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communicate with confidence

EMAIL EDGE PROFILE REPORT

Stephanie Lee

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turalt
the technology of empathy

turalt, inc.
Suite 2201, 250 Yonge Street
Toronto, M5B 2L7

✉ **info@turalt.com**
🖥 **turalt.com**
📞 **416-476-3091**
🐦 **@turalt**

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ABOUT THIS REPORT

Important note. The content of this report is private and confidential and should only be disclosed to people authorized to have access to your personal information.

Your Email Edge™ profile report is designed to help you understand the way that you use email to interact with others in your workplace, improve your interpersonal communication in the workplace, and construct a customized action plan for developing your communication skills.

This report shows you:

- how your different characteristics and interpersonal approaches affect the way you relate to collaborators, managers, and subordinates through email
- how you manage and communicate at both an activity and an emotional level when composing workplace emails
- how you feel, react, and reflect on other people's emails, in a range of positive and negative situations
- how to use your Email Edge profile to develop and improve your email skills.

The report also includes a customized action plan, showing recommended areas to strengthen, suggested actions, and reflective questions to help you plan your own skills development.

When you are reading this report, please remember that, as with every psychometric, there are limitations. Everybody is different, and no single test can completely capture your unique style of interpersonal communication. While this report will give you a good impression of how you compare to your co-workers and other people that you might typically interact with on a daily basis, you might disagree with some of the assessments. This is fine, it is a guide, and we very much encourage you to discuss these differences with your colleagues.

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INTRODUCTION

Welcome to your Turalt Email Edge™ profile report, for your analysis completed on July 16, 2018.

Email is an essential part of how we communicate in today's workplaces. A typical employee may spend up to 28% of a working week (e.g., McKinsey, 2012) composing and reading email, such as coordinating, delegating and sharing tasks. However, despite the very clear return on investment from improving people's use of email in the workplace, there is a lack of assessment and limited training to support people's use of email in the workplace.

Email Edge is a psychometric tool that assesses workplace email skills and provides customized advice and guidance to improve your email communication. It is designed to measure the individual characteristics that influence the way people write and perceive each other through the medium of email, and also to measure behaviour through carefully constructed scenarios that elicit real world responses.

Email Edge is not designed as a measure of personality. While there is evidence that personality traits do affect people's judgements about email (e.g., Boland & Queen, 2016; Kruger et al., 2005; Shen et al., 2013), personality is focused more on relatively stable aspects of the way people behave. People's personality characteristics generally don't change all that much. The characteristics measured by Email Edge, however, are much more open to improvement through practice and training. This report will use your results to suggest strategies and exercises that can help you improve your email skills.

There are three sections to the Email Edge assessment. The first part asked you about how you see yourself, and this is similar to other psychometric tests that you might have taken. The second part involved a set of email scenarios, and asked you to select your preferred response using a set of alternative options. Your choices were then scored to measure your approach to composing email messages. And finally, the third part asked you for your opinions on the tone of a number of email messages, again for a range of different scenarios. These provide an insight into your sensitivity to what you perceive other people are thinking and feeling through their email messages.

OVERVIEW OF YOUR INDIVIDUAL CHARACTERISTICS
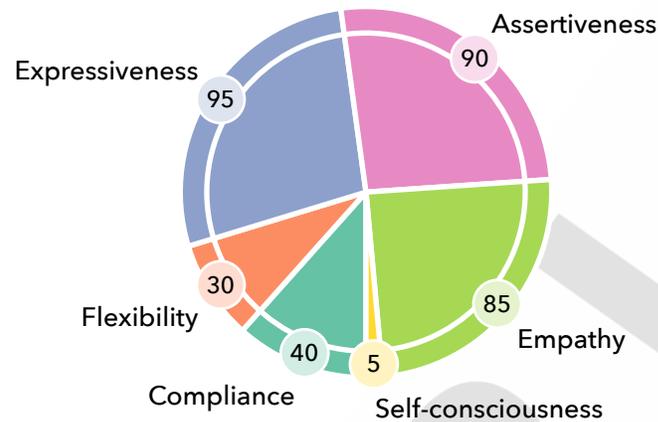
Overview of your individual characteristics profile

This chart shows an overview of the self-rating part of your Email Edge™ profile. This is based on a measurement of six characteristics which affect the way people use email to communicate with each other. Each of these different characteristics and interpersonal approaches affects the way that you relate to collaborators, managers, and subordinates through email.

The size of each segment shows how influential that characteristic may be in the way you approach email. For a large segment, that characteristic is relatively dominant for you, compared to a typical population. Similarly, for a small segment, that characteristic is less significant. The numbers are percentiles, so, for example, your score of 85 for empathy means that you have a higher empathy score than about 85 out of every 100 people. And, therefore, about 15 out of every 100 people have a higher empathy score than you. Both high and low scores can be influential in email, as we will come to in the next few pages.

These measures are based more on behaviours than personality, so your assessment can, and will, change through practice and training as you become a better emailer. These results are best thought of as a measure of how easy or how hard you find these behaviours, how much they influence your email style, and how sensitive you may be to other people's actions. Your assessment will help you practice the skills that you need to use email more effectively for team interaction and communication in the workplace.

COMPLIANCE

Compliance measures how people respond to authority. People who are higher in compliance will tend to accept requirements from others, whereas people who are lower in compliance will tend to reject authority. This is important in email because it affects how people react to messages which require action.

About you – You are a good team player, and once a decision has been made, you generally don't have any problem carrying that decision forward into action. If you feel strongly about something, though, you are willing to stand up and defend it, even against the will of others.

40

Low   Medium   High
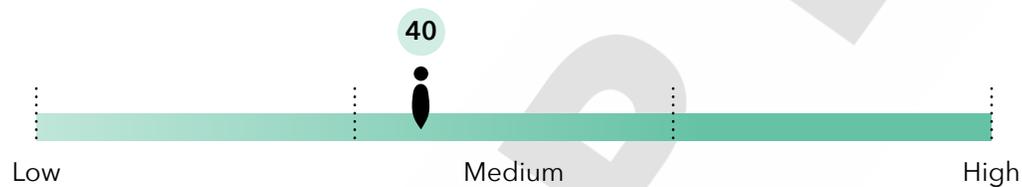
Advice for your email use – It's OK to ask questions or to add your opinion, even if the person is a superior to you. You may find your superior is happy with your input and the course of action is enhanced as a result.

FLEXIBILITY

Flexibility is best described as a measure of how well people embrace new challenges. Those who are higher in flexibility find it more natural to seek out new experiences, whereas those who are lower in flexibility need a little more time and energy to adjust to change. Flexibility is important to many aspects of work, not just email, for example it is a good indicator of how stressed people can become.

There is a natural tendency for flexibility to reduce as we get older, with 18 year olds almost twice as flexible as retirees. Flexibility is a good skill to practice, as it reduces stress and improves job performance.

About you – For you, your feelings about events in the workplace need handling with a little care. A surprise negative email from a colleague or manager may stress you out until you can work through how you feel about – and this might take some time and some reflection.

30

Low   Medium   High

Advice for your email use – You may find yourself putting off writing awkward emails in an unfamiliar work situation. Schedule writing these emails at a time during the day when you are least rushed and interrupted. You may want to draft a couple of versions of an email, and reread carefully to see what approach works best. If you find yourself stuck, ask a colleague for advice – they most likely have the same problem from time to time and will be happy to help.

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EXPRESSIVENESS

Expressiveness is a measure of how easily people share how they are thinking and feeling. People who are more expressive are more likely to be open in their communication, and people who are less expressive are more likely to be reserved in their interactions with others. In email, this influences group communications, as it enables teams to have a better understanding of each other.

About you – You like to have your personality shine through in your email and may wear your heart on your sleeve in your messages. You generally find it easy to get across to your colleagues where you stand on an issue. Your openness might lead others who are less expressive to keep quiet about their thoughts and opinions.

95

Low   Medium   High

Advice for your email use – Be careful not to be too expressive in your emails as some people may focus on the emotional content of your email, rather than the content. Try and match the other person's expressiveness level.

ASSERTIVENESS

Assertiveness is a measure of how easily people can communicate without either aggression or passivity. People who are higher in assertiveness find it easier to communicate their point of view in a self-assured way, whereas people who are lower in assertiveness may feel a tendency to be more defensive. This is important in email as assertiveness improves clear communications.

About you – Based on your score, you find it is easy to write emails and state what you feel and want done in that email. You ensure your emails will lead to clear and positive actions. In an email discussion with others, you prefer to take the lead and make decisions. You want to be seen as a leader.

90

Low   Medium   High

Advice for your email use – You may want to consider others in your emails – some people may want to raise valuable points in an email, but may be inhibited by your strong emails. Make sure you consider other people's views and give them a chance to express them. Think about how someone not as assertiveness as you might feel.

EMPATHY

Empathy is a measure of how well people can understand or imagine what others are thinking or feeling. People who are high in empathy find it easier to read other people's motivations and behaviours, and use that to guide their actions. Empathy is particularly important in email because people don't see each others' body language or reactions, and the cues in their writing may be very subtle.

About you – You like to pay attention to the emotional context or tone of an email, and to get a feel for who the person is and the situation they are in. You're also very comfortable using your own experiences to work out what others might be feeling. Your strong sense for people's feelings may sometimes obscure the point you're trying to get across.

85

Low   Medium   High

Advice for your email use – When writing an email you may focus too much on how the person might interpret your email and worry about how that person will feel. Make sure you maintain the right balance between focussing on the content and outcome of the email and ensuring your tone is right for the sender. Check you're not spending too much time checking your email.

SELF-CONSCIOUSNESS

Self-consciousness is a measure of how people feel in group settings. People who are higher in self-consciousness may be quieter and find it harder to bring forward their opinions in new and unfamiliar situations, whereas those who are lower in self-consciousness may feel less inhibited in saying what they think.

There is a natural tendency for self-consciousness to reduce as we get older, with 18-year olds being about 50% more self-consciousness than those at retirement age. This is natural, as self-consciousness is part of the way we improve our handling of awkward social situations, especially those where things have gone wrong.

About you – You aren't easily distracted by social tensions, and don't always feel that you need to hold back, so you may occasionally find that you offend others without even realizing it. You prefer to focus more on future challenges than on worrying about how past situations were handled.

5

Low   Medium   High

Advice for your email use – Make sure you're replying to emails that are relevant to you and not just cc'd to you for information. You may inadvertently be adding to someone's email overload. Maybe hold off replying. You don't always have to give your opinions on a topic.

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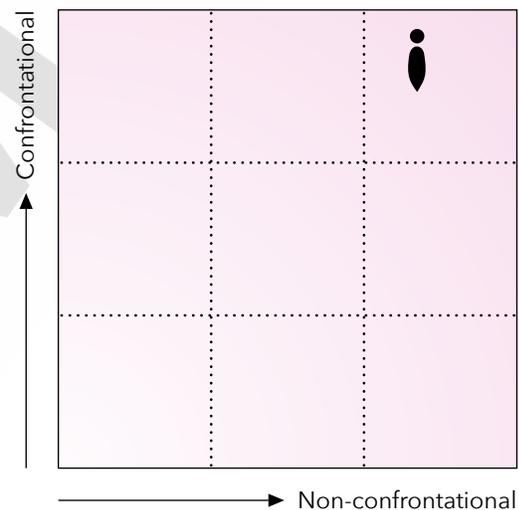
OVERVIEW OF READING EMAIL

People spend considerably more time reading emails than writing them. This section of the report focuses on how people pick up information about other people's attitudes and emotions from the emails that they read. It also measures the impact of more socially sensitive situations – those where the harmony of a positive team environment is at risk.

This part of the report looks at how sensitive you are to emotion and to attitude, in both normal and socially sensitive situations. Are you more or less likely than other people to detect how people feel, or what people's attitude is, through their email messages? If you are high in sensitivity, you might be aware of expressions that pass others by, whereas if you are lower, others might see issues in emails that you are less aware of.

For example, the map below shows that you are likely to be medium sensitivity in detecting emotion in confrontational settings, and high sensitivity in detecting emotion in non-confrontational email conversations. In general, the closer the marker is to the top right, the more sensitive you are to either emotion or attitude in other people's email messages.
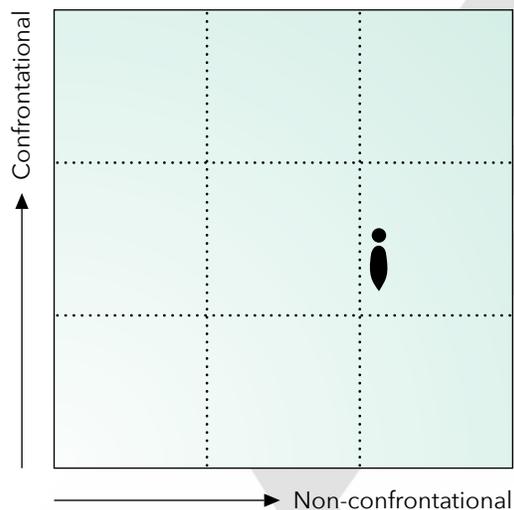
Overview of your perception of emotion, comparing confrontational to non-confrontational situations

Overview of your perception of attitude, comparing confrontational to non-confrontational situations
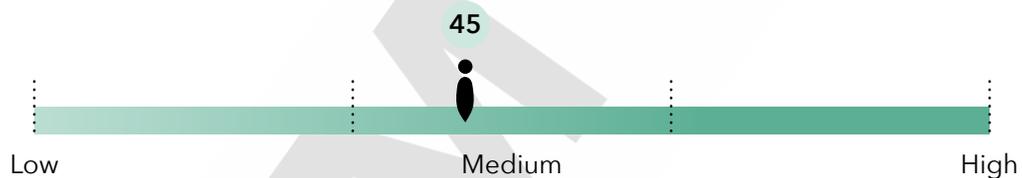
PERCEPTION OF EMOTION IN READING EMAIL

Reading people's emotions through email is another important element of emotional intelligence, and is a skill fundamentally important to workplace email. People can perceive emotions differently and this can have significant influence in the way they respond to an email, therefore knowing your sensitivity to emotion is important.

The charts below show your sensitivity to someone's emotional state, in both confrontational and non-confrontational situations.

70

Low   Medium   High
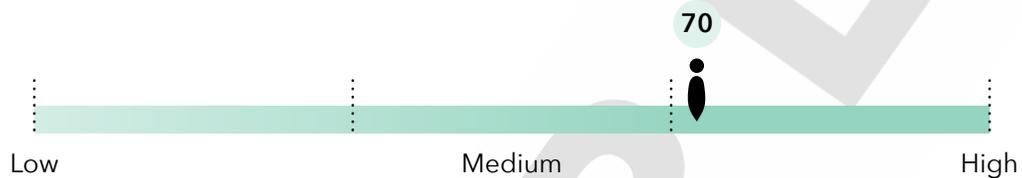
Your sensitivity to emotion in non-confrontational situations

45

Low   Medium   High
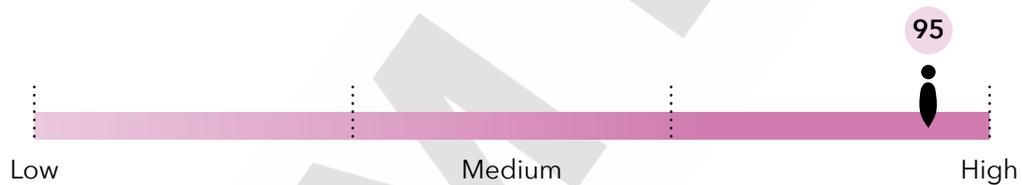
Your sensitivity to emotion in confrontational situ

PERCEPTION OF ATTITUDE IN READING EMAIL

A second important aspect of an email is the attitude of the sender. Are they confident? Are they clear about what their opinion is? Again, these can differ significantly in situations which involve more social tension – for example, when someone is being blamed.

The charts below show your sensitivity to someone's attitude, in both confrontational and non-confrontational situations.

75

| Low | Medium | High |
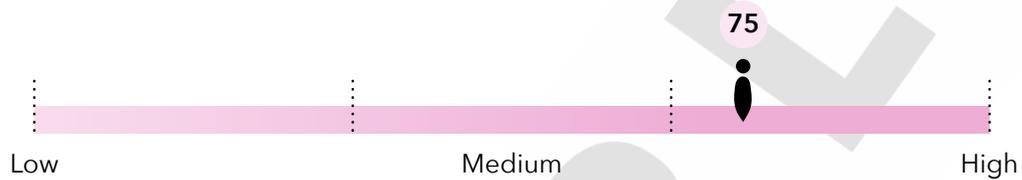
Your sensitivity to attitude in non-confrontational situations

95

| Low | Medium | High |

Your sensitivity to attitude in confrontational situations

IMPACT OF CONFRONTATION IN READING EMAIL

Another way to think about how you react to other people's email messages is to look at how much of an effect the situational context has on your perception of attitude and emotion. Are you better or worse at detecting the emotions in a tense situation?

The charts below show the impact that the situation has on your perception of attitude and emotion respectively. A high score implies that the situation has a more significant effect on your sensitivity, and that you are more sensitive in tense situations, and a low score that you are less sensitive in tense situations.
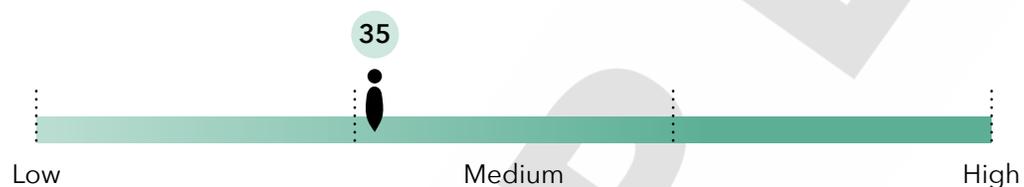
35

Low   Medium   High

Impact of confrontation on your sensitivity to emotion

75

Low   Medium   High

Impact of confrontation on your sensitivity to attitude

OVERVIEW OF YOUR APPROACH TO COMPOSING EMAIL

We all use email in different ways with different people. Personal email can be very informal, friendly, jokey and casual. Even in the workplace, if you have a good enough rapport with someone that you consider them a 'work buddy', informal email may work fine. With people you don't see every day, though, email is typically much more functional and professional – especially when they are senior people in the organization.

As you might expect, there are some very significant differences between the ways people converse face-to-face compared to email. On the whole, people will tend to put things in an email that they might not say face-to-face. This is not necessarily a bad thing. Email can make it easier for some people to report bad news, especially to more senior people, where they might feel unwilling to do that face-to-face.

The charts below show a high-level overview of your email composition preferences, and in particular, which of your individual characteristics are more dominant in your use of aspects of emotional intelligence and interpersonal communication. In your case, this shows that using your own emotions plays a very much more important role in your email messages than managing other people's emotions, and that friendliness plays a very much less important role than assertiveness. The next few pages of the report will expand on these differences.

Overview of your use of elements of emotional intelligence

**Overview of your use of elements of interpersonal communication**
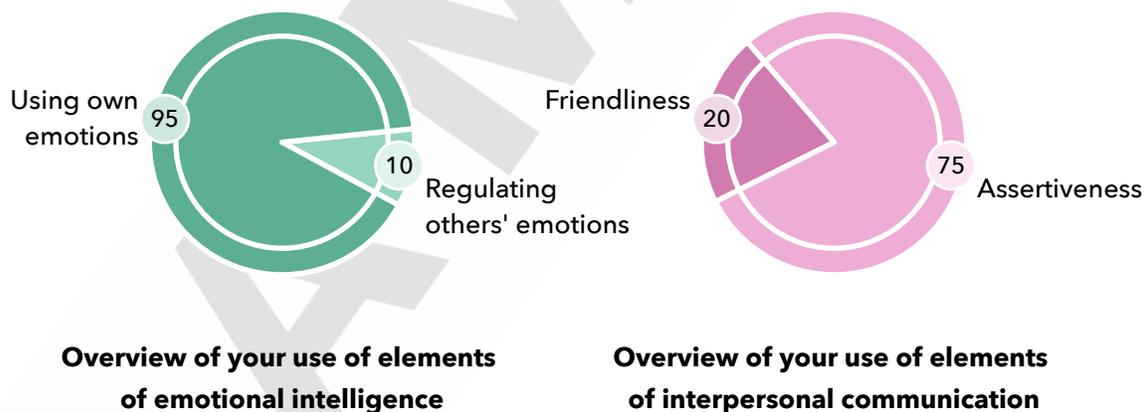
EMOTIONAL INTELLIGENCE IN COMPOSING EMAIL

Email Edge measures two different aspects of emotional intelligence through your responses to emails, measuring how well you aim to regulate other people's emotions through your message, and how well you use your own emotions in your email message.

10

Low   Medium   High
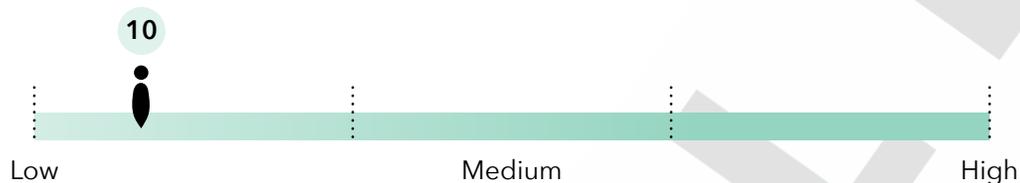
Your regulation of other people's emotions through email messages

95

Low   Medium   High
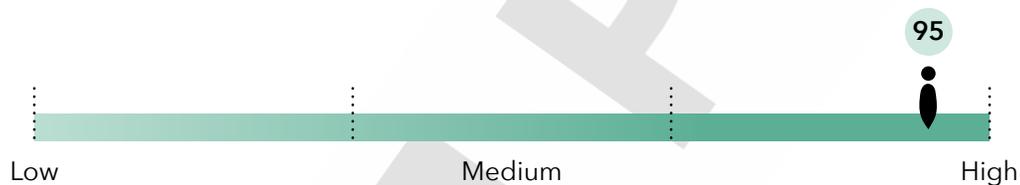
Your use of your own emotions in email messages

It is worth bearing in mind that the technique used to measure emotion in email responses is very different to the methods of traditional emotional intelligence measurements. None of the scoring is based on the way you think of yourself, it is entirely based on the way that you assembled your response to a particular scenario. It is very possible that your personal experiences lead you to handle these situations in a different way, so the scores cannot be directly compared.

INTERPERSONAL COMMUNICATION IN COMPOSING EMAIL

Your approach to writing email was measured from the perspective of your interpersonal communication style. The two main characteristics relating to interpersonal communication measure your preference for friendliness in communication, and your preference for assertiveness in communication. Because these are based on your decisions about which text to use rather than on your perception of yourself, these results will often differ from the self-rating parts of your report.

75

Low   Medium   High
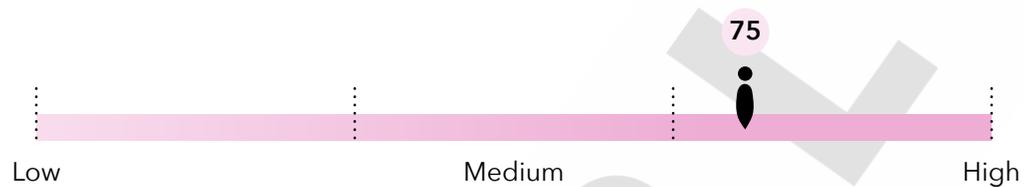
Preference for assertiveness in written email messages

20

Low   Medium   High

Preference for friendliness in written email messages

TEAM RELATIONSHIP MAP

The team map is a high-level of summary of how you interact in a team setting, and combines your self-rated score for compliance (how comfortably you are accepting the decisions of others) against your preference for friendliness in email messages.
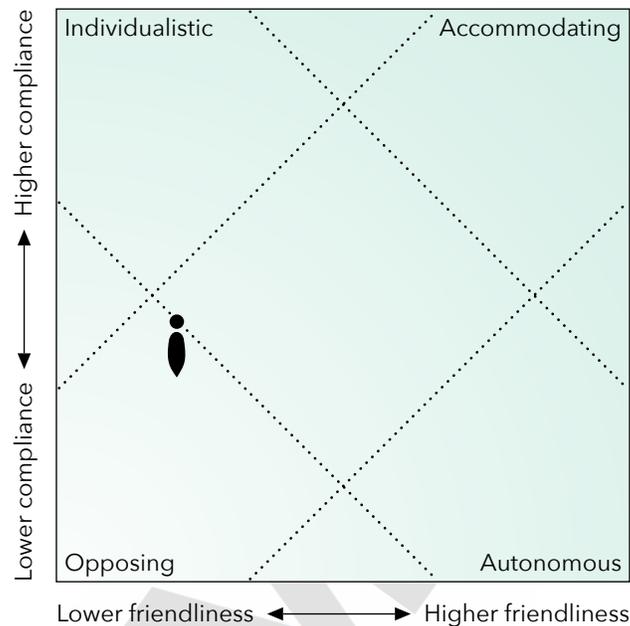
Overview of team interaction in workplace email

In this visual, the four corners represent different abstract interaction styles, varying depending on how people react to authority and to each other. The corner you are closest to gives you an indication of how you work within a team. Based on your email responses, you show a weak preference for opposing behaviour when working in a team. This means that, in any team, you may prefer to resist the approaches adopted by the rest of the team, and choose your own path. In the next few pages, we'll give you some suggestions for techniques you can use to work on your team interaction style.

PERSONALIZED EMAIL TIPS AND SUGGESTIONS

Based on your profile, here are some suggestions for techniques that might help you with your workplace email.

- If you received an email that's emotionally sensitive, don't reply there and then. Take your time, then, when you've drafted a response, review the original email again to be sure that you aren't reading too much into it.

- Try to keep emails brief and focused. If you need a conversation, save it for a face-to-face meeting or the old fashioned telephone.

- Make sure your messages have a polite greeting and closing. It doesn't cost any time for a reader, and it helps you come across as more easygoing.

- You might be tempted to put off dealing with some messages, especially challenging ones. It's better to send a brief acknowledgement, so the sender knows that you are on the case, and to help remind yourself to act.

- When you've written a message, read it aloud to yourself before you send it. You may get a better sense of the tone than simply reading the text.

- Keep your emails clear and short, as far as you can. The less you write, the less there is for other people to misunderstand.

- If a message is sent to a group, don't feel that you need to reply immediately. Maybe allow some time for your colleagues to come forward with their ideas and opinions.

- If you think that one of your colleagues could have written an email in a better way, feel free to tell them (quietly, in person).

And finally, don't forget the golden rule of email:

- Don't send emails that would confuse, annoy, or cause resentment or anger to you if you received them.

CUSTOMIZED ACTION PLAN

Areas to strengthen	Suggested action	Planning	Action taken	Reflection on action	Further opportunities for learning
Expressiveness, using layout and structure in emails	Practice using the structure of your email messages to guide the recipients to the things that matter to them.				
Assertiveness, improving open sharing of ideas	Instead of putting forward your views, practice first inviting others for theirs, and seeing their point of view before bringing forward yours.				
Self-consciousness, engaging in email discussions	Before replying to an email discussions, draft the reply you want to send. Leave it a day. Go back and ask yourself what other would people think about your email.				

CUSTOMIZED ACTION PLAN – GUIDANCE NOTES

The table on the previous page contains a customized action plan, highlighting key areas to develop and strengthen, based on your profile. Use this step by step action plan to carry out the suggested activities and also to devise your own activities based on what you have learnt from your Email Edge profile report. Your customized action plan takes you through each step and encourages reflection and learning by asking important questions at each step.

The following notes expand on the actions suggested in your customized action plan. Use these to help you work on these activities, help you improve your skills with workplace email.

Expressiveness, using layout and structure in emails

Practice using the structure of your email messages to make them easier for recipients, using bullet points and other formatting to highlight the parts that matter to them. There's never any need to write a detective novel, it's always better to spoil the ending by saying the most important things first.

Assertiveness, improving open sharing of ideas

Next time you are in an email conversation where you have strong views, practice ways of encouraging others to come forward with their views. Focus on understanding their views (even if you disagree) and see where common ground is. Use your confidence at being assertive to ensure all views are shared in a supportive and constructive way.

Self-consciousness, engaging in email discussions

Before replying to an email, write the reply you would want to send. Write this outside your email system, on paper, in Word etc. Leave this and go back to it later. Read your reply carefully and think about whether this is the best reply: should you reply; what would other people think about your email; what does it add to the discussion, if anything; are you just replying to get a word in.

CUSTOMIZED ACTION PLAN – GUIDANCE NOTES

Here are some general points for consideration, together with some reflective questions to help you complete the goals of your customized action plan.

Areas to strengthen

These are areas highlighted in your profile that can be strengthened. You can also add areas that you feel you would like to strengthen even if they are not highlighted here. When thinking about these areas, you can reflect on the following questions:

- How do you feel about improving your skills in the area?
- Did you expect this area to be highlighted?
- Does this seem like a challenging area to improve?
- What is the most challenging aspect of it?

Suggested action

Some tasks have been suggested to help you strengthen and practice the areas highlighted.

- Do you think the suggested action is appropriate?
- Can you think of other tasks that you could do?

Planning

When planning for the task, think about what you need to do to successfully accomplish it and what support you may need to help you.

- Is there a colleague you could practice this task with, and whom you could ask for feedback?
- What are you hoping to learn from this task?

Action taken

Write down what action you took, based on your planning, as well as any outcomes that arose as a result.

- Did you change anything about the original action?
- What difficulties, if any, did you have completing this action?

Reflection on action

After you have completed the planned task, take time to reflect on your experience.

- What did you learn from doing this task?
- Have you learnt enough to be confident in this area? What else could you do to be confident in the area?
- How might you approach email differently now?
- What changes will you make now to improve your email writing? What techniques will you now use when reading email?
- How did the task differ from what you expected? Were there any unexpected outcomes?
- Have you thought about speaking to a trusted colleague about your experiences with this task?

Further opportunities for learning

Having completed this task, what other opportunities for learning to improve your communication can you think of?

- Are there aspects of this task that you would want to apply in face to face communication?
- What else could you do to ensure you understand and respond to emails more effectively?
- Could you discuss what you have learnt with your colleague and discuss your different email styles?

NOTES

This email psychometric profile is provided for you to reflect on how you perceive other people's emails and how you compose emails. It is not intended as a personality profile, and specifically focuses on characteristics that are amenable to improvement through practice and training. Although personality does have an effect on people's use of email (Kruger et al., 1995; Reinke & Chamorro-Premuzic, 2014; Boland & Queen, 2016), and some of the characteristics measured by Email Edge are closely associated with personality traits and elements of emotional intelligence (Salovey & Mayer, 1989), Email Edge is designed to be a tool for learning and development. It uses the scores both as tools for reflection and for providing a customized action plan and personalized suggestions for email techniques relevant to each individual.

In Email Edge, all the scales are derived by comparing your answers to a normative panel of 1100 email users, and scientifically tested for adequate reliability and validity (AERA, APA & NCME, 2014). The values shown measure your position against that population, so a value of "30" means that 30% of the standard panel recorded lower scores than you, and the remaining 70% are above you.

If you have any queries about your report please contact us:

- emailedge@turalt.com

For more information on the technical analysis behind the instrument, see:

- https://turalt.com/emailedge/reports

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Please contact us to discover more ways that you, and your company, can become better emailers

email psychometrics

Take the Email Edge assessment to get your profile report on your effectiveness as a communicator

email feedback tool

Get as-you-write personalized feedback to ensure your emails have more influence and are better understood

email analytics

Track key performance indicators of email communication across your company: readability, focus, empathy, assertiveness

Lunch and learns: Discover the importance of empathy in email and learn how to harness its strength for more effective email communication

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the technology of empathy

turalt, inc.
Suite 2201, 250 Yonge Street
Toronto, M5B 2L7

✉ **info@turalt.com**
🖥 **turalt.com**
📞 **416-476-3091**
🐦 **@turalt**