



Development Report

Know yourself, grow yourself, grow your success

Prepared for **Avery Sample** · independent consulting business · September 27, 2026

Fictional teaching example. Avery Sample and all results are invented for illustration.

What this report is for — and what it is not

This report is a development tool. It describes how you tend to operate right now — not your worth, your potential, or your IQ. Scores move over time. Moving them is the whole point.

Because of that, the EQFIT® Edge™ assessments are not to be used to make personnel decisions. They are not selection instruments or promotion instruments. They are research-based, for growth and development purposes. Results should not be used to decide who gets hired, promoted, retained, reassigned, compensated, or let go.

If you are a leader holding someone else's report, treat it as confidential and as a conversation starter, not a verdict on that person. Work with them and with the report, and grow them through the process as it is intended.

How to read this report. The scores summarize your choices in 30 business scenarios. Five additional answers describe habits you report using. They are conversation starters, not a diagnosis or a prediction of business results.

Emotional intelligence in your business success ecosystem

Your expertise, business model, relationships, tools, and daily habits need to work together. Emotional intelligence influences how you put these pieces to use: the questions you ask, the commitments you make, the way you respond to pressure, and the choices you revisit when new information arrives.

The five dimensions in this assessment draw on Daniel Goleman's five-component framework: Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills. They offer five connected lenses for development. This assessment is an EQFIT® development tool; it is not a Goleman certification or a measurement of your business's viability.

A healthy, viable, sustainable business needs more than personal insight. It needs a useful offer, sufficient demand, sound economics, reliable delivery, and enough human capacity to continue. EQ development can support how you work on those needs. It does not replace market evidence, financial information, professional expertise, or practical operating decisions.

You can see some of your pieces. Some you can't. But how do they fit the big picture? Some have come together and work well as a team, some are still working on their own, and some are working against each other. Use this report to notice one connection you can strengthen, not to conclude that every part needs fixing.

What research adds to the conversation

Allen, Stevenson, O'Boyle, and Seibert's 2021 meta-analysis found a positive relationship between emotional intelligence and entrepreneurial success across the studies it examined. This supports taking the emotional and social demands of entrepreneurship seriously. It does not show that raising an EQFIT® score causes revenue or profit to rise, and it does not validate this particular assessment. See the research note at the end of this report.

Read your results as questions to explore

The percentages summarize responses within this instrument. They are not percentiles, a ranking against other entrepreneurs, or a percentage of business potential. A tier describes a response pattern under the instrument's conventions. It is not a permanent identity. Differences may be useful to explore, but the report cannot explain their causes without your context.

Your initial practice suggestion is **Self-Regulation**, based on the scenario response pattern. Bring that suggestion into a conversation about your current priorities. A different dimension may become the most useful starting point once you consider the situation you want to change.

Start with one concrete example. Where does the report fit what you have observed? Where does it seem incomplete? What conditions help you respond well, and what conditions make that harder? Both confirming and conflicting examples belong in the debrief.

Connect the five dimensions to the seven elements

Core Self

Notice the emotional patterns and assumptions that influence your choices. Name a recurring trigger and a response you want to practice.

Capabilities

Connect technical knowledge with the conversations and judgment needed to use it. Choose a situation where your expertise is not yet translating into useful action.

Story & Context

Consider how experience, values, and business conditions shape your interpretation. Check whether an old lesson still fits the present situation.

Operating System

Build routines, tools, AI support, and handoffs that make a useful behavior easier. Put a preparation or review step into an existing workflow.

Connections

Develop relationships where needs, expectations, and boundaries can be discussed. Ask one trusted person for a specific observation rather than a general rating.

Marketing & Selling

Understand the customer, communicate value, and agree on appropriate next steps. Practice a listening question and a clear close in a real prospect conversation.

Direction

Choose a meaningful outcome and review whether your actions serve it. Define a next step, a review date, and a reason to adjust course.

Choose one outcome for the work

Choose a result that matters to your business and define the part you can influence. For client acquisition, that might mean clearer discovery conversations and more consistent follow-up. For productivity, it might mean fewer unclear handoffs. For a better-fitting business model, it might mean testing scope and capacity before making a new commitment.

Separate the behavior you will practice from the outcome you hope it will support. You can choose to check a customer's understanding; you cannot control whether that customer buys. Track both, and consider other explanations for any change. The workbook gives you space to build this distinction into a practical experiment.

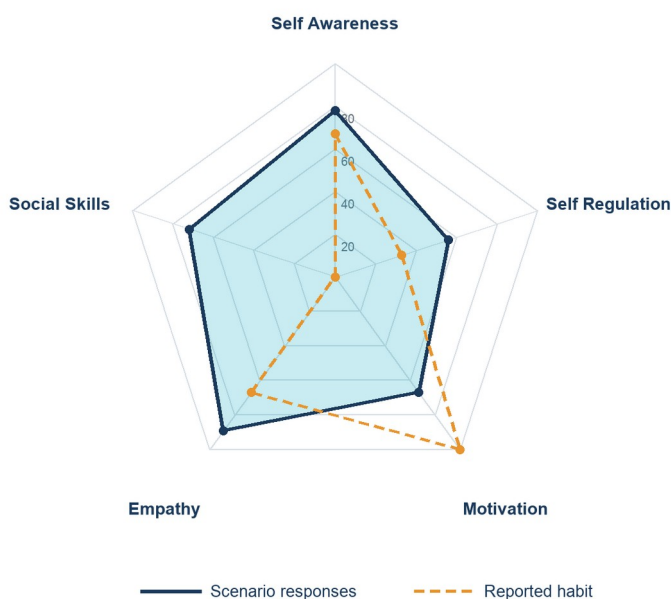
A pattern to explore: The Heart-Led Entrepreneur

Empathy is the highest of your five scenario scores. This is a snapshot, not a fixed identity.

Avery, your responses place Empathy at 89% and Self-Regulation at 56%. The spread is a useful place to begin. These scores describe choices in this assessment; your own examples will help explain how they show up in your business.

Your EQ Dashboard

Your EQFIT® Business EQ-Edge™ Assessment: 72% — Functional



Your five EQ dimensions — solid line summarizes scenario choices; dashed line shows self-reported habit frequency.

Dimension	Your Score	Tier
Self-Awareness	78%	Functional
Self-Regulation	56%	Developing
Motivation	67%	Functional
Empathy	89%	Strong
Social Skills	72%	Functional

Your three foundations

Internal Foundation — 67% (Functional)

A combined view of Self-Awareness and Self-Regulation.

The two component scores average in the Functional range; their difference may be more useful than the average.

Built from: Self-Awareness (78%), Self-Regulation (56%)

External Impact — 80% (Functional)

A combined view of Empathy and Social Skills.

The two component scores average in the Functional range; their difference may be more useful than the average.

Built from: Empathy (89%), Social Skills (72%)

Drive Engine — 62% (Developing)

A combined view of Motivation and Self-Regulation.

The two component scores average in the Developing range; choose one concrete practice to test.

Built from: Motivation (67%), Self-Regulation (56%)

Scenario choices and reported habits

The scenarios summarize the choices you selected; the Execution Check asks how often you report using a related habit. Each habit score comes from one item. The two columns use different kinds of questions, so compare them with a real example rather than treating their numerical difference as a diagnosis.

Dimension	Scenario score	Reported habit
Self-Awareness	78%	67%
Self-Regulation	56%	33%
Motivation	67%	100%
Empathy	89%	67%
Social Skills	72%	0%

Use in a debrief. Ask when a chosen scenario response resembles what the person did in a recent situation, and when it does not. One habit answer cannot explain why.

Your five dimensions: a deep dive

Self-Awareness — 78% (Functional)

Noticing your emotions, assumptions, and patterns as you make business decisions.

Where you are: Your scenario responses show a working foundation here, with room for more consistency. Identify a situation where this came easily and one where it did not.

Your gift here: You have a foundation in Self-Awareness to build through repeated practice.

The mindset shift: "This is just how I operate." → "I can notice a pattern and try a different response."

The hinge moment — The Pricing Conversation. Use this moment to notice how Self-Awareness affects your choice; the score cannot predict a particular outcome.

Under stress. Pressure can change how this skill appears. Notice whether you tend to overlook a reaction or examine it so long that a decision stalls. The score alone cannot distinguish those paths.

Where to notice it. In your decisions and feedback conversations, look for where the skill held and where it was harder to use.

Action Items — Grow this signal:

- Before one consequential decision, name the feeling, the assumption, and one fact you still need.
- Write down what you tried and what happened, without grading yourself.
- Choose one adjustment for the next similar situation.

In the field: Before a pricing conversation, ask which part of your response comes from the facts and which part comes from fear of losing the work.

Pro Tip — practice: The Decision Check: Before one consequential decision, name the feeling, the assumption, and one fact you still need.

Sit with this question. *What would become possible if you could see yourself as clearly as your best clients see you?*

Self-Awareness in the work of the business

Notice what you bring into a decision before choosing what to do with it. Your experience, values, expectations, and emotional responses all deserve attention. They can inform judgment, but none is a substitute for checking the facts. Self-awareness becomes useful when you can distinguish an observation from the meaning you have attached to it.

Ecosystem connections: Core Self, Story & Context, and Direction.

Development use only. The EQFIT® Edge™ assessments support growth, coaching, and skill development. They are not intended for personnel decisions. | © 2026 — EQFIT® — All rights reserved.

Look for the conditions in which this skill is dependable and the situations where it needs more intention.

Illustrative business situation — not a claim about your behavior. Imagine a prospective client asks whether your approach is worth the price. You notice irritation and begin preparing a defense. The question might reflect a budget limit, uncertainty about the outcome, or a need for clearer information. The first interpretation that comes to mind is not necessarily the one the client intended.

A more purposeful response. Name the response privately, identify the assumption, and ask what information would help the client make a decision. Later, compare what you intended to communicate with what the person actually heard. This is a way to test your interpretation, rather than an instruction to disregard your experience.

Questions to bring into coaching.

- What did I observe, and what meaning did I add?
- Which value, expectation, or past experience might be shaping my response?
- What could I ask that would help me check my interpretation?

A small experiment. Before three consequential conversations, write one sentence about your goal, one about your emotional state, and one assumption to check. Afterward, record which assumption was supported, revised, or left unresolved. Choose conversations you would have had anyway so the practice fits the work.

What to observe. Look for whether you checked an assumption before acting, sought a specific example, or revised a view when new information arrived. Feeling more confident is useful context; it is not the only evidence of learning.

A useful boundary. Reflection can become delay if every choice requires another round of self-analysis. Give the reflection a time limit, then make the smallest responsible decision supported by the information you have.

Self-Regulation — 56% (Developing)

Choosing how to respond when pressure, disappointment, or conflict rises.

Where you are: Your scenario responses point to a practice opportunity here. The score does not identify a fixed trait or tell which side of the pattern you tend toward.

Your gift here: Self-Regulation gives you a clear place to start practicing, one situation at a time.

The mindset shift: "This is just how I operate." → "I can notice a pattern and try a different response."

The hinge moment — The Crisis Decision. Use this moment to notice how Self-Regulation affects your choice; the score cannot predict a particular outcome.

Under stress. Pressure can change how this skill appears. Notice whether you tend to react quickly or hold back a needed response. The score alone cannot distinguish those paths.

Where to notice it. In your responses under pressure, choose one situation in which to practice.

Action Items — Grow this signal:

- Choose one recurring trigger. Write down a pause you can use before responding, then try it in the next real situation.
- Write down what you tried and what happened, without grading yourself.
- Choose one adjustment for the next similar situation.

In the field: When a difficult email arrives, draft a response, pause, and reread it for clarity before sending.

Pro Tip — practice: The Response Pause: Choose one recurring trigger. Write down a pause you can use before responding, then try it in the next real situation.

Sit with this question. *What would change in your business if you could consistently respond instead of react in your most challenging moments?*

Self-Regulation in the work of the business

Create enough space between an emotional response and an action to choose deliberately. This does not require suppressing a feeling or staying agreeable. A useful response may be a firm boundary, a timely decision, an apology, or a request for more information. The skill is choosing the response that fits the situation.

Ecosystem connections: Core Self, Operating System, and Connections.

Choose a manageable practice and a supportive setting before making the task more demanding.

Illustrative business situation — not a claim about your behavior. Imagine a client sends a sharp message about a missed deadline while you are already handling a busy day. One possible response is a defensive explanation. Another is to avoid the message. A third is to acknowledge the concern, check the delivery facts, and give a clear time for a substantive response.

A more purposeful response. Pause long enough to identify the issue and the outcome you want. Separate what needs a reply now from what needs investigation. Prepare a response that acknowledges the impact, states what you know, and makes a commitment you can keep. Return to the conversation at the agreed time.

Questions to bring into coaching.

- What is my early warning sign that pressure is shaping my response?
- What needs action now, and what can wait until I have checked the facts?
- What boundary or commitment would be both respectful and realistic?

A small experiment. Choose one recurring trigger, such as a challenging email or an unexpected change. Write a short pause routine: notice the signal, name the purpose, check one fact, then respond. Try it in three situations. If a pause delays needed action, shorten it and use a clear acknowledgment instead.

What to observe. Record whether you used the pause, kept the promised response time, and addressed the actual issue. Also notice whether you avoided a needed conversation. Calm appearance alone does not establish that the issue was handled effectively.

A useful boundary. Regulation is not endless accommodation. A sustainable operating system includes capacity limits, realistic promises, and a route for raising concerns before urgency takes over.

Motivation — 67% (Functional)

Connecting important work to a reason to keep moving, including during slower periods.

Where you are: Your scenario responses show a working foundation here, with room for more consistency. Identify a situation where this came easily and one where it did not.

Your gift here: You have a foundation in Motivation to build through repeated practice.

The mindset shift: "This is just how I operate." → "I can notice a pattern and try a different response."

The hinge moment — The Long Stretch. Use this moment to notice how Motivation affects your choice; the score cannot predict a particular outcome.

Under stress. Pressure can change how this skill appears. Notice whether you tend to lose momentum or keep pushing without recovery. The score alone cannot distinguish those paths.

Where to notice it. In your priorities and follow-through, look for where the skill held and where it was harder to use.

Action Items — Grow this signal:

- At the start of the week, name one important outcome and the next small action toward it. Review what happened at week's end.
- Write down what you tried and what happened, without grading yourself.
- Choose one adjustment for the next similar situation.

In the field: When progress slows, name one outcome that still matters and one action you can take this week.

Pro Tip — practice: The Weekly Purpose Check: At the start of the week, name one important outcome and the next small action toward it. Review what happened at week's end.

Sit with this question. *If you could guarantee success in one area of your business, what would you choose — and what does that tell you about what really drives you?*

Motivation in the work of the business

Connect effort with a purpose you can sustain. A business owner may be busy without moving the priority that matters most. Motivation becomes practical when you translate a meaningful outcome into an action, protect time for it, and learn from the result. Persistence and willingness to change course belong together.

Ecosystem connections: Direction, Capabilities, and Operating System.

Look for the conditions in which this skill is dependable and the situations where it needs more intention.

Illustrative business situation — not a claim about your behavior. Imagine you want a steadier client pipeline, but your week fills with delivery work and attractive new tools. You keep postponing follow-up. The issue might involve an unclear offer, a crowded schedule, discomfort with rejection, or a priority that no longer fits. A score cannot tell you which explanation is correct.

A more purposeful response. Choose one desired business outcome and name the next action within your control. Identify the obstacle before adding another productivity tactic. Make room for the action by deciding what will stop, shrink, or move. Review both the work completed and whether it still serves the outcome.

Questions to bring into coaching.

- Why does this outcome matter to me beyond completing another task?
- What competing commitment or uncertainty is getting in the way?
- What evidence would tell me to continue, adjust, or stop this approach?

A small experiment. Schedule two short work periods for one meaningful priority. Define the action before each period begins and record what you completed. At the end of the week, review the obstacle that actually occurred. Adjust the environment or task size rather than assuming that more pressure is the answer.

What to observe. Track completion of the chosen action, what you learned, and whether the work moved a useful next step forward. Do not confuse activity volume with demand, revenue, or sustainable progress.

A useful boundary. Persistence without recovery or review can keep an unhelpful approach alive. Build in time to assess evidence and protect the capacity needed to keep the business viable.

Empathy — 89% (Strong)

Understanding another person's perspective before deciding how to respond.

Where you are: Your scenario responses show a consistent strength here. Look for a recent example that supports it and one situation where it was harder to use.

Your gift here: Empathy is a current strength in these responses. Use it deliberately while checking its limits.

The mindset shift: "This is just how I operate." → "I can notice a pattern and try a different response."

The hinge moment — The Retention Conversation. Use this moment to notice how Empathy affects your choice; the score cannot predict a particular outcome.

Watch Out — the shadow side of this strength. A high score does not remove the need to check context. Under pressure, you might miss another person's perspective or take on more of their burden than is yours; ask which, if either, fits your experience.

Under stress. Pressure can change how this skill appears. Notice whether you tend to miss another person's perspective or take on more of their burden than is yours. The score alone cannot distinguish those paths.

Where to notice it. In client and team conversations, look for where this skill helped in a recent situation.

Action Items — Leverage this strength:

- In one important conversation, ask what matters most to the other person and reflect back what you heard before offering a solution.
- Ask someone you trust how this strength showed up in a recent conversation.
- Notice a situation where the same approach needed adjustment.

In the field: When a client sounds dissatisfied, ask what outcome they expected and listen for what you may have missed.

Pro Tip — practice: The Curiosity Question: In one important conversation, ask what matters most to the other person and reflect back what you heard before offering a solution.

Sit with this question. *What would your most important relationships look like if people felt fully understood by you in every interaction?*

Empathy in the work of the business

Work to understand another person's perspective while recognizing that it remains theirs to explain. Empathy supports better questions and more relevant responses. It does not mean agreeing with every request, assuming you know how someone feels, or replacing clear business boundaries with accommodation.

Ecosystem connections: Connections, Marketing & Selling, and Story & Context.

Test how to use this apparent strength deliberately without overusing it.

Illustrative business situation — not a claim about your behavior. Imagine a customer hesitates after hearing your proposal. You could interpret the hesitation as a price objection and offer a discount. Another possibility is that the customer is uncertain about implementation, timing, or what colleagues will think. Asking before solving gives the person room to identify the concern.

A more purposeful response. Ask what matters most in the decision, listen without preparing an immediate rebuttal, and reflect your understanding back. Invite correction. Then explain the options and trade-offs you can responsibly offer. The aim is a better-informed decision for both parties, including when the fit is not right.

Questions to bring into coaching.

- What has this person actually said matters to them?
- What am I assuming about their concern that I have not checked?
- How can I acknowledge their needs while being clear about my own limits?

A small experiment. In three conversations, ask one open question before giving advice. Summarize what you heard and ask whether you have it right. Record one detail that changed your understanding. Choose a response only after the person has had a chance to correct the summary.

What to observe. Notice whether the other person confirms or corrects your understanding, whether the real concern becomes clearer, and whether the agreed next step fits the stated need. A friendly conversation is not automatically a successful business agreement.

A useful boundary. Understanding a need does not obligate you to meet it at any cost. Pair empathy with scope, pricing, capacity, and explicit agreement so the relationship can remain workable.

Social Skills — 72% (Functional)

Turning awareness of people and context into clear conversations and useful action.

Where you are: Your scenario responses show a working foundation here, with room for more consistency. Identify a situation where this came easily and one where it did not.

Your gift here: You have a foundation in Social Skills to build through repeated practice.

The mindset shift: "This is just how I operate." → "I can notice a pattern and try a different response."

The hinge moment — The Ask. Use this moment to notice how Social Skills affects your choice; the score cannot predict a particular outcome.

Under stress. Pressure can change how this skill appears. Notice whether you tend to avoid a direct conversation or press ahead without enough listening. The score alone cannot distinguish those paths.

Where to notice it. In requests, boundaries, and collaboration, look for where the skill held and where it was harder to use.

Action Items — Grow this signal:

- Choose one conversation you have delayed. State the purpose, make a specific request, and ask for the other person's view.
- Write down what you tried and what happened, without grading yourself.
- Choose one adjustment for the next similar situation.

In the field: For a hard request, state what you need, explain why, and leave space for the other person's response.

Pro Tip — practice: The Clear Ask: Choose one conversation you have delayed. State the purpose, make a specific request, and ask for the other person's view.

Sit with this question. *If your ideas, expertise, and intentions could reach people exactly as you intend them — what would become possible?*

Social Skills in the work of the business

Turn understanding into clear communication and coordinated action. This is not a measure of how outgoing you are. A quiet person can communicate expectations, invite disagreement, repair misunderstandings, and build dependable working relationships. The useful question is what people understand and do after the conversation.

Ecosystem connections: Connections, Marketing & Selling, and Operating System.

Look for the conditions in which this skill is dependable and the situations where it needs more intention.

Illustrative business situation — not a claim about your behavior. Imagine a promising meeting ends with everyone saying they will stay in touch. No one names the next action, the owner, or the timing. The relationship may feel positive while the work stalls. Alternatively, a rushed commitment can create obligations that neither party has considered carefully.

A more purposeful response. Clarify the purpose of the conversation and ask what a useful next step would be. State responsibilities and timing in plain language. Invite the other person to identify a concern or disagreement before closing. Send an accurate recap when appropriate, and follow through on what you agreed.

Questions to bring into coaching.

- What does the other person need to understand or decide by the end?
- Where might our expectations differ?
- Who owns the next action, and how will we know it has happened?

A small experiment. Use a simple closing routine in three meetings: summarize the decision, name the next action, confirm the owner and timing, and ask what remains unclear. After the agreed date, check what happened. Treat a missed commitment as information to discuss, not a reason to guess someone's intent.

What to observe. Look for accurate shared understanding, completed commitments, and earlier discovery of misunderstandings. Track one observable behavior instead of judging your communication by how persuasive or polished you sounded.

A useful boundary. Clear communication includes disagreement and repair. If you discover that you created confusion, name it, correct the information, and agree on what changes. A polished message cannot replace a workable commitment.

Where to start

A practical first move is in **Self-Regulation**, based on this response pattern.

Action Items — The Response Pause. Choose one recurring trigger. Write down a pause you can use before responding, then try it in the next real situation.
Why: It gives you an observable action to review. **When:** Try it once this week, then note what you observed.

Build a practice that fits how you work

A useful development plan fits your actual week. Consider when you have the attention to prepare, how you prefer to record a thought, and which reminders you will notice. A short voice note, a paper card, or a calendar prompt may work better than another complex system. Choose the support with the least friction that still helps you act deliberately.

Begin with the proposed **Self-Regulation** practice, or the focus you agree on in coaching. Name the situation, the behavior, and the review point. Ask what might get in the way: time, skill, conflicting expectations, unclear information, or a workflow that rewards the old response. Address the condition as well as the individual habit.

Human-driven, AI-powered preparation

AI can help you prepare questions, rehearse a conversation, organize a reflection, or compare options. Its usefulness depends on the context you provide and your review of the result. It cannot determine another person's motives, replace your responsibility for a decision, or make an assessment interpretation true by repeating it confidently.

If you choose to use AI, give it the business purpose, the facts you have checked, your preferred way of working, and the constraints. Share only information you are permitted to use with that tool. An anonymized situation is often enough for rehearsal. Review its assumptions, remove invented details, and adapt the response to your own voice before using it.

A practical preparation sequence is: describe the situation, name the outcome, separate facts from assumptions, explore two reasonable options, and decide what to verify. After the event, reflect on what happened. Use your own observations to adjust the next preparation rather than treating the first prompt as a finished solution.

Review progress without turning it into another label

Look for concrete evidence: a question you asked before advising, a response you paused before sending, a commitment clarified, or a priority protected. Ask a trusted person for an example of what they noticed. Include setbacks and exceptions so the review stays useful.

At a later reassessment, interpret changes alongside practice records and business context. Familiarity with the questions, a different situation, or a changed self-view may affect responses. A higher score alone does not establish improved profitability; a missed target alone does not mean you failed to develop.

A competitive growth mindset is a willingness to keep learning in service of the work that matters. It combines curiosity with standards: welcome information, test a response, take responsibility for the effect, and adjust. Your pathway remains personal because your priorities, experience, and operating conditions are personal.

Research and teaching sources

Goleman, D. (1998). What Makes a Leader? *Harvard Business Review*, 76(6), 93–102.
Framework reference: <https://pubmed.ncbi.nlm.nih.gov/10187249/>

Allen, J. S., Stevenson, R. M., O'Boyle, E. H., and Seibert, S. (2021). What matters more for entrepreneurship success? A meta-analysis comparing general mental ability and emotional intelligence in entrepreneurial settings. *Strategic Entrepreneurship Journal*, 15(3), 352–376.
<https://doi.org/10.1002/sej.1377>

Business applications are adapted from Steve Goodner's THRIVE teaching on the five dimensions of entrepreneurial EQ and personal success pathways, EQFIT® conflict-preparation resources, and the seven-element Your Success Ecosystem™ framework. Practice examples in this report are illustrative, not client case studies or promises of results.

Your next chapter

Avery, start with one recent situation involving Self-Regulation. What did you notice, what did you choose, and what would you try next time? Record your answer in the workbook and revisit it after practice.

Where to go from here

Choose one action from this report and bring it to your debrief. Use the Growth Workbook to record what you try, what you notice, and what you will adjust over the next 90 days.