



EFFECTIVENESS
INSTITUTE

EMOTIONAL INTELLIGENCE AT WORK

When emotional intelligence first appeared on the scene in 1995, it served as a link to a peculiar finding: people with average IQs (i.e., intellectual quotient) outperform those with the highest IQs by up to 70%. This finding created a conundrum around what many people had always assumed was the sole source of success. Decades of research now make it clear that emotional intelligence, or EQ, and not IQ is the critical factor that sets top performers apart.

Emotional intelligence, briefly defined as the ability to engage in productive, successful relationships, is critical to professional success on both the individual and organizational level. Professional success is no longer determined solely by an individual's own performance but by the ability to effectively communicate, influence, delegate, facilitate and collaborate with others in ways that positively impact performance.

When you are selected for a position—whether as a teacher, salesperson, office manager, line worker, CEO or physician—your intelligence qualifies you for the job. However, your colleagues usually have a similar level of intelligence. The range of IQ is narrow among people in the same career field. Once in the field emotional intelligence is the strongest predictor of success. One study tested emotional intelligence alongside 33 other important workplace skills and found that emotional intelligence is the strongest predictor of performance, explaining a full 58% of success in all types of jobs.

The good news is emotional intelligence can be developed. Communication between the emotional and rational aspects of the brain is the physical source of emotional intelligence. Simply stated, we have emotional reactions to events before our rational mind is engaged. Emotional intelligence requires effective communication between the emotional and rational centers of the brain, which is where plasticity comes in. Plasticity is the term neuroscientists use to describe the brain's ability to change. When we learn new skills, our brains make new connections and although the change is gradual our brains can develop new connections.

When you use strategies to increase your emotional intelligence it allows the billions of microscopic neurons lining the pathways between the rational and emotional centers of your brain to make tiny connections to other cells. A single cell can make 15,000 connections with those around it, and this chain reaction of growth makes it easier to demonstrate new behaviors in the future, which can become new emotionally intelligent habits.

EMOTIONAL INTELLIGENCE AND BEHAVIOR STYLES

At the Effectiveness Institute, we have reviewed much of the research on Emotional Intelligence and identified some direct links to Behavior Styles.

The Behavior Style Self assessment focuses on self-awareness, which is one core variable in emotional intelligence. The assessment increases self-awareness by identifying one's Behavior Style preference (which consists of the behaviors one is most comfortable exhibiting) along with the behavior choice demonstrated when one is "getting things done." In addition, the Behavior Style 360 instrument reveals the Behavior Style others see in that individual, which is another dimension of self-awareness.



EMOTIONAL INTELLIGENCE AT WORK, *continued*

Emotional intelligence also includes the variable of social skills, meaning the ability one has to develop effective relationships with others. This links to a critical skill that is taught in the Behavior Style programs of making a positive impact on others. For this to happen, an individual needs to be able to recognize patterns of behavior in real-time and adjust their behavior accordingly. With this ability, an individual is better able to build trust and respect, resulting in more effective relationships.

It is clear that no Behavior Style is inherently more or less emotionally intelligent. All Behavior Styles are necessary, and each has inherent strengths. The degree to which someone develops and demonstrates emotional intelligence will be reflected in how well they are able to recognize these different strengths and manage their impact to create positive outcomes in relationships and workplace performance.

BENEFITS OF DEVELOPING EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Some Statistics:

- Over 50% of employees lack the motivation to keep learning and improving.
- 4 of 10 people cannot work together cooperatively.
- 19% of entry level applicants have adequate self-discipline.
- Development programs generally show poor results.
- 70% of all change initiatives fail due to people issues.
- Lack of impulse control is the primary derailer for people.
- Creating and managing relationships effectively is critical for team success.
- Utilizing diversity promotes creativity.
- Taking responsibility for emotions is a requisite to effective relationships.

Professional Benefits:

- Improve your relationships with colleagues.
- Resolve conflicts effectively.
- Increase job satisfaction.
- Increase skills to influence others in a positive manner.
- Expand your understanding of the needs and motivations of others.
- Increase your contribution to creating an emotionally intelligent organizational culture.

Personal Benefits:

- Lower stress levels.
- Increase confidence and optimism.
- Increase career successes.
- Manage emotions effectively.
- Build stronger personal relationships.
- Improve overall health.