

Measuring & Developing Emotional Intelligence

Why ‘soft skills’ have become hard and why EQ has moved from ‘nice to have’ to ‘necessary to have’

A white paper based on 10 years experience in Asia
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Abstract: An organization in which managers are valued for their personal skills and EQ, as well as their technical expertise, is more likely to succeed. Customer relationships, creativity, innovation, motivation, retention, talent management, etc. are all dependent to large degrees on these EQ skills. EQ can be measured and developed and the companies that successfully harness these skills and turn them into sources of competitive advantage will out-perform those who ignore them. Many studies from many different countries show us that the ROI of this competitive advantage is significant.

Introduction

In 1994, I read an article in the New York Times by science journalist, Daniel Goleman. He introduced the concept of Emotional Intelligence and wrote about how feelings are an intrinsic part of being human and that our feelings have an effect on how we behave whether at home or at work. This struck a chord with me and when Daniel Goleman’s book “Emotional Intelligence” was published in 1995, I knew that this concept was a winner and something I wanted to incorporate in my work with companies and leaders all over the world.

When the measurement - The Emotional Quotient Inventory (EQ-i) - was published in 1997, Kandidata was one of the very first companies to introduce the tool, first in Europe and a couple of years later in Asia.

This paper will give you an introduction to Emotional Intelligence and to the Emotional Quotient Inventory: the EQ-i 2.0 and EQ360.

Today’s Working Environment

The world is changing every day with many Asian countries taking an increasingly larger role in the global market.

The need to communicate with people from different cultures has become more important, as has the necessity of being able to work well in teams. High stress levels, lack of balance in life, increased work loads and increased work hours all point to a different and more demanding workplace. The frequency and speed of change, and the pressure to learn and improve in a multi-generational workplace, call for skills beyond just technical/functional skills and good business acumen.

Young professionals are coming into the marketplace with high ambitions and expectations of a fast and successful career. In speaking with many leaders of Asian and multi-national

companies, I have heard time and time again that their greatest challenge is to recruit, develop and retain the best people. With these different demands on organizations, a different kind of leadership, focusing more on relationships and interpersonal skills, will be needed.

What Makes A Star?

"When I went to my first Mensa meeting I expected everyone to be very rich and successful but I was surprised at how diverse the group was. I thought everyone would be successful company directors and CEOs but actually people came from all walks of life."

This story comes from a Singaporean manager who was a member of Mensa - the international society for people with a high IQ. Mensa's only membership criterion is being in the top 2% of IQ. A high IQ ensures people have a high degree of cognitive intelligence - but this does not necessarily ensure success in life. In fact, it turns out that while IQ is a pretty good predictor of school results, IQ alone is not a very good predictor of success in business.

For decades, people have been trying to identify and measure what it is that makes people successful. Yet we all know people around us who are real stars - and others who clearly don't fit in.

So what do we know about the real 'stars'? And can star quality be measured?

IQ Gets You Hired, EQ Gets You Promoted

Basic cognitive intelligence is important. But once a person has passed the threshold for IQ, it does not tell you anything about his potential to succeed on the job. That's where EQ comes in.

Clearly, there are more aspects of a person which are more important than IQ and functional/technical skills. Motivation, creativity, drive, communication, relationships and energy are vital. For a manager, it is important to be an effective leader, to get along well with people and to have good communication skills. In any sales or commercial job, it is vital to have strong social skills, to be flexible and adaptable to change, and to cope well with stress. All of these personal skills are important and many of them constitute what we mean by Emotional Intelligence - or EQ. EQ is not about being emotional, soft or nice. It is a broad definition that includes the key personal skills that have been proven to be important to success. EQ includes skills like self-awareness, interpersonal skills, flexibility, stress management and optimism.

So which is more important IQ or EQ? In fact both are very important. A very intelligent person will struggle as a manager if he cannot get along with others, build relationships and communicate - or if he falls apart when confronted with big changes or stress. Likewise, a high EQ person will have trouble coping with a job if the intellectual demands are beyond his capabilities.

However, it is easier to assess IQ than EQ. We can look at university credentials and be pretty comfortable using these as a proxy for IQ. There are also many good IQ tests that can be used. But assessing EQ is more complex. The EQ-i (the Emotional Quotient Inventory), a scientifically based, as well as valid and reliable tool that was published in 1997, has proven to be able to accurately measure Emotional Intelligence. It has been used by over a million

people in over 60 countries. While no test is 100% accurate, the EQ-i has nonetheless revealed some very interesting results in terms of what makes a successful manager and leader.

So Which Skills Are Most Important?

Over the past ten years, Kandidata Asia has assessed thousands of managers. The ‘stars’ in many of our studies outperformed the average on all measures of EQ. The areas where the top managers score highest include Flexibility, Self Regard and Stress Tolerance. It seems that ‘stars’ have good self-confidence and are better at handling stress and dealing with change. We also see that many successful managers are optimistic and good at forming strong interpersonal relationships.

Various studies and research over the past 10-15 years show a clear link between professional and leadership success and EQ. Leaders with well-developed EQ tend to be more effective and successful, whereas the lack of EQ has been linked with executive derailment. Similar research confirms the positive impact of EQ on business and organizational success.

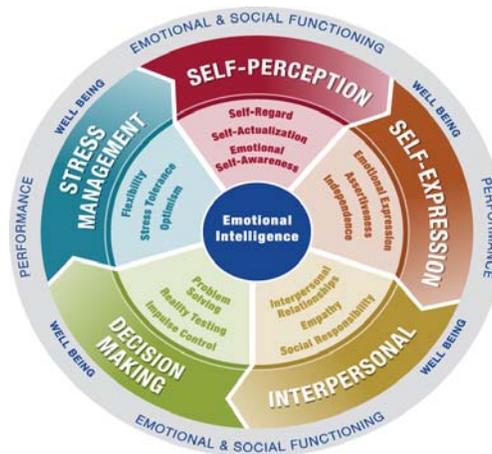
The good news is that while IQ is static and does not change much over the life span, EQ can be developed and improved. Many people agree that personal skills are important – but don’t realize that we can measure and develop these skills. Many of these factors are in fact within our control and can - with correct assessment and the right support - be improved.

The Development Of The EQ-i

Dr. Reuven Bar-On, a world-renowned expert and pioneer in the field of Emotional Intelligence, pondered over the question why some people are better able to achieve greater personal and professional success, and in the early 80s, embarked on a journey to define, measure and apply the aspects of what we now call Emotional Intelligence. In 1997, he published the first psychometrically valid and reliable assessment of Emotional Intelligence: The Emotional Quotient Inventory – the EQ-i.

The EQ-i has since been peer-reviewed and serves as the catalyst for more than 200 research and applied manuscripts worldwide with more than one million administrations of the tool. It is a scientifically robust instrument with outstanding validity and reliability. An updated and modernized version - the EQ-i 2.0 and EQ360 - was launched in July of 2011.

What Does The EQ-i 2.0 Measure?



The EQi-2.0 model of Emotional Intelligence consists of fifteen factors and these skills form the building blocks of abilities such as communication, resilience and time management. These skills can be mapped both theoretically and empirically to job and leadership competencies such as productivity, team management and achieving results.

The EQ-i 2.0 and the EQ-i 360 measure a set of emotional and social skills that influence the way we:

1. Perceive and express ourselves
2. Develop and maintain social relationships
3. Cope with challenges
4. Use emotional information in an effective and meaningful way

We use the EQ-i 2.0 to assess, predict and improve performance and over the last ten years, Kandidata Asia has had over 1000 managers from dozens of organizations, both from the private and public sector, go through the EQ-assessment. Results suggest that most people are around the average, but there are some outstanding people with well-developed and enhanced EQ. The individual profiles have been discussed with each individual and the vast majority of the people agree that their own profile is accurate and gives a fair picture of themselves.

Many studies around the world confirm our observations that when top performers, identified by their excellent performance at work, were selected from within their organizations, their EQ scores were substantially above the local and international average.

What's In It For Me And My Organization?

Whether you are an executive coach looking to fast-track your client's success, an HR manager aiming to improve your organization's human capital strategy, making decisions about placements or interventions, the EQ-i 2.0 and EQ360 will give you a rich and compelling view into the emotional and social functioning of individuals and groups.

Recent research and case studies from premier organizations demonstrate that selection and development based on the EQ-i 2.0 and EQ360 can help organizations cut costs and mitigate risks. The results obtained from this inventory can have a huge impact on an organization's

bottom line, as has been demonstrated in many case studies around the world. The intuitive framework, coupled with the solid research and science behind the tool, has made the EQ-i 2.0 one of the most effective employee recruitment and development tools in the marketplace.

Applications

EQ is becoming the backbone of organizations and is used in:

1. Assessment
2. Recruitment/Selection
3. Talent management
4. Star profiling
5. Coaching
6. Leadership development
7. Team development
8. EQ training programs

A 2-day Certification is required in order to purchase and interpret the EQ-i 2.0 results. Certification helps you use the EQ-i 2.0 effectively, and increase your own effectiveness with others. The certification provides scientific understanding of the tools' validity and reliability, ethical framework and practical experience in interpretation and feedback.

Over the past ten years, Kandidata Asia has learnt a lot about what makes managers and leaders successful. By identifying and developing these skills, it is possible for companies and organizations to create a competitive advantage that is not easily duplicated. Management competence is already very high in many Asian countries - especially in a technical sense - yet taking it to the next level means developing 'star' characteristics. The stronger the managers are in these areas, the better the odds for organizational success. Many of the world's leading companies are finding ways of applying these personal EQ competencies to achieve better performance. It's not easy to do but it can be done - and those who don't, will be out-performed by companies who do.

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For more information, please contact Kandidata Asia Pte Ltd at www.kandidataAsia.com .

Kandidata Asia Pte Ltd is an international management consultant company specializing in Human Resource Development.