

Emotional Intelligence: How it Can Help During Challenging Times

WHAT IS EMOTIONAL INTELLIGENCE (EI)

Broadly speaking, emotional intelligence refers to a person's ability to (1) perceive emotions in others and decipher their meanings, (2) use emotions to achieve certain objectives, understand emotions in general, and manage emotions both in themselves and in others.



For instance, many CEOs have high levels of emotional intelligence in addition to conventional skills and knowledge related to traditional intelligence registers. A good CEO or manager knows how to relate to the people within their organisation and is able to apply a certain degree of emotional intelligence to build employee loyalties and focus within the broader structure of the organisation. By detecting when an employee is under extreme stress, for instance, a good manager will be able to intervene and work to reduce the stress.

That said, there are many benefits to developing emotional intelligence within a business context. Primarily because emotional intelligence embraces and draws from various branches of behavioural, emotional, and communications theories, including Neuro-Linguistic Programming, Transactional Analysis, and empathy, the development of emotional intelligence and the five EQ domains in particular can help businesses to become more productive and successful. The development of emotional intelligence can also help to reduce stress for individuals and organisations, decreasing conflict, improving relationships, and improving understanding.

1. Boyatzis (1999) reported the successful use of EI within a multinational consulting firm to assess experienced partners. The partners who scored above the median on 9 or more of the 20 competencies delivered \$1.2 million (US) more profit from their accounts compared to other partners.
2. L'Oreal sales agents selected on the basis of certain emotional competencies were shown to outsell those selected using the company's old selection procedure, selling approximately \$91,370 (US) more in a year than other salespeople. The annual net revenue increase was \$2,558,360 (US) and it was also observed that salespeople selected on the basis of emotional competence also had 63% less turnover during the first year than those selected in the typical way (Spencer & Spencer, 1993; Spencer, McClelland, & Kelner, 1997).

Research by the Center for Creative Leadership suggests that a lack of emotional intelligence in executives is a primary cause of derailment. The three key deficits in emotional competence are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations. Such deficits not only undermine the emotional

relationship between employees, coworkers, and managers, they also undermine a company's ability to relate to customers and provide high quality customer service.

THE BENEFITS OF EMOTIONAL INTELLIGENCE

The benefits of emotional intelligence include cost savings and profit boosts through achievement of better employee retention rates, higher levels of job satisfaction, and higher productivity. For customers, it also means adjustment of the company mindset to provide the highest level of service. It means a high degree of attentiveness to customer needs, the benefits of which include higher customer satisfaction ratings and higher rates of customer loyalty, often translated into repeat business.

Generally, there are two levels at which you might strive to apply emotional intelligence testing or training: the management level and the general staff level. You can test emotional intelligence, and make business decisions based on the EI scores of your staff, and you can also strive to enhance EI by educating and training your staff using EI theories and practical methodologies.

BUILDING EMOTIONAL INTELLIGENCE IN YOUR ORGANISATION

1. *Target Management by Determining the Business Case for Developing Emotional Competence in Your Organization*

Educate senior management that high emotional intelligence differentiates strong leaders from average leaders and high performers from average performers.

Consider assessing emotional intelligence within your business with relation to revenue, customer service, sales, innovation, development of talent, employee recruitment and retention, customer loyalty, efficiency, and employee commitment and morale; determine how people in your organisation feel about these elements.

2. *Educate Employees About Emotional Intelligence*

Inform your employees about emotional intelligence. Try and demonstrate what the emotional competencies look like in practice. Encourage your employees to try and identify emotional competency in others.

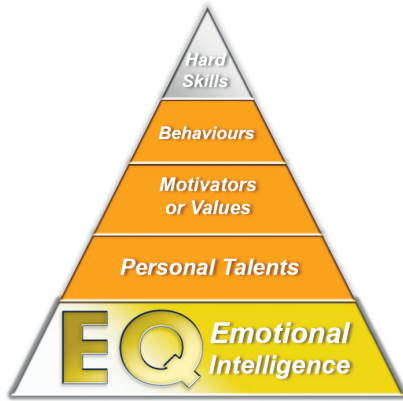
If possible, facilitate self-directed learning teams and encourage the sharing of information about emotional intelligence. Encourage staff to brainstorm on the benefits of developing emotional intelligence and creating developmental targets for target competencies of emotional intelligence.

3. *Factor Emotional Intelligence Into Hiring Decisions and Hire Employees with Strong Emotional Intelligence*

Emotional intelligence competencies (e.g. Social Skills, Self-Management/Regulation) are easily trained for functional skills. Use questions about personal and professional behavioural patterns when interviewing internal candidates for promotion, transfer, or team assignments. Emotional intelligence tends to show itself in personal and professional behaviours.

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WHAT ARE THE BENEFITS OF INCREASING EMOTIONAL INTELLIGENCE IN YOUR ORGANISATION?

Increasing emotional intelligence in your organisation, both through training and by applying emotional intelligence testing in your hiring process, creates a higher degree of worker satisfaction and comfort within your organisation. It can also facilitate a higher level of customer service provided by your staff and therefore a higher level of customer satisfaction and customer loyalty. All of this translates into either cost savings or a profit boost for your business, as shown in the case studies mentioned above.

HOW CAN COMPANIES ASSESS AN EMPLOYEE'S EMOTIONAL INTELLIGENCE?

The best way to assess employee emotional intelligence is to apply one of the many testing systems available to corporations. It is important to teach managers how to assess emotional intelligence in their employees, the best method being through education about the various emotional intelligence competencies that play a part in the workplace. Managers should also be aware of how to document behavioural examples of emotional intelligence. ●

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Mind Resources Events in Your Region

IDEAS FOR ACTION

EQ Accreditation - 2 Day Course

Research has shown that leaders who develop and operate with high Emotional Intelligence are 120% more effective than those that don't. Those with high EQ account for 80% of high performers. What is EQ? How can you measure individual EQ? How can you drive and increase EQ in your organisation? This proprietary two day course accredits participants in debriefing our proprietary EQ report, managing feedback and assists with designing programs to increase EQ in their own workplace.

FiSH! Internal Train the Trainer - 1 Day Course

Our world renowned FiSH! Internal Train the Trainer program equips participants with tools, tactics and tips to create and deliver powerful organisational change through embedding the FiSH! Philosophy in their workplace. This one day highly interactive course enables the participant to deliver FiSH! Philosophy training within their organisation.

DISC Accreditation Levels I & II - 2 Day Workshop

Based on the most validated behavioural assessment available in the world, this course accredits participants to review, debrief and effect change via the power of DISC. Where Level 1 DISC Accreditation is about building an essential understanding of the DISC model, Level 2 is a separate day that is solely focused on the application of DISC in training and coaching. The workshop will empower you to apply the DISC tool one-on-one and with groups within your organisation.

MR-MTM: Mind Resources Mentor the Mentor - 2 Day Course

What are you doing to foster development of your up and coming high performers? Are stars able to shine brightly? All leaders realise that mentoring plays a crucial role in developing talent. Using cutting edge behavioural and communication methods, this 2-day course equips mentors with the knowledge, skills, tools and tactics to create transformational mentoring programs to unleash performance and keep your top performers developing in your organisation.

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