

# EMOTIONAL INTELLIGENCE

***ELEVATING EMPLOYEE PRODUCTIVITY, EFFICIENCY AND CREATIVITY***



The greatest asset of any company, whether it is a small business or a Fortune 500 conglomerate, is its people. Progressive companies worldwide are recognizing the importance of putting strategies into place that encourage positive psychological, emotional and personal development of their employees, particularly of those in leadership. Emotional Intelligence serves to increase awareness of self and others. Research has shown that it is a key component of employee satisfaction and exceptional performance on an individual and group level.

According to Daniel Goleman, a top researcher and writer on Emotional Intelligence, an average of 90% of top performers in leadership can attribute their success to Emotional Intelligence. He claims that for star performance in every field, emotional competence is twice as important as cognitive abilities. The economy has forced companies in many different industries to reevaluate their approach to recruiting and retaining employees. In the past, intelligence, education and experience were commonly given the most weight when recruiting talent; however, research has increasingly shown that a candidate's Emotional

Intelligence is the key determinant of personal and professional success.

In a recent article of the *Wall Street Journal*, R. K. Cooper defines Emotional Intelligence as 'the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence'. He goes on to say that while there are many definitions, most can agree that social and emotional competencies such as being flexible, adaptable, creative, empathetic, self-aware, optimistic, confident and self motivated, form the fundamentals of Emotional Intelligence. These fundamentals promote the ability to persevere, exert self-control, display good judgment, and influence and get along with others.

*Emotional Quotient* is a term used to measure how much you understand yourself and the tasks that you can perform satisfactorily without getting stressed or disheartened. Your Emotional Quotient is determined by the four branches of Emotional Intelligence. These branches form a natural progression that lead to emotional competence in all areas of life. They may seem simple, but if followed at home and in the workplace, they can be life changing. Each one is defined as follows:

***Perceiving Emotions*** - This is the ability to perceive emotions in oneself and in others, as well as in objects we see, art appreciation, stories we hear, music we listen to, and all the other stimuli we experience on a daily basis.

***Facilitating Thought*** - The next step is the ability to feel and use the emotion generated from our perceptions as necessary to communicate feelings or employ them in other cognitive processes.

***Understanding Emotions*** - Next is the capability to understand this emotional information. It is the proficiency to understand how emotions combine and progress through relationship transitions and learning to appreciate the emotional meanings behind them.

***Managing Emotions*** - This is the ultimate goal: to have the ability to be open to feelings and emotions, and to modulate them in oneself and in others to promote personal understanding and growth.



A recent article in *Psychology Today* states that 'your emotions will drive the decisions you make today and your success may depend upon your ability to understand and interpret them'. When an emotion is

triggered in your brain, your nervous system responds by creating a feeling in your body, often described as a 'gut' feeling, and certain thoughts enter your mind. For example, imagine that you are negotiating a contract and begin to get anxious. It is your emotional system that is informing you to further evaluate the situation. You can either discount or be frustrated by this anxiety, or you can facilitate thought and seek understanding. Evaluate the situation. Does the other person remind your emotional brain of someone in the past who was dishonest or took advantage of you? Is your anxiety a

response to your own fear of failure? Is the other person showing aggression? Could that aggression be causing a guarded or even angry emotional response in you? By thinking through your emotions rather than giving in to them, you can better manage the situation and respond appropriately.

Emotions have tremendous action potential. Yet the drive that emotions provide, particularly in the workplace, is sometimes experienced as stress. This is often related to task completion, time management, or productivity, rather than potential for decisive action. Consider, for example, how people respond differently in their approach to completing a project. For some people, a project will trigger anxiety until it is completed. But for others, that same project will not trigger anxiety until the deadline for completion is near; that is, the deadline creates anxiety that serves to motivate action. For this latter group a deadline is necessary to trigger the anxiety that fuels action. An emotionally intelligent manager would recognize that deadlines have the potential to motivate their direct reports in different ways. Thus, whether an employee completes a task early on (because getting rid of task anxiety motivates them) or at the deadline (because deadline anxiety motivates them), is less important than evaluating *outcome*. Recognizing how emotions affect your own motivational style can help you more consciously make decisions and pursue goals.

Your emotional system can give you an advantage in decision making if you make

proper use of it. Many people think of their emotions as something they have to manage or control rather than something upon which they could capitalize. Emotions are a tool used to accurately perceive a situation, rather than an annoyance that you should ignore or control.

According to Daniel Goleman, author of *Working with Emotional Intelligence*, "our emotional intelligence determines our potential for learning the practical skills that are based on its five elements: self-awareness, motivation, self-regulation, empathy, and adeptness in relationships. Our emotional competence shows how much of that potential we have translated into on-the-job capabilities." It may all be coming down to IQ vs. EQ.

A study of Harvard graduates in the fields of law, medicine, teaching, and business found that scores on entrance exams - a surrogate for IQ - had zero or negative correlation with their eventual career success. Yet we all know people who had mediocre

academic performances and have been outstanding achievers in the business world regardless. Research has confirmed time and time again that it is a person's communication skills that gets them to the top and keeps them there. Many executive recruitment specialists are understanding that a candidate's emotional competence is proving to be as important as their intellectual competence. Chaotic emotions can make intellectual people ineffective, however, those with emotional competence can choose how to express

*As the researchers put it their article in the Academy of Management Journal, "Our findings suggest that leaders who are capable of accurately diagnosing their subordinates and the situation, and of regulating their emotions accordingly, will be more successful in effectively managing group processes and stimulating performance."*

their feelings and respond appropriately to the actions and feelings of others.

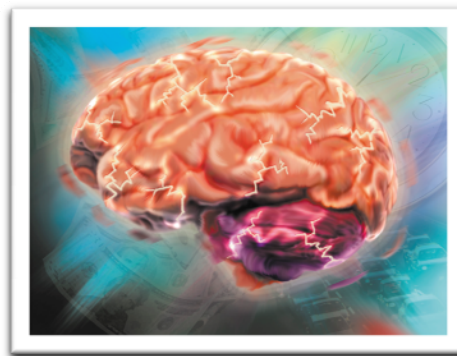
It may be difficult to believe that emotional reasoning could be as important as, or even more important than, IQ. Some may view Emotional Intelligence as merely a corporate trend. The latest research, however, provides increasing evidence that strategic thought entails at least as much, if not more, Emotional Intelligence as IQ.

A recent study published in the *Harvard Business Review* asked managers in an executive MBA program to react to fictional, strategic, and tactical management dilemmas and measured their brain activity using functional magnetic resonance imaging (fMRI). They found that the strongest strategic performers showed significantly less neural activity than those whose brain activity was most associated with 'gut' responses, empathy, and emotional reasoning. The conscious executive function was downplayed while regions associated with unconscious emotional processing operated more freely.

Further evidence supporting the importance of emotional competence in the workplace can be found in the countless case studies of companies who have experienced overwhelming success after implementing the Emotional Intelligence guidelines when recruiting and training talent.

The U.S. Air Force found that by using emotional intelligence to select recruiters, they increased their ability to predict successful recruiters by nearly three-fold. The immediate gain was an annual savings of \$3 million. This led to a request that

the Secretary of Defense order all branches of the armed forces to adopt this procedure in recruitment and selection. After supervisors in a manufacturing plant received training in emotional competencies, such as how to listen better and help employees resolve problems on their own, lost-time accidents were reduced by 50 percent, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000. For 515 senior executives analyzed by the research firm Egon Zehnder International, those who were primarily strong in emotional intelligence were more likely to succeed than those who were strongest in either relevant previous experience or IQ. In



other words, emotional intelligence was a better predictor of success than either of the other qualities. More specifically, the executive was high in emotional intelligence in 74 percent of the successes and only in 24 percent of the failures. The study

included executives in Latin America, Germany, and Japan, and the results were almost identical in all three cultures.

Clearly, a business can improve its bottom line by using these factors when recruiting new talent; however, can a business increase profits by training to increase the emotional competence of its existing staff? Research shows that emotional competencies *can* be learned. Take, for example, the financial advisors at American Express whose managers completed the Emotional Intelligence training program. They were compared to an equal number of people whose managers had not received training. During the year following training, the

advisors of trained managers grew their businesses by 18.1 percent compared to 16.2 percent for those whose managers were untrained. With a good training program in Emotional Intelligence, a company can maximize the potential of the employees it already has from the top to the bottom of the organizational chart. Training programs such as *Emotional Intelligence: The Pathway of Personal Success* can teach employees the skills needed to become more emotionally competent. This, in turn, will give them the tools to function more efficiently, cooperate more productively and experience success on a personal and professional level. Training can help your staff members take responsibility for their choices. They will know their life goals and have a clear vision of the path they will follow, making them more productive and capable of advancing. As your employees become aware of their own emotions and learn to control them in service of their life goals, your employees will become more content and productive.

It's really quite simple. The more we are aware of our own emotions, the more control we have over them. Progressively, this makes it easier to empathize with the feelings of others. Emotionally competent people have more confidence and self-worth, which makes them better leaders and active team players. They tend to be optimistic which helps them to think outside the box when overcoming obstacles. They also harbor the ability to delay gratification and manage stress, anger and other negative emotions. This helps them in building relationships with co-workers and clients and assists them in completing difficult tasks. There are five basic components involved in emotional competency.



They are:

- ***Intrapersonal***
  - Self-Regard
  - Emotional Self-Awareness
  - Assertiveness
  - Independence
  - Self-Actualization
- ***Interpersonal***
  - Empathy
  - Social Responsibility
  - Interpersonal Relationships
- ***Stress Management***
  - Stress Tolerance
  - Impulse Control
- ***Adaptability***
  - Reality Testing
  - Flexibility
  - Problem Solving
- ***General Outlook***
  - Optimism
  - Happiness

The progressive program, *Emotional Intelligence: The Pathway of Personal Success*, forms its eight essential core values around these five basic emotional competencies.



***The Integrity Model*** - This model is designed to help the student recognize the flaw inherent in the common symbols of success. They will learn a new definition of success based upon their personal paradigm. They will learn the four paradigms by which most people live and identify the core beliefs of each one.

***Conquer Your Key Moments*** - This program makes them aware of how they respond to challenging or upsetting events (key moments) and explores the patterns on their responses to those events. They will learn to explore the consequences of their behavior and how to choose *positive* behaviors and feelings during those key moments. They will identify and challenge the distortions in their interpretations and choose a method for changing weakening beliefs to empowering beliefs.

***Embrace Reality*** - This component will help them understand the nature of reality and teach them the importance of aligning

their life to that reality. They will learn to accept the difficult realities in their life and explore the path of letting go of resentments, complaints and the compulsion to blame others. They will learn to live in the 'here and now'.

***Exercise Responsibility*** - This module teaches the meaning and nature of personal responsibility. It aids them in understanding the human tendency to avoid taking responsibility for one's actions and assesses their willingness to hold themselves accountable. They will learn to claim ownership for the results of their life and understand the power and freedom that comes from accepting responsibility.

***Clarify Your Vision*** - This unit will facilitate recognition the meaning and power of vision and its clarity. They will evaluate the thoughts that prevent them from living their vision and assist them in setting goals to achieve it.

**Define Your Purpose** - Here they will be shown the difference between three kinds of vision and write a personal purpose statement. They will clarify the guiding principles in their life and develop affirmations to support them in living their purpose and making their vision a reality.

**Act with Integrity** - This program teaches the meaning of personal integrity and the ability to recognize when they are acting from it. They will know the symptoms and consequences of self-betrayal and learn to make their behavior more congruent with what is most important to them.

**Value Who You Are** - This module brings it all together and perpetrates the meaning and importance of self-esteem. They will gain inspiration to become the primary source of their self-worth, accept

their imperfections and acknowledge and build upon their strengths as an individual.

Emotional Intelligence training has many advantages. Your company will be able to promote from within more often and cut training costs as employee retention improves. Your marketing and sales force will be more effective as it becomes more optimistic. They will have the tools to become creative in surmounting obstacles. When leaders choose to listen with empathy and team players take responsibility, your business will inevitably function more efficiently and productively. A research group led by Eric Heward conducted a study that also linked EI with a reduction in procrastination. In conclusion, clearly EI increases managerial skills and employee competence and that inevitably improves the bottom line.

#### Resources:

Show Off Your 'Emotional Intelligence' During the Legal Recruiting Process: Alison Bernard and Niki Kopsidas: New York Law Journal: July 20, 2010

Harvard Business Review; When Emotional Reasoning Trumps IQ □ Roderick Gilkey, Ricardo Caceda, Clinton Kilts □ Sep 01, 2010

(The GAO report is titled, "Military Recruiting: The Department of Defense Could Improve Its Recruiter Selection and Incentive Systems," and it was submitted to Congress January 30, 1998. Richard Handley and Reuven Bar-On provided this information.)

(Pesuric & Byham, 1996)

Consortium for Research on Emotional Intelligence in Organizations; [www.eiconsortium.org](http://www.eiconsortium.org)

Psychology Today; Like It Or Not, Emotions Will Drive the Decisions You Make Today: Making Good Use of Your Emotional Intelligence, by Mary C. Lamia, Ph.D.; Published December 31, 2010

Positive Path Network: Life by Choice - Not by Chance; IQ vs. EQ by Candy Tymson

'Working with Emotional Intelligence' by Daniel Goleman; Bloomsbury Publishing 1998