

Emotional Intelligence

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Employee **Issues**

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**“Yes, I think I have good people skills.
What kind of idiot question is that?”**

Management **Issues**

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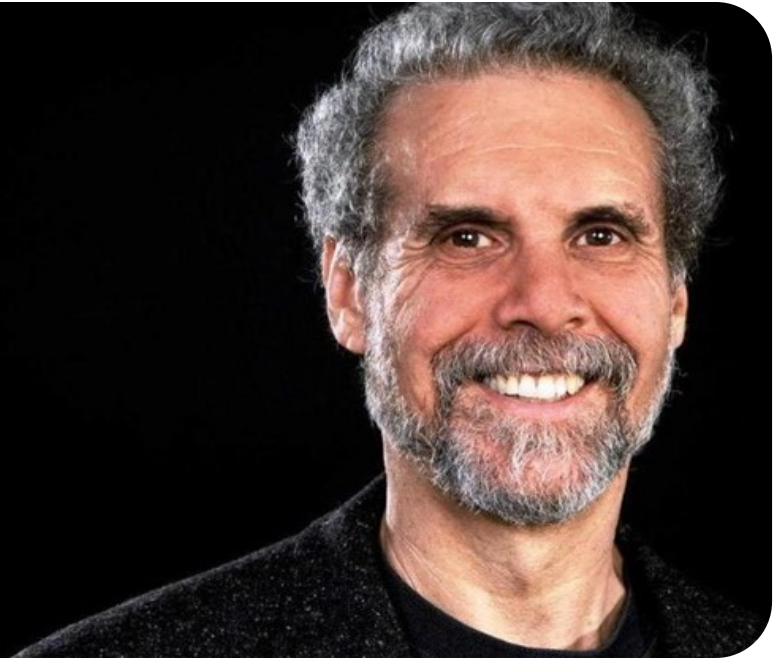


"No, your management style is fine. It's your mismanagement style that worries me."

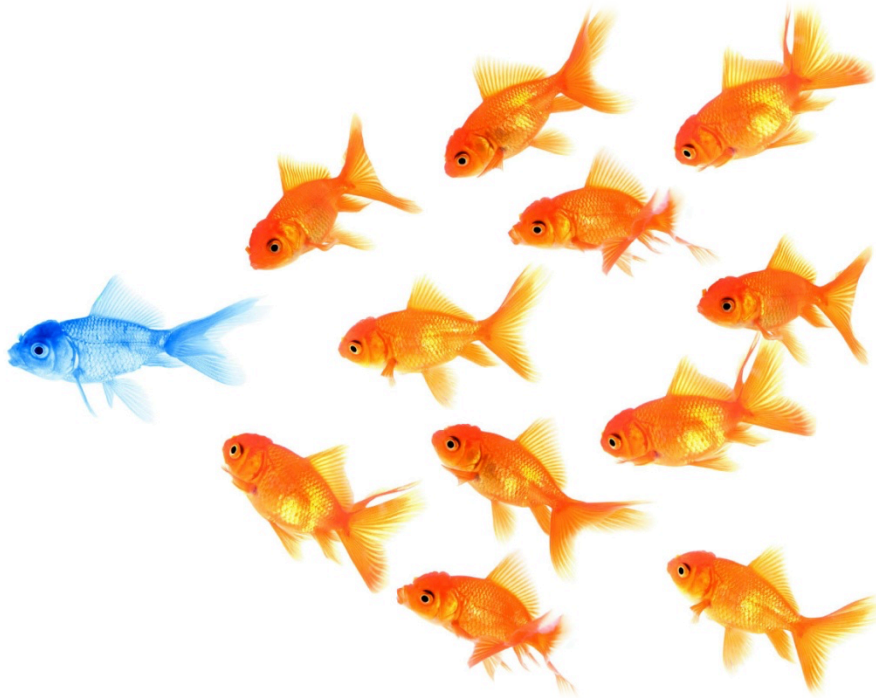
Just an Issue...

“Out of control emotions
make smart people stupid”

Daniel Goleman



Remember?



- **Someone who influenced you & your life.**
- **What did that person do?**

The Reign of IQ



- **Alfred Binet**
- **WWI** – Army Alpha and Beta tests
- **Ellis Island**
- **IQ** – cognitive capacity & function
- **One's Ability to:**
 - ☐ Learn
 - ☐ Recall
 - ☐ Apply
 - ☐ Think rationally
 - ☐ Reason
 - ☐ Problem solve



- **Predicts**

- Cognitive challenges related to jobs
- Lower level job excellence (Technical Expertise)

- **Your IQ is fixed from birth**

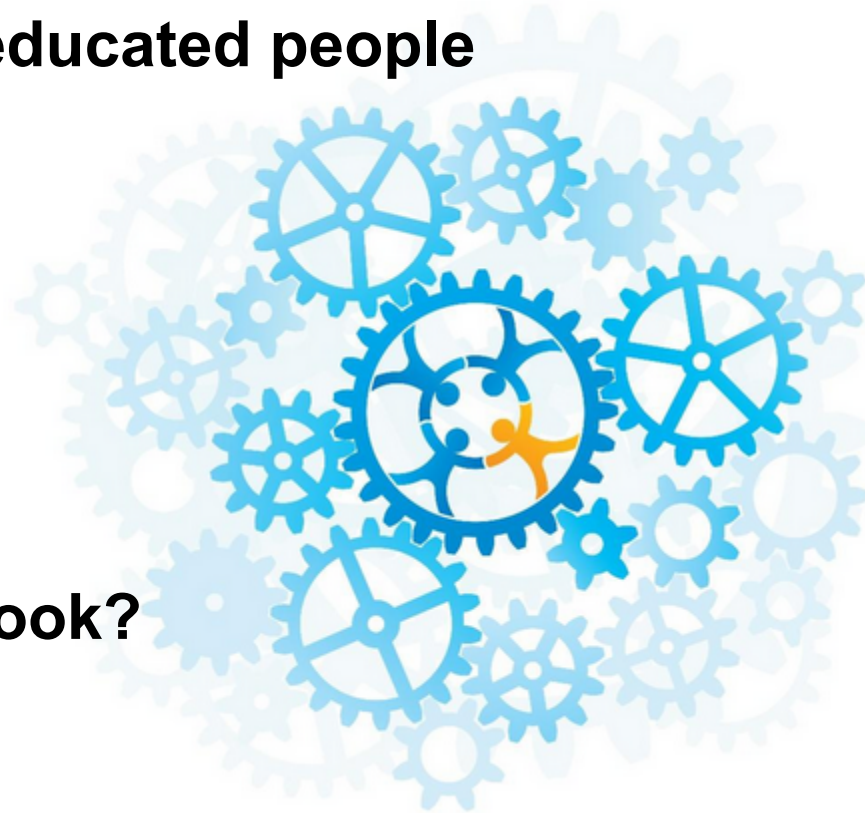
- Don't get smarter by learning new facts/information
- Intelligence-your ability to learn, same at 15 as at 50

- **No Guarantee**

- High IQ → High Daily Functioning in Leaders

What's Missing

- **Why do brilliant and well-educated people struggle?**
- **Why do some individuals succeed in life?**
- **Remember your HS Yearbook?**
 - Who was going to succeed?
 - Did they? WHY?



The Whole Person



- What makes us tick – our distinct qualities
- Together they determine how we think and act.
- Impossible to predict one based upon the other



EI or EQ

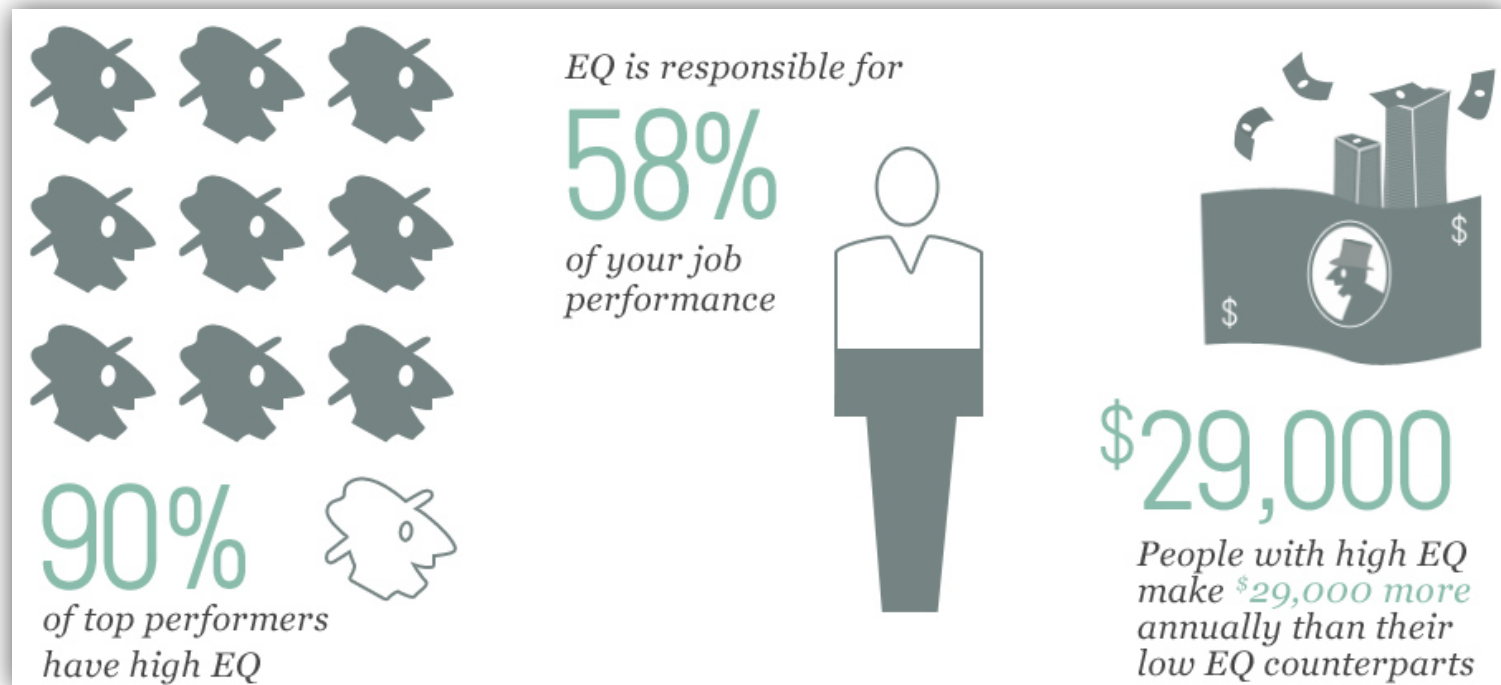


- Harvard Business Review:
 - “a ground breaking, paradigm-shattering idea”
 - one of the most influential business ideas of the decade
- Aristotle:

”Anyone can become angry- that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy”
- Flexible Skill – you can learn!

Surprise!

At best IQ leaves **75%** of job success unexplained, and at worst **96%**.



People with average IQs outperform
those with highest IQs **70%** of the time.

EMPLOYERS VALUE EI OVER IQ?

In order of importance, employers say it's because those with high EI...

1) Usually remain calm under pressure

2) Resolve conflict effectively

4) Lead by example

3) Are empathetic to their colleagues — and act as such

5) May put more consideration into business decisions

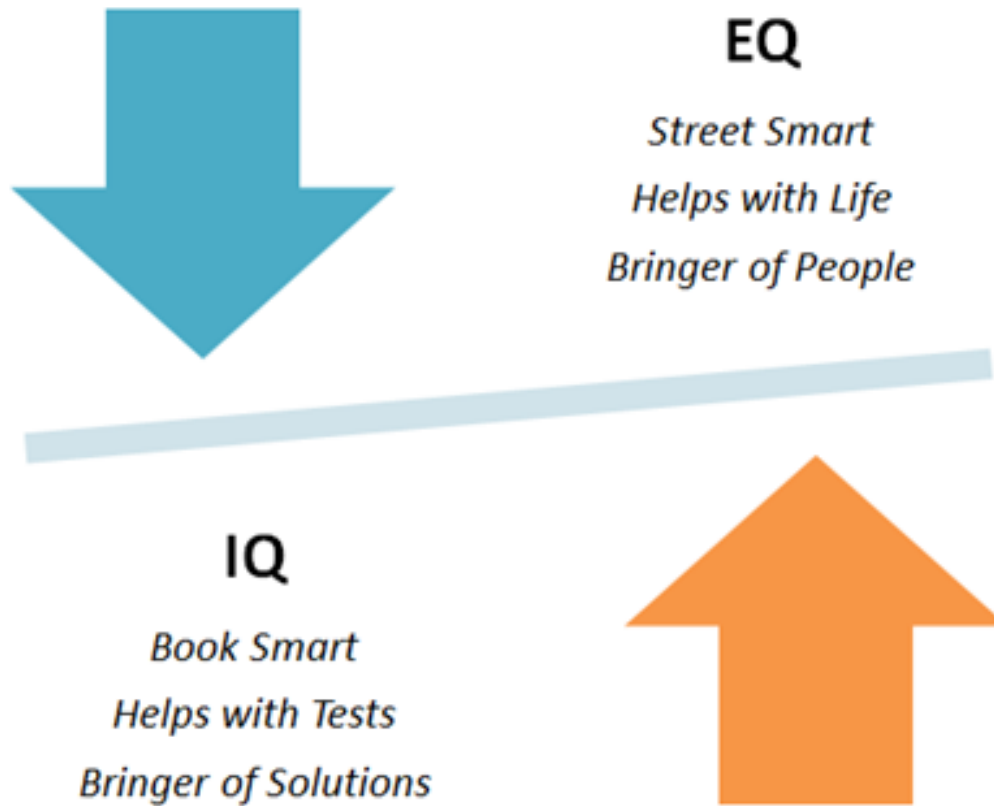


ROI



- CCL– 8 EQ subscales **could predict** higher performance **80%** of the time.
- Study of Harvard Graduates (law, medicine, teaching & businesses): scores on entrance exam – **had zero or negative correlation** with eventual career success.
- Telecom New Zealand: **48%** of what differentiated high/low performance in senior leaders.
- AMEX: **48%** of performance variance between high and low performing sales reps.
- USAF: Successful and Unsuccessful Recruiters / decrease retention
 - Pre-employment screening system
 - 92% increase in retention
 - \$2.7 million in training cost savings in the first year alone
 - Congressional sub-committee report: recruiters 2x as productive as recruiters in other branches
- USAF: Pararescue Jumper Trainees
 - In 2009 – approx. 82% failure rate for USAF PJ.
 - Those with high scores in 5 factors were 2-3x more likely to complete
 - Potential savings/cost avoidance - \$19 million per yr. in training

Balance

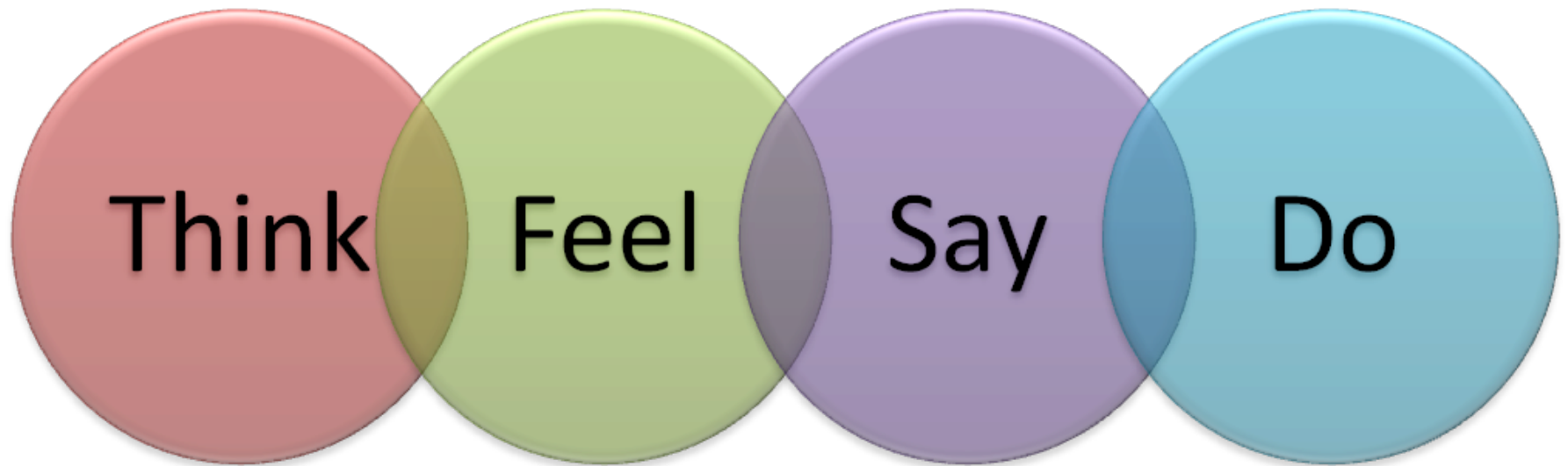


Reality

- **36%** of people can accurately identified their emotions as they happen.
- **2/3rds** of us are typically controlled by our emotions and are not yet skilled at spotting them and using them to our benefit.
- We are **emotionally hijacked** – when emotions control behavior and one reacts without thinking.



Emotions Prioritize Our Thinking



How We Are Wired

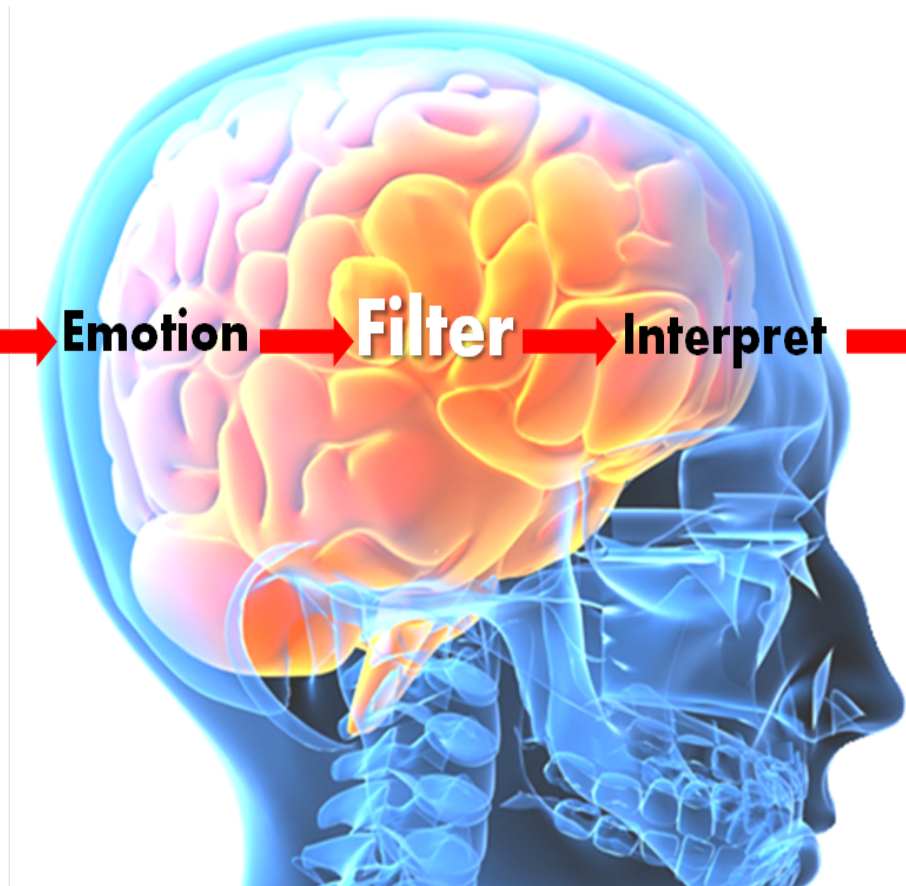
Threat:

Adrenalin
Cortisol
Fight or Flight

Reward:

Dopamine
Oxytocin
Serotonin

Stimulus → **Emotion** → **Filter** → **Interpret** → **Behavior**





NeuroGenesis



NeuroMythology



NeuroPlasticity

the Plan

Get Committed

Get Practical

Notice the Moment

Persist





- Constructed with opinions from experienced **practitioners and HR Professionals**
- “Combines holistic and eclectic assortment of existing observations, theories, methodological strategies, research findings, and a multifactorial comprehensive nature”
- Supported by more than **17 years of research** by Dr. Reuven Bar-On, Ph.D
- Tested for Reliability, Internal Consistency, Test-retest reliability and dimensions of Validity
- **Premier measure** of emotional intelligence
- **1st empirically constructed test** of emotional intelligence commercially available





- Unlike other trait-based instruments, EQ-i scores do NOT necessarily reflect skill or lack thereof
- Degree to which each EQ element is active and or important in your life and some associated behaviors
- Results of the EQ-i are an Impressionist painting in need of interpretation, not a photograph rendering a verdict
- High Score vs. Low Score
 - More or less connection or attraction to the skill
 - May reflect behavioral development
 - Low scores may mean either a general discounting of the element in importance OR an extreme selectivity in the exercising of behavior or EQ element
 - High scores could also mean an overly developed, overdone or intense utilization of that EQ element