



Emotional INTELLIGENCE

Emotional Intelligence Dimensions

• Intrapersonal Scales

- Self-Regard
- Emotional Self-Awareness
- Assertiveness
- Independence
- Self-Actualization

• Interpersonal Scales

- Empathy
- Social Responsibility
- Interpersonal Relationship

• Stress Management Scales

- Stress Tolerance
- Impulse Control

• Adaptability Scales

- Reality Testing
- Flexibility
- Problem Solving

• General Mood

- Optimism
- Happiness

In those fields I have studied, Emotional Intelligence is much more powerful than IQ in determining who emerges as a leader. IQ is a threshold competence. You need it, but it doesn't make you a star. Emotional Intelligence can. —Warren Bennis

(David) McClelland found that when senior managers had a critical mass of Emotional Intelligence capabilities, their divisions outperformed yearly earnings goals by 20%. Division leaders without that critical mass underperformed by almost the same amount. —Daniel Goleman in Harvard Business Review

Only through managing our emotions can we access our intellect and our technical competence. An emotionally competent person performs better under pressure. —Doug Lennick, Executive VP American Express Financial Advisors

According to Dr. Henry Thompson, President & CEO of High Performing Systems, Inc., Emotional Intelligence is:

... a person's innate ability to perceive and manage his/her own emotions in a manner that results in successful interactions with the environment, and if others are present, to also perceive and manage their emotions in a manner that results in successful interpersonal interactions.

Interest in Emotional Intelligence (EI), popularized by Daniel Goleman's book *Emotional Intelligence: Why it Can Matter More than IQ (1995)*, has resulted in an explosion of research, books, assessments and applications, particularly for leaders.

Background

Psychologist Reuven BarOn is considered a pioneer in EI (1985). His research into which factors determine a person's ability to be effective in life revealed that IQ was not necessarily a predictor of success. He identified a series of factors that seemed to influence success and coined the term "emotional quotient" (EQ). To assess those factors, he developed a tool, the BarOn Emotional Quotient Inventory® (BarOn EQ-i®), which has been tested and validated around the world.

High Performing Systems, Inc., uses the BarOn EQ-i instrument. To date, BarOn has gathered more scientifically validated data about Emotional Intelligence than anyone in this field.

Implications for Leadership

Research overwhelmingly links leadership success to the effective use of appropriate Emotional Intelligence competencies. Self-Awareness, a core competency of EI, is arguably the foundation of emotional maturity. Harvard School of Business noted in its June 1996 issue of *Management Update*, "Our candidate for No. 1 managerial aptitude of the next decade is self-awareness."

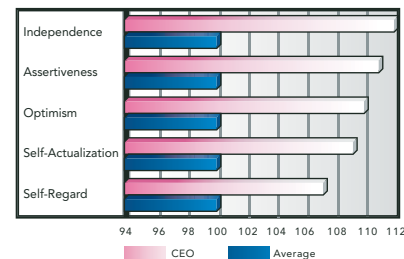
In problemsolving and decisionmaking, EI used in conjunction with Cognitive Ability enables leaders to bypass nonstop linear, sequential thinking and draw on inner resources, such as intuition, to arrive at the best conclusion.

Change is a constant that leaders must deal with. When leaders model appropriate EI skills, they and their followers can remain objective, detach emotionally and bypass complaints during times of transition. This minimizes stress and drops in performance.

The concept of Emotional Intelligence is being used in companies such as American Express Financial Advisors, Johnson & Johnson and Avon. The US Air Force used Emotional Intelligence measures to select recruiters, increasing their ability to predict successful recruiters by nearly three-fold. The immediate gain was a savings of \$3 million annually.

NOTE: For the purpose of this information sheet, the terms EI and EQ are used interchangeably.

Highest EQ-i Factors for CEOs



Research also links EI competencies in leaders to three driving forces of competitive advantage. These are the ability to:

- deliver superior products and services
- attract and retain the best people
- create opportunities for growth and innovation to take individuals and organizations into the future.

—Robert K. Cooper, Esther Orioli