

## Emotional Intelligence

Wayne Townsend, BA. BPE. BEd. CTDP.  
EQ-i and EQ-360 Certified

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Emotional Intelligence EI refers to a core set of social and emotional abilities that exist in all of us. How well we develop and use these abilities greatly affects how well we live our lives. The application and process for EI (EQ-i and EQ-360) to organizational initiatives (ie. selection, leadership development, team building, succession planning, organizational effectiveness and performance management) significantly improves the qualities of leadership and organizational success.

There is significant research (scientifically reliable and validated) underlying the principles and practice of “Emotional Intelligence” and, as a result, has become a key component to leadership development.

Jack Welch, one of the most quoted people on leadership, states that, “A leader’s intelligence has to have a strong emotional component. He has to have high levels of self-awareness, maturity and self-control. She must be able to withstand the heat, handle setbacks and, when those lucky moments arise, enjoy success with equal parts of joy and humility. No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can't ignore it.”

*Jack Welch, CEO General Electric, New York Times, Feb. 23, 2004.*

## What is EQ emotional intelligence?

Daniel Goleman defines EI as the “capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationship.”

If we think in terms of leadership skills, emotional intelligence then, is the array of competencies that influence one’s ability to succeed in coping with the demands and pressures of leading people in a corporate environment.

## What are the EQ Competencies?

Dr. Reuven Bar-On devised an inventory EQ-i that pinpoints the traits that allow a person to succeed and those that stand in the way of progress. For this reason the tool is particularly useful in personal and professional development. The EQ-i was the first scientifically validated self-report measure of Emotional Intelligence, and it is still one of the most widely used assessments for gauging EI. The EQ-i has 5 Components to Emotional Intelligence and 15 ‘EQ’ competencies that can be measured with the Emotional Quotient Inventory (EQ-i):

1. Emotional self-awareness
2. Assertiveness
3. Self-Regard
4. Self-actualization
5. Independence
6. Interpersonal Relationship
7. Empathy
8. Social Responsibility
9. Problem solving
10. Reality Testing
11. Flexibility
12. Stress Tolerance
13. Impulse Control
14. Happiness
15. Optimism

## Why is EQ important?

Research has demonstrated that an individual's Emotional Intelligence is often a more accurate predictor of success than the individual's IQ. No matter how intellectually intelligent someone is, their success is still governed by how well they communicate their ideas and interact with their peers.

According to a Facebook survey published in the March 2010 issue of Harvard Business Review, only 6 percent of people felt that self-regulation is their strongest area of emotional intelligence. This clearly demonstrates a need for learning about emotional intelligence.

Our leaders need to understand their own emotions and how they interact with others.

- “Those who excelled in sales as well as meeting customers’ needs clearly outperformed those who did not,” says Diana Durek, “Return On Emotion.”
- “You’re going to be asked, ‘How is this going to make the organization better and how is this going to make us money?’” says Kelley Marko, President of Marko Consulting Services. Marko suggests you always start by “looking at the outcome that you want to achieve by engaging EI assessment and development in your organization. For example, having more effective leadership is often an outcome that organizations are looking for. Defining this objective—the ‘what’—gives a solid anchor point for participants. Emotional intelligence training then provides the ‘how’ to achieve this outcome in a strategic and informed way.”
- In a national insurance company, insurance sales agents weak in emotional competencies such as self-confidence, initiative, and empathy sold policies with an average premium of \$54,000. Those who were strong in at least 5 of 8 key

emotional competencies sold policies worth \$114,000. (Hay/McBer Research and Innovation group, 1997.)

- American Express Financial Advisors' sales increased 18% after attending an Emotional Competence Program. As a separate study revealed, sales in regions where the managers attended the program increased 10% over sales where sales managers did not attend the program. (Consortium for Research on Emotional Intelligence.)
- Recognizing that the higher one is in an organization, the more influence one has on others, American Express prefers to offer training opportunities to leaders first. Imagine increasing your organization's sales by 11% by training a single manager in emotional intelligence competencies.
- EQ was used to evaluate which scores predict success for debt collectors. Star performers collected 100% of quota while low performers collected 47%. New recruits who had been hired on the basis of their high scores and those who received special training collected 163% of quota over 3 months. (Bachman, 2000.)
- New recruits hired for debt collection, tested for EI, and trained in EI skills performed even better than existing star performers who met 100% of their quota. In other words, improving emotional intelligence can help raise the bar for an organization's performance.

According to research we have about 60,000 thoughts per day. A female colleague friend of mine argues that men only have one thought a day—60,000 times. People are really only in their little bubbles of thinking. Effective leaders are those of us who can step outside of their bubble of thinking and understanding to what others are thinking and feeling.

Emotional Intelligence provides the opportunity to “redefine leadership.” What is it that highly effective leaders do? Using the EQ-i and / or the EQ-360 allows us to leverage the last frontier of competitive advantage—our people.

Research has shown that people first buy: 1. people, 2. ideas and then 3. product; not the other way around. I see training programs that focus on product and ideas first and not people. You are the reason that things will grow over the upcoming year.

Examine what it is that drives customer loyalty. Customers stay because employees are engaged. If your staff is engaged and committed, then people will get infected by that. Emotions are infectious. People affect others with emotions whether they say a word or not.

When people come into your office, you can feel their negative emotions before they even speak. Are you able to discern the value proposition about what's going on in your business? Experience with and training through emotional intelligence will significantly empower staff and leverage the human aspect of your business. People don't leave organizations, they leave people. They leave their direct manager. The relationship between you and your staff is paramount. It's not about IQ, it is about EQ. Invest in your people and their emotional skill set.