in relation to the areas being assessed. Are they aware of their development areas? Do they provide evidence that they are addressing these areas?
- The data collected in this report usually remains valid for a few months. However, it is recommended that interviews take place soon after the participant completes the questionnaire in order for the data to remain current.

Participant's response style

The following key point(s) identify the participant's response style when completing the EIP questionnaire.

- The participant's general response style in completing the EIP questionnaire was typical of others. **There are no specific points about their response style to be aware of when reviewing their results.**

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Emotional Intelligence Profile

Linear scoring

The participant's reported levels of EI on each scale are presented as sten scores. Compared to the norm group, a sten score of 1 or 2 reflects a very low score, a score of 5 or 6 reflects an average score, and a score of 9 or 10 reflects a very high score. The ideal position is to score higher on each scale.

Attitude

1 **Self Regard** 

The degree to which you accept and value yourself.

2 **Regard for Others** 

The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Feeling

3 **Self Awareness** 

The degree to which you are in touch with your physiology, feelings and intuitions.

4 **Awareness of Others** 

The degree to which you are in touch with the feelings of others.

Self Management

5 **Emotional Resilience** 

The degree to which you are able to pick yourself up and bounce back when things go badly for you.

6 **Personal Power** 

The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

7 **Goal Directedness** 

The degree to which you relate your behaviour to long-term goals.

8 **Flexibility** 

The degree to which you feel free to adapt your thinking and your behaviour to changing situations.

9 **Connecting with Others** 

The extent and ease with which you are able to make significant connections with other people.

10 **Authenticity** 

The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Multi-scale scoring

Multi-scale scores are also presented on a 1 to 10 sten scale relative to the comparison group. Scores reflect whether the individual displays too much, too little or the ideal amount on a particular scale. The ideal position is to score low on the red scales (too little and too much) and high on the green scale (ideal). The blue bar represents the degree to which this overall balance between the three scales is achieved.

Relationship Management

11 Trust 

Your tendency to trust others.

Mistrusting 

Carefully Trusting 

Over Trusting 

12 Balanced Outlook 

How well you manage to balance optimism with realism.

Pessimistic 

Realistically Optimistic 

Over Optimistic 

13 Emotional Expression and Control 

The degree to which you are emotionally controlled.

Under Controlled 

Free and in Charge 

Over Controlled 

14 Conflict Handling 

How well you handle conflict.

Passive 

Assertive 

Aggressive 

15 Interdependence 

How well you manage to balance taking yourself and taking others into account.

Dependent 

Interdependent 

Over Independent 

Developing your Emotional Intelligence

16 Reflective Learning 

The degree to which you enhance your EI by reflecting on what you and others feel, think and do.

Score descriptors

Attitude



Self Regard



Their average score suggests they feel fairly happy with themselves and who they have become, and have reasonable inner self-belief. However, when under pressure, feelings of self-doubt may creep in; they may start to worry about their shortcomings and be more self-critical.



Regard for Others



Their fairly high score suggests they hold a positive attitude towards people and are generally accepting and appreciative of others. Typically, they may praise and motivate others and take time to support and develop them. However, under pressure they may occasionally become more negative and critical of others, such as blaming them for mistakes, making disparaging remarks, and being unwilling to adapt and respond to people's needs.

Feeling



Self Awareness



Their average score suggests they are fairly aware of their feelings, needs, and typical reactions, such as what they like, dislike, and what motivates them. However, under pressure it may be more difficult for them to notice and manage their emotions, such as frustration before it becomes anger, and worry before it becomes stress.



Awareness of Others



Their average score suggests they have a reasonable awareness and appreciation of individual differences. They are fairly likely to understand, empathise, and pay attention to the feelings of others. However, when under pressure they may show less interpersonal sensitivity, and be less considerate and responsive to others.

Self Management



Emotional Resilience



Their low score suggests they may take time to bounce back from setbacks and disappointments, and find it difficult to cope with adversity. They may tend to worry and ruminate over problems and assume they cannot be easily resolved. As a result, they may not cope well with pressure and stress, which may affect their physical health.



Personal Power



Their fairly low score suggests they sometimes feel they have limited influence or control over events. On these occasions, they may blame circumstances for their failures, not acknowledge their own successes, and avoid taking responsibility.



Goal Directedness



Their average score suggests they have a fairly clear sense of purpose and are aware of what goals they want to achieve. However, under pressure they may fail to achieve these if they become distracted, lose focus and concentration, do not plan or think ahead, and lack perseverance.



Flexibility



Their average score suggests they are generally willing to try new ways of doing things and adapt their behaviour to changing circumstances. However, under pressure they may become more rigid, preferring to stick to what they know, and be less willing to accommodate and adapt to the needs of others.



Connecting with Others



Their fairly high score suggests they invest a reasonable amount of time and energy into maintaining and developing their relationships, enabling them to create useful networks at work and gain people's support. However, when they are very busy or under stress, they may neglect some relationships and be less attentive to others.



Authenticity



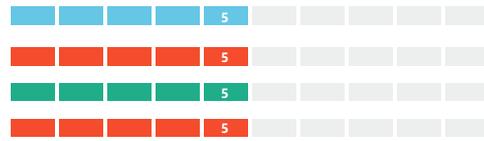
Their average score suggests they have fairly clear values and principles, and act in accordance with them. Most of the time they may be seen as genuine, straightforward, and easy to get to know. However, when under pressure they may over-commit themselves and risk being unable to deliver everything promised.

Relationship Management



Trust

- Mistrusting
- Carefully Trusting
- Over Trusting

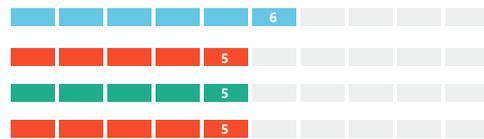


Their scores suggest the level of Trust they place in others may vary, depending upon the person and situation, or on how they are feeling. For example, they may Trust only a select few individuals, or be Mistrusting of people until they get to know them. However, on balance, they tend to place the right amount of Trust in most people.



Balanced Outlook

- Pessimistic
- Realistically Optimistic
- Over Optimistic

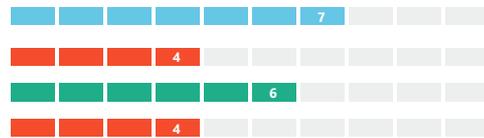


Their scores suggest their outlook and expectations may vary, from being realistic to overly positive or negative, depending on the situation and how they are feeling. One explanation could be that they generally start off expecting things to turn out reasonably well (Realistically Optimistic) or extremely well (Over Optimistic), but rebound to feelings of disappointment (Pessimistic), when things don't work out as they had hoped.



Emotional Expression and Control

- Under Controlled
- Free and in Charge
- Over Controlled

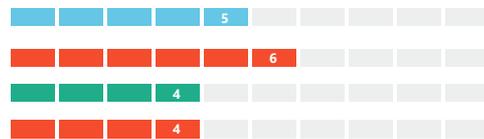


Their scores suggest they sometimes feel free to express their emotions, but are also in charge of when and how they do this. For example, they may express some enthusiasm and appreciation to motivate and inspire others, but also display reasonable emotional maturity and not over-react in difficult situations.



Conflict Handling

- Passive
- Assertive
- Aggressive



Their scores suggest they may sometimes find it difficult to assert their views strongly and deal with opposition. On these occasions, they may put the needs of others first, put up with things that are not right for them, and agree to things they do not want.



Interdependence

- Dependent
- Interdependent
- Over Independent



Their scores suggest they are sometimes Over Independent, individualistic, and less inclined to work collaboratively. On these occasions, they may be less interested in motivating and influencing people, less aware of how their actions impact on them, and do not fully recognise the value of others and what they could contribute.

Developing your Emotional Intelligence



Reflective Learning



Their score suggests they sometimes reflect upon their experiences and how best to apply what they have learnt to their self-development. However, this may not be done in a very regular and planned way. Therefore, at times they may be slower to identify their strengths and development needs, and not fully consider how best to manage and maintain their relationships.

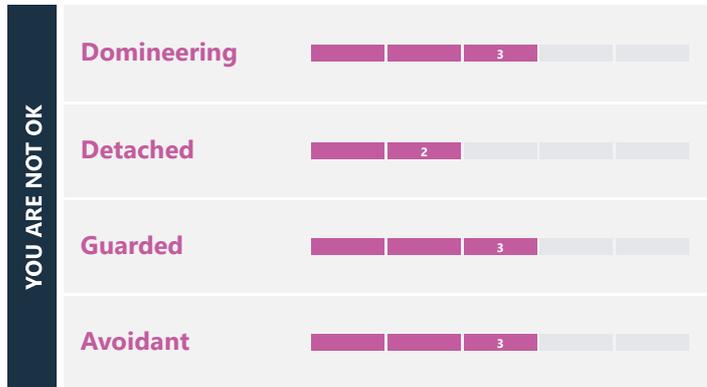
Defensive habits

Individuals will often face difficult and demanding situations at work. Under pressure, they may revert to 'defensive habits' or rigid attitudes and behaviours that derail effective performance. Defensive habits often form during childhood in order to protect oneself from painful emotions and feeling threatened. However, there comes a point when defensive habits are no longer helpful and they start to impede personal growth and undermine performance. Based on the EIP, there are nine defensive habits, described below, which group around the defensive attitudes of **YOU ARE NOT OK** (low Regard for Others) and **I AM NOT OK** (low Self Regard).

	Defensive Habit	Description	Example Behaviours
YOU ARE NOT OK	Domineering	To protect oneself from feeling vulnerable by seeking constant control and authority	Confrontational, antagonistic, uncompromising, forceful, argumentative and competitive
	Detached	To protect oneself from being hurt by remaining emotionally detached from others	Cold, distant, emotionally inhibited, closed, lacks spontaneity and un-expressive
	Guarded	To protect oneself from being let down by being highly mistrusting of others	Cautious, mistrusting, sceptical, cynical, critical and questioning
	Avoidant	To protect oneself from feeling excluded by relying upon nobody but oneself	Self-sufficient, independent, inflexible, stubborn, autonomous and non-conforming
I AM NOT OK	Despondent	To protect oneself from disappointment by always assuming the worst	Pessimistic, negative, self-critical, discouraging, defeatist and unenthusiastic
	Reactive	To protect oneself from feeling ignored by seeking constant attention from others	Emotionally reactive, anxious, unpredictable, disruptive, volatile and impulsive
	Compliant	To protect oneself from disapproval and rejection by being overly conforming	Passive, deferential, unassertive, modest, over-burdened and overly accommodating
	Reliant	To protect oneself from a fear of being blamed or shamed by seeking constant reassurance	Lacks confidence, over-dependent, seeks approval, follower, procrastinator and lacks initiative
	Idealistic	To protect oneself from the harsh realities of life by pretending everything is positive	Over-optimistic, impractical, unrealistic, lacks focus, inaccurate and unreliable

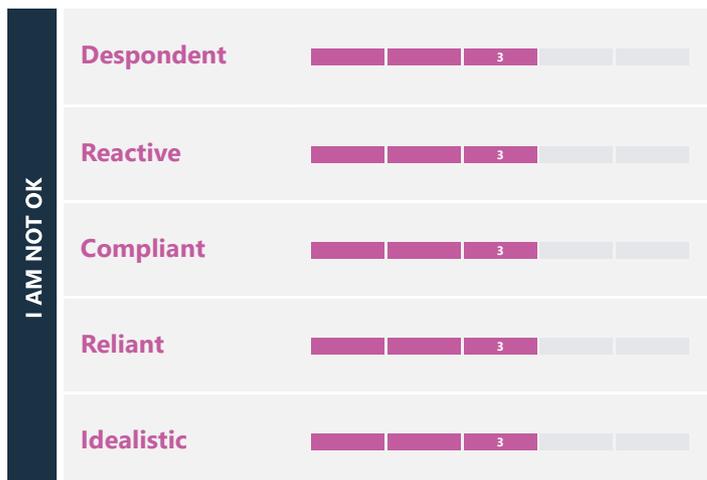
Defensive habit scores

The scale scores below indicate the level of risk that an individual may exhibit for each of the defensive habits, particularly when under pressure. The defensive habit scores are derived from the EIP red scales (i.e. the 'too much' and 'too low' multi-scales) and from other closely correlated EIP linear scales. These are interpreted on the following pages of this report.



Scoring key:

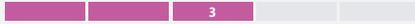
- 1 = Very low risk
- 2 = Low risk
- 3 = Some risk
- 4 = Risk
- 5 = High risk



Interpretation of defensive habits

This section provides a more detailed interpretation of the defensive habits and the EIP scales from which they were derived. Use the information in this section to prepare your interpretation of the report and interview questions.

1 Domineering



Definition

Indicates how forceful, confrontational and uncompromising the participant may be in dealing with others. Individuals with a high score on Domineering may lack tact and sensitivity with people, handle conflict in a hostile manner and be unaware of the impact they have on others. This may stem from a belief that the world will be a better place if they were in charge. Their underlying defensive habit may be to protect themselves from feeling vulnerable or incompetent by seeking control and being in charge.

Descriptors

- Appear antagonistic and argumentative
- Less inclined to listen to the needs of others
- Have a tendency to tell rather than ask questions
- Can be competitive at the expense of others
- May appear blunt and insensitive

Interpretation

The participant's scores indicate **some risk** of them being Domineering. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Domineering in more detail.

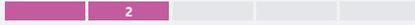
Domineering is derived from the following three EIP scales. The primary scale is Aggressive.

Aggressive 	Higher scores would indicate they tend to dominate others and take control
Awareness of Others 	Lower scores would indicate they show little empathy for others' feelings
Regard for Others 	Lower scores would indicate they put their own self-interests before the needs of others

Exploration prompts

- What role do you typically take in a team?
- How do you typically respond when someone is confrontational?
- How do you like to be managed by others?

2 Detached



Definition

Indicates how cold, distant and inhibited the participant may be in expressing their emotions and forming relationships. Individuals with a high score on Detached may lack enthusiasm and passion, appear very logical or business-like and fail to connect personally with others. Their underlying defensive habit may be to protect themselves from being hurt by remaining emotionally detached from others. Essentially, they keep anxiety at bay by moving out of their body (feelings) and taking up permanent residence in their head (thinking).

Descriptors

- Uncomfortable sharing their feelings
- Feel self-conscious and socially cautious
- Appear guarded, closed and remote
- Can be difficult to read and know how they feel
- Unlikely to inspire, engage or motivate others

Interpretation

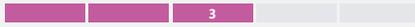
The candidate's scores indicate a **low risk** of them being Detached. The assessor may still choose to explore the risk of them being Detached if this is a particularly important part of the assessment.

Detached is derived from the following three EIP scales. The primary scale is Over Controlled.

Over Controlled 	Higher scores would indicate they lack warmth, fun and spontaneity
Self Awareness 	Lower scores would indicate they tend to ignore, hide or not notice their emotions
Connecting with Others 	Lower scores would indicate they may not open up to people

Exploration prompts

- Tell me about a project you were very passionate about?
- How would you describe your own personality? How might your closest colleague describe you?
- Describe your relationship with your main client. What would make it work even better?



<p>Definition</p> <p>Indicates how cautious, mistrusting, sceptical and critical the participant may be in terms of their behaviour and attitude towards others. Individuals with a high score on Guarded may keep people at a distance, be reluctant to delegate work, question the motives of others, and lack confidence in others. Their underlying defensive habit may be to protect themselves from being let down by others.</p>	<p>Descriptors</p> <ul style="list-style-type: none"> — Doubt others' competence or feel impatient with people — Critical or unsympathetic towards others — Focus too much on tasks and not enough on people — Micro-manage people — Reluctant to delegate and take too much work on themselves
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Interpretation

The participant's scores indicate **some risk** of them being Guarded. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Guarded in more detail.

Guarded is derived from the following three EIP scales. The primary scale is Mistrusting.

<p>Mistrusting</p>	<p>Higher scores would indicate they are suspicious and wary in their relationships</p>
<p>Connecting with Others</p>	<p>Lower scores would indicate they are less likely to build trusting relationships</p>
<p>Regard for Others</p>	<p>Lower scores would indicate they are cynical and less inclined to see the good in others</p>

Exploration prompts

- How do you respond when a colleague doesn't complete or do what you asked them to do?
- Describe a time when you helped to support and develop someone at work.
- How do others gain your trust?

4 Avoidant

3

Definition

Indicates how self-sufficient, independent, stubborn and non-conforming the participant may be in their communication and decision making. Individuals with a high score on Avoidant may fail to include or consult colleagues, be unwilling to fit-in or adapt to others and become isolated from their team. Their defensive habit may stem from a history of being rebuffed or excluded, such that they have learnt to protect themselves by relying upon nobody but themselves.

Descriptors

- Inconsiderate of how their actions impact on others
- Frustrated by 'interference' or being managed by others
- Refuse to ask for support or assistance from others
- Deliberately obstructive to assert their independence (passive-aggressive)
- Lack social confidence and interpersonal skills

Interpretation

The participant's scores indicate **some risk** of them being Avoidant. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Avoidant in more detail.

Avoidant is derived from the following four EIP scales. The primary scale is Over Independent.

Over Independent



Higher scores would indicate they see relying on others as a weakness

Flexibility



Lower scores would indicate they are rigid and inflexible when working with others

Connecting with Others



Lower scores would indicate they are autonomous and reluctant team players

Regard for Others

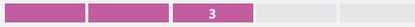


Lower scores would indicate they lack appreciation towards others

Exploration prompts

- Who do you work most closely with in your job role? Describe how you work together.
- Describe your preferred work style e.g. collaborative, autonomous...
- How do you respond if you are unhappy about something at work?

5 Despondent



Definition

Indicates how pessimistic, negative and self-critical the participant may be in their outlook, expectations and interaction with others. Individuals with a high score on Despondent may tend to generalise or exaggerate difficulties, express low enthusiasm and inspire little confidence in others. This may negatively impact on the mood, motivation, resilience and wider productivity of themselves and others around them. Their underlying defensive habit may be to protect themselves from disappointment by assuming the worst.

Descriptors

- Expect the worst and miss opportunities
- Lack enthusiasm and confidence to take action
- Focus on problems rather than solutions
- Use critical, negative or discouraging language
- Become despondent and disengaged after setbacks

Interpretation

The participant's scores indicate **some risk** of them being Despondent. One of the EIP scales suggests a particularly **high risk: Emotional Resilience**. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Despondent in more detail.

Despondent is derived from the following four EIP scales. The primary scale is Pessimistic.

Pessimistic 	Higher scores would indicate they have a defeatist and negative outlook
Personal Power 	Lower scores would indicate they lack the self-confidence to make a positive difference
Self Regard 	Lower scores would indicate they are overly self-critical and insecure
Emotional Resilience 	Lower scores would indicate they become anxious and stressed by challenges

Exploration prompts

- What specific actions do you take to manage the atmosphere and morale of your team?
- With regards to the future of your industry (your work), what do you think are the most exciting opportunities?
- What are you most proud of in the work that you do?

<p>Definition</p> <p>Indicates how emotionally reactive, over-sensitive, anxious and unpredictable the participant may be in their response to people and events. Individuals with a high score on Reactive may experience strong and overwhelming emotions, which may interfere with their capacity to think clearly, problem solve, create a calm environment and communicate effectively with others. Their underlying defensive habit may be to get people to pay constant attention to them, their needs and feelings, so as not to feel insignificant and ignored by others.</p>	<p>Descriptors</p> <ul style="list-style-type: none"> — Over-react, upset or intimidate others — Volatile and unpredictable moods and behaviour — Easily provoked and upset by people — Make over-emotional and impulsive decisions — Exaggerate problems and are disruptive when under stress
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Interpretation

The participant's scores indicate **some risk** of them being Reactive. One of the EIP scales suggests a particularly **high risk: Emotional Resilience**. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Reactive in more detail.

Reactive is derived from the following four EIP scales. The primary scale is Under Controlled.

<p>Under Controlled</p>	<p>Higher scores would indicate they are impulsive when expressing emotions</p>
<p>Emotional Resilience</p>	<p>Lower scores would indicate they feel less able to cope with stressful situations</p>
<p>Self Regard</p>	<p>Lower scores would indicate they are overly-sensitive to criticism</p>
<p>Authenticity</p>	<p>Lower scores would indicate they do not deliver on their promises</p>

Exploration prompts

- How do you cope with significant set-backs at work?
- What kind of situations cause you to feel anxious and stressed, and how do you cope with these?
- What strategies do you use to stay calm in difficult situations? How do your emotions affect your behaviour at work?

7 Compliant

3

Definition

Indicates how passive, deferential and unassertive the participant may be in their decision-making, relationships and leadership style. Individuals with a high score on Compliant may be less inclined to assert their own wishes or opinions and will avoid conflict, finding disagreements uncomfortable. They may put their own needs second to the needs of others and consequently feel overburdened or 'put upon' by people. Their underlying defensive habit may be to prevent the risk of disapproval or rejection from others by being overly-accommodating.

Descriptors

- Do not address issues directly or give people feedback
- Neglect their own goals, career aims and ambitions
- Give way too easily when others oppose them
- Do not clearly express what they want from others
- Agree to do things for others, then feel over-whelmed

Interpretation

The participant's scores indicate **some risk** of them being Compliant. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Compliant in more detail.

Compliant is derived from the following four EIP scales. The primary scale is Passive.

Passive 	Higher scores would indicate they dislike and try to avoid confrontation
Personal Power 	Lower scores would indicate they keep a low profile and under-rate themselves
Authenticity 	Lower scores would indicate they try to keep too many people happy at a cost to themselves
Self Regard 	Lower scores would indicate they worry too much about what people think of them

Exploration prompts

- How do you deal with confrontation?
- Describe the last time you had to give someone difficult or critical feedback.
- What are your career ambitions, and how do you plan to achieve them?

Definition

Indicates how dependent and reliant on others the participant may be in terms of setting goals, making decisions and taking action. Individuals with a high score on Reliant may seek regular reassurance, guidance or approval from others, find it difficult to take responsibility, act decisively and work independently when appropriate. Their underlying defensive habit may be to protect themselves from a fear of being wrong and the associated consequences e.g. blame, shame and catastrophe.

Descriptors

- Prefer to follow others rather than lead or take the initiative
- Easily influenced by the views and opinions of others
- Lack motivation and focus on what they want to achieve
- Less inclined to stretch their comfort zones or take risks without support
- Procrastinate when making decisions or taking action

Interpretation

The participant's scores indicate **some risk** of them being Reliant. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Reliant in more detail.

Reliant is derived from the following four EIP scales. The primary scale is Dependent.

Dependent 	Higher scores would indicate they feel disempowered and frustrated
Authenticity 	Lower scores would indicate they try to do what others expect rather than do what they think is right
Goal Directedness 	Lower scores would indicate they depend on others for direction, motivation and targets
Self Regard 	Lower scores would indicate they need encouragement from others to feel confident in their actions

Exploration prompts

- Describe a time you had to work on a task but felt out of your depth. How did you cope?
- How would you describe your style and approach to leadership?
- What is your approach to decision making when under time pressure?

<p>Definition</p> <p>Indicates how over optimistic, impractical and unrealistic the participant may be in their expectations, judgment and decision-making. Individuals with a high score on Idealistic may overlook, dismiss or ignore problems, which may lead to disappointment and repeating mistakes. They may also be seen as unreliable and undependable by changing their goals and direction, and not doing what they say they are going to do. Their underlying defensive habit may be to avoid the harsh realities of life by pretending that everything is positive.</p>	<p>Descriptors</p> <ul style="list-style-type: none"> — A tendency to be impulsive and take risks — Over-commit themselves and let people down as a consequence — Do not check facts and details before proceeding — Fail to monitor, maintain or complete tasks they have started — Inspire and motivate people but in the wrong direction
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Interpretation

The participant's scores indicate **some risk** of them being Idealistic. None of the EIP scales suggest a particularly **high risk** but in combination they may lead to the candidate exhibiting this behaviour. It is strongly recommended that the assessor use the information and questions below to explore the risk of them being Idealistic in more detail.

Idealistic is derived from the following three EIP scales. The primary scale is Over Optimistic.

<p>Over Optimistic</p>	<p>Higher scores would indicate they are easily distracted by new opportunities</p>
<p>Goal Directedness</p>	<p>Lower scores would indicate they lose focus on the end goal</p>
<p>Authenticity</p>	<p>Lower scores would indicate they do not deliver on their promises</p>

Exploration prompts

- Briefly talk me through a project you had to manage from start to finish (focus on maintenance and completion).
- Summarise for me a specific opportunity that interests you currently at work. Are there any potential risks or downsides?
- What approaches do you personally take for ensuring high quality in your work?



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