



Leadership Emotional Intelligence (LEI) Assessment

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The LEI assessment is designed for individuals who would like a quick litmus test on the strengths and weaknesses of their emotional intelligence. The structure and methodology used here is adapted from Daniel Goleman's book titled *Emotional Intelligence* (1995). The test-taker will be evaluated on 5 areas: **self-awareness**, **managing emotion**, **self-control**, **emotion recognition** (empathy), and **relationship management** (social intelligence).

How to Use this Assessment

The document is divided into several sections. Each of these areas will be briefly explained below:

SECTION 1:

- This part houses the statements in which you need to self-measure. It is important that you **complete Section 1 without reading any other sections** of the assessment. This is required to avoid response bias, which will adversely affect the accuracy and validity of the test.
- This test can only be taken once. Any further use of the test will provide false results as you would already have prior knowledge of the evaluation conditions.

SECTION 2:

- This is the score-sheet for Section 1. Use it as specified to deduce the number of points that you've accumulated.

SECTION 3:

- This is the last section of the test. It will provide an explanation of each category of the EI assessment.



SECTION 1

Think carefully about each statement and take your time. This is not an examination and there is no one who will judge you on your results. The only important condition to this test is that you measure each statement truthfully and according to your overall experiences.

Each statement is provided with a Likert scale starting from **I** to **V**. The following provides an explanation to each point of the scale:

I = Does not or rarely describes me

II = Somewhat describes me

III = On average describes me

IV = Mostly describes me

V = Nearly always describes me

Write your answer in the box provided for each statement. We will later draw an inference from the roman numerals. Please note that the roman numerals **do not** represent scores.

The assessment begins on page 3 and ends on page 12.



Statement 1

When I get angry, I can enter into a blind rage.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 2

When I receive an impolite email, I will reply using the same tone that was written to me.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 3

Getting anything now is better than waiting for something better.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 4

I believe crying is a sign of weakness.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 5

Social chit-chats at work are a waste of time.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 6

I usually stop myself from saying something that I do not intend to.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 7

I love a good vacation.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 8

I will not take unnecessary risks.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 9

I will ask my staff or colleagues, "How are you feeling today?"

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 10

I genuinely find people interesting.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 11

I don't know how I behave when I am stressed.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 12

Good is never good enough.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 13

I must enjoy everything that I do.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 14

I believe the best leaders are unsentimental and objective.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 15

I avoid people who talk about their problems.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 16

If a colleague raises his/her voice at me, I reply in a neutral and even tone of voice.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 17

I don't have to deal with a problem alone.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 18

I will pay attention to the speaker even if the subject bores me.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 19

Giving criticisms makes me feel uncomfortable.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 20

I can make a person feel at ease when they are with me.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 21

If I cannot win, I will retreat.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 22

I never reply a message when I'm in a bad mood.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 23

I can put aside my unwanted emotions and focus on the task before me.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 24

People who are happy around me makes me happy too.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 25

I am able to help someone feel better when they are sad.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 26

When I worry about something, I think about it constantly.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 27

I will make sure that the team always know how I feel about their performance.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 28

I have several daily routines that I must do, if not I won't feel right.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 29

I think that bringing personal problems to work is unethical.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 30

It is important to always let others know how good you are at what you do.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 31

I know I can do it even if people doubt me.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 32

Positive thinking is a benefit, not a requirement.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 33

I like to do things carefully and steadily.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 34

I know that a word can have many meanings depending on the tone of voice used.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 35

I have friends that I can trust and rely on when I am in trouble.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 36

When someone says I'm wrong, I will think about it and investigate.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 37

It's sometimes OK to be vulnerable.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 38

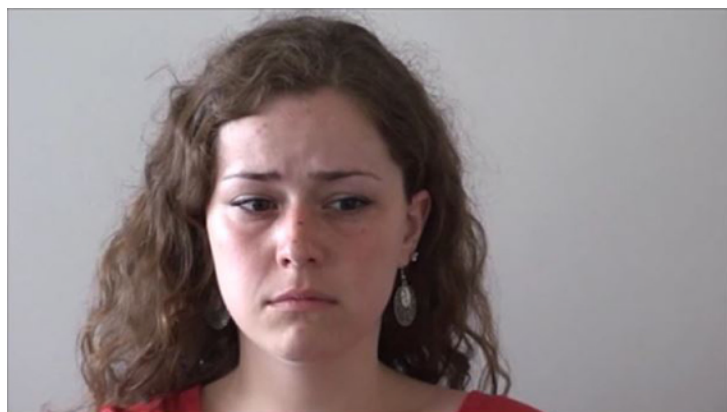
All obstacles can be solved with time.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 39

I know exactly what emotion is expressed in this facial expression.



I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 40

If I see someone in trouble, I will always offer to help.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 41

I will work until I am mentally and physically exhausted.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 42

I don't allow emotion to affect my judgment.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 43

It is a waste of time and resources to be unsuccessful the first time.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 44

Never say sorry even if you are in the wrong.

I	II	III	IV	V
---	----	-----	----	---

Answer:



Statement 45

Avoid expressing emotions when talking to people you don't really know.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 46

It's easy to describe my weaknesses and strengths.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 47

I know how to relieve my stress.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 48

I don't get frustrated when I don't get what I want.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 49

I can imagine how hard life can be for a low income, single parent with two toddlers.

I	II	III	IV	V
---	----	-----	----	---

Answer:

Statement 50

I know when, and how, to end a conversation.

I	II	III	IV	V
---	----	-----	----	---

Answer:



SECTION 2

This is the score sheet section. Follow the instructions carefully to tally your score.

SCORING INSTRUCTION:

All questions **not** highlighted in yellow should score the answer as follows:

I	II	III	IV	V	Sample Answer:	IV
1 point	2 points	3 points	4 points	5 points		4 points

All yellow highlighted questions should score the answer in reverse:

I	II	III	IV	V	Sample Answer:	IV
5 point	4 points	3 points	2 points	1 point		2 points



Score Sheet Instruction: Place the answers from Section 1 into the appropriate boxes and score it. Then calculate the total for each category of Emotional Intelligence.

Self-awareness		Managing Emotions		Self-Control		Empathy		Social Intelligence	
Question & Answer	Score	Question & Answer	Score	Question & Answer	Score	Question & Answer	Score	Question & Answer	Score
1. _____		2. _____		3. _____		4. _____		5. _____	
6. _____		7. _____		8. _____		9. _____		10. _____	
11. _____		12. _____		13. _____		14. _____		15. _____	
16. _____		17. _____		18. _____		19. _____		20. _____	
21. _____		22. _____		23. _____		24. _____		25. _____	
26. _____		27. _____		28. _____		29. _____		30. _____	
31. _____		32. _____		33. _____		34. _____		35. _____	
36. _____		37. _____		38. _____		39. _____		40. _____	
41. _____		42. _____		43. _____		44. _____		45. _____	
46. _____		47. _____		48. _____		49. _____		50. _____	
TOTAL SCORE		TOTAL SCORE		TOTAL SCORE		TOTAL SCORE		TOTAL SCORE	

Score Interpretation

41 - 50 points: A very high command of the EI category and do not require any intervention.

31 - 40 points: A good competency of the EI category. Further training will allow mastery and control of the skill.

21 - 30 points: An average competency of the EI category. It should not pose issues in the short-term but will exacerbate your work quality in the long run. It is advisable to strengthen this area of EI.

Below 20 points: This EI category is a development priority. It will cause work frustration and adversely affect your relationship with others if no intervention is made.



SECTION 3

Each category of the EI assessment is a competency skill derived from Daniel Goleman's book titled *Emotional Intelligence* (1995). In this section, an explanation will be provided to present further information on each area of your scores.

It is important to remember that this test does not provide a comprehensive measure of one's EI traits. It is only a quick litmus test to evaluate your EI skills in relation to your leadership potential. Use this metric to gauge your own strengths and areas for improvement.



Goleman's Competency Categories of Emotional Intelligence

Self-awareness

To be self-aware means that we are cognizant of our own feelings, desires, preferences and internal states. As Coleman defines it, we recognise a feeling "as it *happens*". Individuals who score well in this category have good psychological health and a positive mindset. High self-awareness also correlates positively to self-control and emotional regulation.

Managing Emotions

Our ability to control and influence our own psychological state significantly reduces our susceptibility to negative emotions. Scoring well in this category reduces our stress, anxiety and irritability. In the words of Goleman, having the ability to manage our emotions makes us the master of our passion, not the slave. This psychological mastery correlates with mindfulness and strong emotional resilience.

Self-Control

Originally termed as self-motivation, I have revised the category into self-control as it is less ambiguous and still meets all the criteria of the former concept. A person with self-control is patient, adaptable, and able to delay gratification. It is the anti-thesis of impulsiveness and addiction. Individuals scoring well in this category tend to be good negotiators and are highly productive.

Empathy

This is a loaded concept but it simply means our ability to recognise and *feel* the emotion of others. Empathic individuals are sensitive to other people's moods and behavioural changes. They tend to be kind and sympathetic individuals who are also good listeners. A good score in this category makes one easy to communicate with and enables quick fostering of relationships.

Social Intelligence

It is also simply known as one's social skill. A person who scores well in this category is competent in the management of other people's emotion and behaviour. They are quick to respond to verbal and non-verbal cues of people that they talk to. This ability fosters popularity and motivational leadership. It is a people-skill that makes it easy to network and build relationship with strangers.

Reference: Goleman, D. (1995). *Emotional Intelligence*. Bantam Books.