Succeeding with Emotional Intelligence

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A Definition of Emotional Intelligence

"Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships."

(Goleman, 1998)
Understanding Emotional Intelligence

- History
  - Importance
  - Components
  - Measures
  - Recommendations
  - The Future
The History of Emotional Intelligence

Concepts of intelligence have evolved over the last 100 years...

- Alfred Binet begins administering tests to French schoolchildren for intelligence
- First large scale administration of IQ tests to US Army recruits
- David Wechsler developed WAIS (Wechsler Adult Intelligence Scale)

- Thorndike’s “Social Intelligence”
- Wechsler’s “Non-intellective” intelligence
- Ohio State studies “task” versus “consideration”
- Howard Gardner’s “Frames of Mind”
Howard Gardner’s “Frames of Mind” (1983)

7 new categories of intelligence:

- Verbal/linguistic
- Logical/mathematical
- Visual/spatial
- Musical
- Bodily/kinesthetic
- Interpersonal
- Intrapersonal
The History of Emotional Intelligence (continued)

1990:
Salovey and Mayer coined the term “Emotional Intelligence“

1995
Daniel Goleman published *Emotional Intelligence*

1998
Daniel Goleman published *Working with Emotional Intelligence*
Understanding Emotional Intelligence

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- The Future
Importance

- History
  - Importance
    - Selection
    - Derailment
    - Success
  - Components
  - Measures
  - Recommendations
  - The future
Importance

Selection

- National US Department of Labor survey:
  Corporations are increasingly listing emotional competencies as criteria for new hires

- Graduate Management Admissions Council survey:
  More companies are seeking MBA’s with emotional intelligence
Importance

Derailment

- **Center for Creative Leadership study:**
  Rigidity, poor relationships and the inability to lead teams are the most common traits of executives who derail

- **Egon Zehnder study:**
  Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a disdain for teamwork
Importance

Success

- Longitudinal studies of Harvard graduates and Foreign Service Officers found that test scores on entrance exams did not predict career success.

- Hay McBer's study of hundreds of executives at 15 global organizations, including Pepsi, IBM, and Volvo found that two-thirds of the competencies deemed essential to success were emotional competencies.

- Daniel Goleman’s analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers.
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The Two Realms of Emotional Intelligence

According to Goleman (1998)...

**Personal Competence**
- Gardner’s intrapersonal intelligence

**Social Competence**
- Gardner’s interpersonal intelligence
The Structure of Emotional Competence

Personal Competence
- Self Awareness
  - Emotional self-awareness
  - Accurate self-assessment
  - Self-confidence
- Self Management
  - Emotional self-control
  - Transparency
  - Adaptability
  - Achievement orientation
  - Initiative
  - Optimism

Emotional Competence
- Self Management
  - Emotional self-control
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Social Competence
- Social Awareness
  - Empathy
  - Organizational awareness
  - Service orientation
- Relationship Management
  - Developing others
  - Inspirational leadership
  - Change catalyst
  - Influence
  - Conflict management
  - Teamwork and collaboration

Adapted from *Primal Leadership* by Daniel Goleman et. al. (HBS Press:2002)
Personal Competence

Self awareness:
Knowing one’s internal states, preferences, resources, and intuitions

Emotional self-awareness: Recognizing one’s emotions and their effects

George Soros

He learned to recognize that a backache signaled time to sell, even before he was consciously aware he had made a bad investment.
Personal Competence

Self awareness:
Knowing one’s internal states, preferences, resources, and intuitions

Accurate self assessment: Knowing one’s strengths and limits

Howard Gardner

“We all spend far too much time trying to remedy our weaknesses rather than building on our strengths”
Personal Competence

Self awareness:
Knowing one’s internal states, preferences, resources, and intuitions

Self-confidence: A strong sense of one's self worth and capabilities

Albert Bandura

- Stanford professor has done decades of research into “self efficacy”
- Confidence determines choices, effort, perseverance, and resilience

Therefore, confidence is self-fulfilling
Personal Competence

Self-Management: Managing one’s internal states, impulses and resources

Emotional self-control: Keeping disruptive emotions and impulses in check

The Marshmallow Study

4 year olds had to pick:

- One marshmallow now
- Two in 15 minutes

Kids who waited did an average of 210 points better on the SAT's more than 10 years later
Personal Competence

Self-Management: Managing one’s internal states, impulses and resources

Transparency: maintaining integrity; acting congruently with one’s values

Andrew Grove

Taking responsibility can be hard…

- CEO of Intel during 1994 Pentium flaw crisis
- The company was “in denial” at first
- He ultimately took personal responsibility
**Personal Competence**

*Self-Management: Managing one's internal states, impulses and resources*

**Adaptability: Flexibility in handling change**

*Carly Fiorina*

- First woman CEO of Hewlett-Packard
- First woman to head a Fortune 50 Company
- She has led a transformation of H-P’s culture and structure

She frequently quotes Charles Darwin:

"It is not the strongest of the species who survive, nor the most intelligent, but those who are most adaptive to change"
Personal Competence

Self-Management: Emotional tendencies that guide or facilitate reaching goals

Achievement orientation: Striving to improve or meet a standard of excellence

Ken Chenault

- Early in his career at American Express, he took a challenging assignment in Merchandise Services
- This department, which sold items to consumers via direct mail, was troubled and was peripheral to the company’s main card business
- Within three years, he had grown sales from $100 Million to $700 million

He balances what colleagues term “unrelenting drive” with friendliness, charisma, and an open-door policy
Personal Competence

Self-Management: Emotional tendencies that guide or facilitate reaching goals

Initiative: Readiness to act on opportunities

Bill Gates

- Reluctantly dropped out of college:
- “Unlike some students, I loved college. However, I felt the window of opportunity to start a software company might not open again”
Personal Competence

Self Management: Managing one’s internal states, impulses and resources

Optimism: Persistence in pursuing goals despite obstacles and setbacks

J.K. Rowling

- *Harry Potter* author was divorced and living on public assistance with her daughter in a tiny apartment in Edinburgh
- The first book in the series was rejected by 10 publishers
Social Competence

**Social Awareness**
- Awareness of others' feelings, needs and concerns

**Relationship Management**
- Adeptness at inducing desirable responses in others
Social Competence

Social Awareness: Awareness of others' feelings, needs, and concerns

Empathy: Sensing others' feelings and perspectives, and taking an active interest in their concerns

Aaron Feuerstein

- Fire destroyed his Malden Mills Polartec factory in 1995
- Personally paid salaries of 2,000 workers for three months while the factory was rebuilt
Social Competence

Social Awareness: Awareness of others' feelings, needs, and concerns

Organizational awareness: Reading a group's emotional currents and power relationships

Colin Powell

- The youngest general ever to be named Chairman of the Joint Chiefs of Staff
- Legendary for the political skills which he has demonstrated at every stage of his career
Social Competence

Social awareness: Awareness of others' feelings, needs, and concerns

Service orientation: Anticipating, recognizing, and meeting customers' or clients' needs

Estee Lauder

Developed innovative “gift with purchase”
Social Competence

Relationship Management: Adeptness at inducing desirable responses in others

Developing others: Sensing others’ development needs and bolstering their abilities

Jack Welch

- General Electric CEO spent 50% of his time on people development
- He knew the names and roles of over 1,000 people at the company
Social Competence

Inspirational leadership: Inspiring and guiding individuals and groups

Ernest Shackelton

- Explorer lead a team of men to Antarctica in 1914
- Their boat, *The Endurance*, was crushed by ice early in the expedition
- He managed to bring them back to safety after more than 600 days in the wilderness
- Shackelton paid close attention to the group’s emotional condition during their trials together
- He created intelligent strategies for helping individuals and the group remain busy and optimistic
Social Competence

Relationship Management: Adeptness at inducing desirable responses in others

Change catalyst: Initiating or managing change

Gordon Bethune

- Took over as CEO of failing Continental Airlines in early 1990’s
- One of his first public acts was to take a group of employees out to the company’s parking lot
- They burned the outdated and constraining employee manual
- This symbolic gesture set the stage for his successful transformation of the airline
Social Competence

Relationship Management: Adeptness at inducing desirable responses in others

Influence: Having impact on others and wielding effective tactics for persuasion

Robert Cialdini

- A maitre d’ at a restaurant in Chicago told people: “Please call if your plans change.”
- Only 10% of no shows called to cancel
- He began asking people “Will you please call if your plans change?”
- As a result, the cancellation rate tripled – 30% called
Social Competence

Relationship Management: Adeptness at inducing desirable responses in others

Conflict management: Negotiating and resolving disagreements

People are susceptible to the “mythical fixed pie”

- People think that win-win situations are win-lose
- They choose struggle when they could negotiate
- Negotiators with emotional competence are much more likely to reach win-win agreements

Mary Parker Follet

- Two sisters fought over an orange
- They didn’t realize that one sister wanted the peel for a cake while the other wanted to make juice
- They split the orange instead of dividing it in a more intelligent way
Social Competence

Relationship Management: Adeptness at inducing desirable responses in others

Teamwork and collaboration: Creating group synergy in pursuing collective goals

- Just as teams are more pervasive in the world of science, they are also becoming more common in business organizations.
- Team synergies can lead to performance that far exceeds the aggregated sum of what individual members can accomplish on their own.
- Individuals are increasingly being evaluated, compensated and promoted based on their ability to work effectively on teams.
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Measures of Emotional Intelligence

The Emotional Competence Inventory (ECI)

- Published by the Hay Group (www.haygroup.com) which licenses the test to accredited administrators
- Based on Daniel Goleman's work
- A 72-item, 360-degree online feedback instrument
- Report details scores by self, peers, and managers on Goleman's 18 competencies
- Each competency can be a strength, a hidden asset, a known development need, or a blind spot
- Has comments section that allows for anonymous comments
Understanding Emotional Intelligence

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Recommendations

- The Future
The Good News about Emotional Intelligence

- Emotional Intelligence is much less fixed than IQ
- Emotional Intelligence can develop over time – Goleman refers to this as “maturity”
- Training, coaching, and feedback can also substantially improve Emotional Intelligence
Recommendations for Emotional Intelligence Training and Development

- Assess the job
- Assess the individual
- Deliver assessments with care
- Gauge readiness
- Motivate
- Make change self-directed
- Focus on clear, manageable goals
- Prevent relapse
- Give performance feedback
- Encourage practice
- Arrange support
- Provide models
- Encourage
- Reinforce change
- Evaluate

(Goleman, 1998)
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The Future of Emotional Intelligence

- Emotional Intelligence will be increasingly important – more need for team-based collaboration across organizations, geography and cultures

- Emotional Intelligence will be used more frequently in the selection, assessment, training and development of employees

- Theories and measurement tools will evolve over time

- One direction for future research is into how Emotional Competencies relate to and enhance one another
Sources


See also [www.eiconsortium.org](http://www.eiconsortium.org) and [ei.haygroup.com](http://ei.haygroup.com)