

# EMOTIONAL INTELLIGENCE

ELEVATING EMPLOYEE PRODUCTIVITY



**W**hy should your business be interested in an esoteric subject such as Emotional Intelligence? Why should your firm invest training dollars in a program designed to increase emotional competencies for your staff? Does it make a difference when employees are aware of their feelings, values and goals?

For any business that would like to see increases in productivity and efficiency, more effective sales people, more creative teams and more nimble management—the answer is an unequivocal yes.



EMOTIONAL  
INTELLIGENCE  
IS THE INNATE  
POTENTIAL TO  
FEEL, USE, COM-  
MUNICATE, REC-  
OGNIZE, REMEM-  
BER, DESCRIBE,  
IDENTIFY, LEARN  
FROM, MANAGE,  
UNDERSTAND  
AND EXPLAIN  
EMOTIONS.  
- S.HEIN, 2007

Psychologists knew the traditional IQ test did not measure all of the factors that comprise an effective, successful, happily productive person. Competence at “book learning” is not the only, and perhaps not the most important, measure of intelligence.

Many of the other factors that psychologists found to be important in making people successful in business and in life are included in the terms Emotional Intelligence or emotional competence. The more we are aware of our own emotions, the more control we have over them; and the more empathy we have with the emotions of others, the more emotionally intelligent we are.

Emotionally competent people have self-confidence, which makes them good leaders and active team players. They maintain an optimistic outlook on life, which helps them overcome obstacles. Their ability to delay gratification and to manage stress, anger, envy and other negative emotions helps them build productive relationships and complete difficult tasks.

Emotional Intelligence is not some New Age, touchy-feely concept. In fact, the United States Air Force saved three million dollars by using Emotional Intelligence screening to select recruiters. Those who had the most Emotional Intelligence were three times as effective as the general run of candidates. The more emotionally competent recruiters also stayed on the job longer, cutting training costs. The General Accounting Office reported an annual savings of \$3,000,000 per year on a \$10,000 investment in screening. [1]

It certainly seems that Emotional Intelligence is important for most roles in a business. But business people have one overriding question: how does it affect the bottom line? Can putting employees in touch with their emotions actually make them more productive?



“IT IS VERY IMPORTANT TO UNDERSTAND THAT EMOTIONAL INTELLIGENCE IS NOT THE OPPOSITE OF INTELLIGENCE, IT IS NOT THE TRIUMPH OF HEART OVER HEAD -- IT IS THE UNIQUE INTERSECTION OF BOTH.”  
- DAVID CARUSO

Daniel Goleman first brought Emotional Intelligence from the academic ivory tower into the world of business with his 1995 book, *Emotional Intelligence: Why It Can Matter More Than IQ*. In a more recent book, he draws on over two hundred studies, done in various countries, and finds that emotional competence accounts for two-thirds to four-fifths of the difference between top performers and average employees. [2]

Screening prospective employees for certain positions makes good common sense. Sales people need to be optimistic. They must be able to delay gratification, control their emotions and have empathy with others. For example, when L’Oreal used emotional intelligence as a selection criterion for hiring sales representatives, they found that emotionally intelligent people outsold their colleagues by \$91,370 a year on the average. [3]

Emotional Intelligence is important in building teams and networks within a firm. And, it is vital for leaders at all levels, including executives. Retail store managers who were best able to manage stress had higher net profits and more sales per square foot, per employee and per inventory dollar. [4]

A large beverage company screened executives for Emotional Intelligence. Before it began screening, half its executives left within two years, usually because they did not perform well. Executives selected for emotional intelligence stayed longer, earned higher performance bonuses and outperformed targets set for them by fifteen to twenty percent. [5]

Clearly, a business can improve its bottom line by screening appropriately for Emotional Intelligence. But that is only a fraction of what businesses need. When Emotional Intelligence makes such a difference, can a firm afford to stop with screening alone? Can businesses increase profits by offering training to increase the emotional competence of existing staff? Emotional competencies can be learned. With a good training program in Emotional Intelligence, a firm can maximize the potential of the employees it already has, from the top to the bottom of the organizational chart.



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ABILITIES DESIG-  
NATED AND TO  
MASTER MORE  
OF THEM.”

- MAYER &  
SALOVEY

Like any type of intelligence, Emotional Intelligence includes both an inherent and a learned component. Pupils learn at school the skills they need to score well on traditional IQ tests. Training programs such as Emotional Intelligence: The Pathway of Personal Success teach adults the skills needed to become more emotionally competent. With the right training in emotional intelligence, businesses gain more emotionally competent staff members, who function more efficiently, cooperate more productively and remain with the company longer.

A good training program in Emotional Intelligence includes work on integrity, awareness, responsibility, self-mastery, clarity, definition, action and self-valuing.

Integrity is the ability to act on principle rather than on emotion. It includes the ability to delay gratification and to harness emotion in service of the principles that infuse our lives. Our principles determine how we perceive events and people; how we judge success or failure; whether we are optimistic and cheerful or pessimistic and joyless.

At work and in life, we face key moments that are challenging, distressing, even painful. Good training in Emotional Intelligence helps your staff understand that the reality of the key moment cannot change, but that the interior response to it is a personal choice. They can focus on the task at hand, and make the choices that are most productive without wasting time blaming, resenting or complaining.

Training can help your staff members take responsibility for choices. They will know their life goals and have a clear vision of the path that will succeed, making them more productive and capable of advancing.

As your employees become aware of their own emotions and learn to control them in service of their life goals, your workplace will become not only more pleasant, but more productive. You will be able to promote from within more often, cutting training costs.



“IN THE LAST DECADE OR SO, SCIENCE HAS DISCOVERED A TREMENDOUS AMOUNT ABOUT THE ROLE EMOTIONS PLAY IN OUR LIVES. RESEARCHERS HAVE FOUND THAT EVEN MORE THAN IQ, YOUR EMOTIONAL AWARENESS AND ABILITIES TO HANDLE FEELINGS WILL DETERMINE YOUR SUCCESS AND HAPPINESS IN ALL WALKS OF LIFE, INCLUDING FAMILY RELATIONSHIPS.”

- JOHN  
GOTTMAN

Your sales force will be more effective as it becomes more optimistic, more able and willing to surmount obstacles. Your teams will function more efficiently and productively when leaders choose to listen with empathy and team players take responsibility for their choices.

Training in Emotional Intelligence increases managerial skills, team building and employee competence at all levels - and that inevitably improves the bottom line.

### References:

[1] GAO report. Military Recruiting: The Department of Defense Could Improve Its Recruiter Selection and Incentive Systems, submitted to Congress January 30, 1998.

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[3] Spencer, L. M., Jr. , & Spencer, S. (1993). Competence at work: Models for superior performance. New York: John Wiley and Sons and Spencer, L. M. J., McClelland, D. C., & Kelner, S. (1997). Competency assessment methods: History and state of the art. Boston: Hay/McBer.

[4] Lusch, R. F., & Serpkeuci, R. (1990). Personal differences, job tension, job outcomes, and store performance: A study of retail managers. Journal of Marketing.

[5] McClelland, D. C. (1999). Identifying competencies with behavioral-event interviews. Psychological Science, 9(5), 331-339.