

crisp

Professional Development



White Paper

What is Emotional Intelligence?

What is Emotional Intelligence

Successful and effective people often display a range of behaviours and beliefs that are at first hard to categorise. They are great 'people' people, attentive listeners, charismatic visionaries who have a handle on the detail. They can cope with stressful situations. There's a very good chance these people are emotionally intelligent.

Two of the early proponents of Emotional Intelligence have defined it as:

'The personal and inter-personal skills and capabilities that enable one to cope successfully and influence environmental demands and pressures...'

Dr Reuven Bar-On

'The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships...'

Daniel Goleman

Our ability to recognise emotions in ourselves and others has a direct link with our wellbeing and our ability to form trusting and meaningful relationships at work and in social situations. Leaders with more developed emotional intelligence out-perform their peers.

Unlike personality traits and IQ which is fixed over the long term (life events notwithstanding), emotional intelligence competencies can be developed and enhanced over time.

According to Sky CEO Jeremy Darroch:

'A lot of the old skills of leadership aren't fit for the future. The idea that I can sit in the corner office and call the shots is long gone. Empathy is now the single most important skill when you get to the top of an organisation. It means you can frame opportunity and challenge in the right way'

Can Emotional Intelligence be learned and adopted?



Yes it can. Unlike IQ, emotional intelligence can be learned and developed over time.

It is possible to develop behaviours that enhance emotional intelligence and, for most people, it begins with self-awareness.

'public companies with a higher rate of return (ROR) also employ professionals who exhibit higher levels of self-awareness'

Research by **Korn Ferry**

Understanding if, when and how you display your emotions, and what triggers a change in your thinking or behaviour, allows you to modify your approach to situations and to other people. Simply put, if I can't read myself, how can I read other people?

It is possible to measure your emotional intelligence. There are many tools on the market, but we recommend the EQi2.0 for its scientific validity, longevity and reputation – it was created by Dr Reuven Bar-on, one of the 'founding fathers' of modern research into emotional intelligence. It measures self-perception, self-expression, stress management, decision making and interpersonal interactions, providing a 'snapshot' of a moment in time. The profile can then be used to enhance behaviours, thinking and competencies over time – usually with the help of a coach.

There is also a 360 degree feedback option, meaning individuals can get an accurate picture of how others see them, not just how they see themselves.

A typical personal development plan might include items such as:

- ✦ Adjust how I deal with stressful situations
 - remain calm, keep in control of my emotions
- ✦ Increase my levels of confidence
 - by tapping into previous successes
- ✦ Take responsibility for my actions
 - apologize if I hurt someone's feelings
- ✦ Practice humility
 - recognize others achievements instead of seeking praise for my own

Why is Emotional Intelligence important in the workplace?

In recent years, more attention than ever before has been paid to the importance of self-awareness and relationship building skills. Neuroscientific research demonstrates that our brains change with use or non-use – that is, we can 'learn' to be better listeners.

'Poor Listening is the Common Cold of Leadership'

Daniel Goleman

Return on Investment studies and white papers now abound showing the benefits of implementing an emotionally intelligent development programme.

*'When we are self-aware, we are more in touch with reality;
people trust and respect us more...'*

At Pepsico, EQ programmes generated a 10% increase in productivity, and an 87% decrease in executive turnover, saving \$4m (McCelland, 2008).

Non-academic abilities, such as empathy, typically outweigh purely cognitive talents in the makeup of outstanding leaders. (Source: Linking Emotional Intelligence and Performance at Work, 2005, Mahwah and Erlbaum).

One of the defining behaviours of leadership is the ability to 'move' – motivate, inspire and persuade - other people. If a leader is not in control of his own emotions, nor able to monitor them, then his communications may be tinged with frustration, disappointment or pessimism (whatever emotion he is feeling at the time) and that emotion, along with his body language, will be all too evident to his team. The message he was trying to convey, is not the one his team received.

If the Leader does not appreciate their own emotions, or read the emotions of their team, he is likely to misread the situation and fail to communicate effectively, which could lead to a disengaged or frustrated environment.

A leader with enhanced emotional intelligence however, could have kept his emotions at bay and delivered an inspirational, motivating message that would have moved his team at a deeper, more emotional level.

'Modern science is proving every day that it is emotional intelligence, not IQ or raw brain power alone that underpins the best decisions, most dynamic organizations and the most satisfying and successful lives'

Cooper and Sawaf

Further Reading on Emotional Intelligence:

The EQ Edge, Emotional Intelligence and your Success, Steven J. Stein and Howard E. Book, published by John Wiley & Sons; 3rd Edition (27 May 2011), ISBN-13; 978-0470681619

Working with Emotional Intelligence, Daniel Goleman, Bloomsbury Publishing Plc; New edition (29 Jun. 1999), ISBN-13: 978-0747543848

A Better Return on Self-Awareness, The Korn / Ferry Institute, David Zes and Dana Landis white paper (2013)

Linking Emotional Intelligence and Performance at Work, 2005 (Mahwah and Erlbaum)