

The Ultimate End Game: Emotional Intelligence

Cognitive intelligence (IQ) alone hits a wall in results that emotional intelligence (EQ) breaks through.

ORGANIZATIONS ARE BRAVING THE DREADED WATERS OF FEELINGS TO GAIN THE ULTIMATE EDGE.

Leaders prime the emotional pump of their organizations by what they create and tolerate. This executive brief provides an overview and resources to explore developing emotional competency and fluency in oneself and one's organization. According to the most recent research, here's why it matters:

- Leaders with high EQ outperform and out earn counterparts who rely solely on IQ.
- High EQ is the most accurate predictor for leadership and performance potential.
- High EQ results include: better decision making; increased sales, profit and productivity; and higher employee engagement.
- Emotionally undeveloped leaders poison the culture of the leadership teams and cause a trickle down effect of cultural toxicity.
- Emotionally intelligent leaders create corporate cultures well suited to meet the expectations of future generations, and to nurture further development of human potential at work.
- Multiple studies show EQ is the defining differentiator for 90 percent of top performers in any role.

We once believed EQ was inherent. Now 25 years of research proves it can be developed. The new leadership equation: $IQ + EQ = \text{Unstoppable}$

Emotional Competency Training Case Study: American Express Financial Advisors

EXPECTATION: American Express Financial Advisors (now Ameriprise Financial) prides itself in developing financial plans for clients that include life insurance.

GAP: Only 27 percent of clients purchased life insurance from their advisors; 73 percent did not.

SOLUTION: Deliver emotional competency training.

RESISTANCE FROM LEADERSHIP: The recommended solution drew "much skepticism and eye-rolling" and comments such as, "Why do you want to allocate money for this touchy-feely garbage?"

RESISTANCE FROM TRAINEES: The trainees said the trainers were ignorant of the financial advising process and that the material was "psycho-babble."

RESULTS: Advisors trained in emotional competency generated 11 percent more growth in sales revenue.

CRITICAL SUCCESS FACTORS: 1) The backing of an influential executive sponsor for political protection and financing, and 2) a Program Leader with high EQ.

Source: Summary of "A Case Study in Implementing Emotional Intelligence," J. of Organizational Excellence, Dec. 1, 2011.

The Handler Report

EMOTIONAL INTELLIGENCE SELF ASSESSMENT

Rate yourself: 1-almost/never true about me, 2-rarely true about me, 3-sometimes true about me, 4-often true about me, 5-almost/ always true about me.

- ___ I recognize situations that arouse strong emotions and I am aware of how these emotions affect my behaviors
- ___ I am aware of how these emotions affect my behaviors.
- ___ I acknowledge both strengths and weaknesses about myself and do not get defensive when people offer me feedback.
- ___ I am self-assured and present myself to others confidently.
- ___ I control my impulses and stay calm and composed even in stressful situations.
- ___ I own my behaviors and willingly admit my mistakes to others.
- ___ I have a willingness to revise my strategies and goals in response to new demands and changing conditions.
- ___ I set measurable goals and seek ways to improve myself.
- ___ I look for opportunities and take action to create possibilities.
- ___ I learn from setbacks, obstacles, frustrations, and failures.
- ___ I value diversity and connect well with people who are different from me.
- ___ I genuinely care about the success of others and seek to provide them with helpful feedback.
- ___ I inspire others with my words, stories, or actions.
- ___ I take a leadership role in my organization when it comes to accepting and initiating change.
- ___ I understand how my words, tonality, and body language affect the people with whom I am communicating.
- ___ I work cooperatively with other people's viewpoints and seek win-win outcomes.
- ___ I encourage other people to express their viewpoints as much as I assert my own.

Areas of strength are ratings of ≥ 4 ; areas to develop are ≤ 2 .

Note: Self-assessments are used to initiate EQ awareness and the results are not reliable (*particularly for people who are not self-aware*). Only validated tests are reliable.

Adapted from "Put EQ to Work: Equip Yourself for Success."

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 TD at Work, "Using EI in the Workplace," M. Sally Dosunmu, Dec. 2016.
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Sources

THE 4 QUADRANTS OF EMOTIONAL INTELLIGENCE

<p>SELF AWARENESS The ability to recognize and understand my moods, emotions and drive, and their effects on others.</p>	<p>SOCIAL AWARENESS The ability to understand the emotions of others and to use empathy and skill to interact with their emotional responses.</p>
<p>SELF MANAGEMENT The ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to before acting.</p>	<p>SOCIAL MANAGEMENT Proficiency in managing relationships, building networks, an ability to find common ground and build rapport.</p>

Credit: D. Golman

A 7-STEP APPROACH TO IMPLEMENT EQ TRAINING

1. Link the proposed program to a business need.
2. Secure the sponsorship of a powerful executive.
3. Consider a skunk works team to give program implementers autonomy and resources.
4. Establish the program on a strong research base.
5. Monitor the program to ensure high quality.
6. Infuse the program throughout the organization.
7. Require high EQ in program implementers.

Adapted from the American Express Case Study.

RESOURCES TO LEARN MORE ABOUT EQ

- [Case studies of EQ in organizations.](#)
- [Comparison of various EQ Assessments.](#)
- [Consortium for Research on Emotional Intelligence in Organizations at Rutgers University.](#)
- [EQ Training Programs from TD.org.](#)
- [Grants for EQ implementation.](#)
- [HBR's 10 Must Reads on EI.](#)
- [TalentSmart.](#)
- [The Yale University Center for EI.](#)
- [6 Seconds EQ Network](#)