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1

COMPETENCY & EMOTIONAL INTELLIGENCE • 2002 • VOLUME 9 • NUMBER 4

DEVELOPMENTS

- Supporting role profiles at Hagemeyer UK **2**
- Wellingborough Council's all-STARS **3**
- A related tripartite framework at Cereal Partners UK **5**
- Supporting a spectrum of responsibility at the States of Jersey **7**
- Scottish Equitable uses competencies as the bedrock of integrated HR **9**

PRACTICE

- A twin track to refocused performance management at HM Customs and Excise** **11**
- HM Customs and Excise represents one of the British civil service's most visible and pervasive operations, providing uniformed officers who work directly with the public at ports and airports, as well as office-based staff who administer the country's VAT (value-added tax) system. The department's workforce numbers more than 23,000 people, working in its two distinct "businesses" of taxes and law enforcement. John Warner reports on the department's replacement of its existing appraisal system and competency framework. Both had been in place for more than five years and their updating was part of a drive by the chair of Customs and Excise, Richard Broadbent, to streamline human resource processes.

ANALYSIS

- Training and competence in financial services – a regulatory approach to best practice** **18**
- The introduction of new regulations by industry regulator the Financial Services Authority (FSA) has far-reaching implications for the whole of the UK's economically crucial financial sector. Introduced essentially to combat market abuse and build consumer confidence in the industry, Rachel McIlroy explains that the

Regulations also have considerable significance for the management of people in financial services, especially in the fields of training and competence, as Rachael McIlroy explains.

- Twin peaks: competencies for sales and marketing staff** **31**

Modern businesses could not survive without effective sales and marketing staff; so how do they approach the use of competencies for such key roles? To find the answer, we talked to a range of organisations employing sales and marketing staff, reviewed the research evidence, and analysed almost 1,000 competencies relating to these roles.

EMOTIONAL INTELLIGENCE

- The contribution of emotional intelligence to individual and organisational effectiveness** **23**

Geetu Orme and Reuven Bar-On explain how humans are driven to satisfy four basic needs – meaning, self-expression, relationships and balance – all of which are closely linked to emotional intelligence. Targeting development on the emotional intelligence foundations of these needs can improve the effectiveness of individuals and the organisations in which they work.

Contributors

Details of this issue's contributors can be found inside the back cover of the journal.

E I F E A T U R E S

The contribution of emotional intelligence to individual and organisational effectiveness

Geetu Orme and Reuven Bar-On explain how humans are driven to satisfy four basic needs – meaning, self-expression, relationships and balance – all of which are closely linked to emotional intelligence.

Targeting development on the emotional intelligence foundations of these needs can improve the effectiveness of individuals and the organisations in which they work.

We have found in our work that many people appear to be searching for meaning, self-expression, relationships and balance. In light of the fact that this is observed worldwide, we feel that these may represent universal basic human needs. Moreover, we believe that these needs are directly related to emotional intelligence.

In this article, we will first describe what we mean by emotional intelligence, then how these four basic needs are related to it, why this relationship is important for individuals as well as for organisations, and why enhancing emotional intelligence competencies will satisfy these needs and help people become more effective.

THE MEANING OF EMOTIONAL INTELLIGENCE

Emotional intelligence and social intelligence are closely related concepts, both focusing on the use of emotions in coping with daily demands. Some people have suggested that they be referred to simply as “emotional and social intelligence” because they describe two aspects of the same underlying construct. Most definitions of emotional and social intelligence involve one or more of the following basic abilities:

- the ability to understand and express emotions constructively;
- the ability to understand others’ feelings and establish cooperative interpersonal relationships;
- the ability to manage and regulate emotions in an effective manner;

- the ability to cope realistically with new situations and to solve problems of a personal and interpersonal nature as they arise; and
- the ability to be sufficiently optimistic, positive and self-motivated in order to set and achieve goals.

There has been a surge of lay and professional interest in the broad area of emotional and social intelligence from the second half of the 20th century; and there has been an even more dramatic, if not explosive, growth of interest during the past 30 years. This is indicated by an almost 500% increase in the number of publications on the subject that appeared between the 1970s and the 1990s.

In terms of scientific publications alone, there have been more than 3,500 publications from 1970 to the end of the 1990s. Nearly two-thirds of these have been published in the past decade and, especially, during the past five years following the publication of Daniel Goleman’s bestseller *Emotional intelligence: why it can matter more than IQ*. A growing theme in this area concerns the issue of improving the key competencies related to emotional and social intelligence in order to help people and organisations become more effective, productive and successful.

A closer look at these basic components of emotional and social intelligence makes it easier to understand how they are related to our search for meaning, self-expression, relationships and balance. We contend that these needs are directly related to the basic components

The contribution of emotional intelligence

of emotional and social intelligence. More specifically, the search for meaning, self-expression, relationships and balance represent a need, desire and drive to be more emotionally and socially intelligent.

When these needs are sufficiently satisfied and we, thus, become more emotionally and socially intelligent, our general performance and effectiveness increases in many aspects of life at home, school and in the workplace. Moreover, it has been found that emotionally and socially intelligent people are able to understand themselves and others, effectively express themselves, establish cooperative and constructive relationships with others, and balance personal needs with family, social, work and community needs.

We will now discuss each of these basic needs in turn, in an effort to understand their meaning, and their relationship to emotional and social intelligence. We will also highlight the importance of this relationship, and the ways in which each need can be initially measured in an effort to strengthen them and increase our ability to be more effective and successful in life.

When discussing how best to assess the various aspects of these needs that are directly related to emotional and social intelligence, we will be referring to the Bar-On EQ-i. The EQ-i is a well-validated and very reliable test of 15 basic competencies of emotional and social intelligence, and was the first test of this construct to be published by a test publisher (Multi-Health Systems in Toronto, 1996). It is the most popular test of its kind in the world today. This tool offers us a much quicker and more accurate way of collecting concise information that would otherwise require long and extensive interviews.

THE NEED FOR MEANING

Years ago, it was a job. Now, it is a life. When so much time is spent in the workplace, it has to be a place where we want to be. This change in priorities is directly related to a search for meaning, and for a more meaningful life. We are now looking for a job that is a meaningful extension of our lives rather than just a source of livelihood. This search for meaning has begun to influence where people work.

This whole process begins with one very important question: "Who am I?" This question is then related to another important question: "What would I like to do in life?" Everything in our life revolves

around these two questions, the quest for answers to these questions and our interpretation of them.

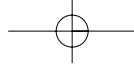
Gaining an understanding of who I am and what I would like to do in my life is directly related to emotional intelligence. More specifically, understanding ourselves is related, first of all, to accurate self-awareness and, second, to self-actualisation.

One important aspect of self-awareness is the ability to perceive and understand ourselves accurately (this ability is measured by the EQ-i Self-Regard scale). Another important aspect of knowing who we are is the ability to be aware of, and understand, our emotions (measured by the EQ-i Emotional Self-Awareness scale). And self-actualisation is what we do with ourselves over time and is based on the ability to strive to set and achieve personal goals as well as to actualise our potential (measured by the EQ-i Self-Actualisation scale). These emotional intelligence underpinnings of the need for meaning are explained in detail below.

Knowing who you are is based on being aware of, and understanding, your inner resources, strengths and weaknesses, and understanding why you think, feel and behave the way you do. These comprise the key ingredients that make up our sense of identity. This also includes a knowledge of our emotions and how to use them to guide our thoughts and behaviour in an intelligent way. Being aware of our emotions, what caused them, and how they affect us and others is the first step to being in control of them, and being able to use them to guide intelligent decisions and behaviour. If one cannot identify one's emotions and differentiate between them, it may lead to decisions and behaviour that could have negative consequences.

People who understand themselves are able to accept their positive and negative attributes, as well as their limitations and possibilities – which is essentially saying: "This is who I am, and I accept myself." This is associated with feelings of inner strength, self-confidence and self-adequacy. And these feelings are vital to success, because they are what you need to set and reach important goals in your private life as well as at work.

In addition to individuals, it is also important for organisations to know their strengths in order to capitalise on them and to know their weaknesses in order to compensate for them. They also need to be aware of emotional undercurrents that exist within the organisation.



The contribution of emotional intelligence

It is vitally important for staff and management to monitor negative trends that develop and address them as early as possible. This general organisational awareness and knowledge can help foster a company culture characterised by a sense of identity.

Weaknesses in understanding oneself are typically associated with low self-esteem, negative attitudes towards oneself and a lack of confidence and adequacy. This often leads to feelings of fearfulness and hopelessness. In organisations, it fosters a culture of defeat and despair, which can create an emotional and social virus that will almost always compromise corporate performance.

Self-actualisation is a life-long striving to realise your underlying potential. It is the ability to set and achieve goals, leading to having a sense of direction in life. Self-actualisation manifests itself in becoming involved in pursuits that lead to a meaningful, rich and full life. It generates enthusiasm and energy that motivates you to continue to be involved in your interests and to work toward your goals.

People with high levels of self-actualisation have a good idea of where they are going, or want to go, and why. They continuously try to find a sense of meaning in life. This need and drive to achieve is one of the strongest factors that distinguish stars from average performers. Weakness in this area implies a lack of direction, lack of purpose, lack of a dream and lack of vision both for individuals and for organisations.

THE NEED FOR SELF-EXPRESSION

The need to express oneself is the desire to convey one's feelings, ideas, beliefs and concerns to others. It is the desire to be heard, and it is deeply anchored in emotional and social intelligence. More precisely, the need for self-expression is closely associated with the ability to convey one's emotions and oneself, in an effective, but non-destructive, way (this ability is measured by the EQ-i Assertiveness scale).

Self-expression comprises the ability to accept and express a wide range of emotions. It also is the ability openly to voice opinions, beliefs and convictions, as well as to disagree with others and stand up for what you think is right.

People who are adept in self-expression are able to express themselves without being overly defensive, arrogant or aggressive. They

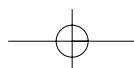
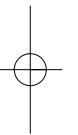
can voice views that are unpopular without being abusive. To be sufficiently skilled in self-expression is a prerequisite for effective communication, and this is one of the most important components of emotional and social intelligence for people who work in sales, marketing and management.

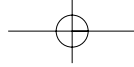
It is important for organisations to encourage constructive self-expression in order to enhance communication between staff and management, within teams and between teams. Organisations that discourage self-expression not only restrict communication, but they also limit the potential for receiving innovative ideas and creative ways of approaching challenges from all levels of management as well as from non-managerial staff.

Lack of assertiveness often leads to feelings of helplessness and powerlessness on an individual level. On the other hand, self-expression that is not adequately tempered by impulse control can create serious problems on a personal as well as an organisational level. This can contribute to terminating sensitive negotiations prematurely, impetuously attempting to close a deal too early, or expressing uncontrolled anger towards colleagues, management or customers.

Therefore, at least one other very important component of emotional intelligence is required to assure effective and non-destructive self-expression: this is the ability to control emotions (measured by the EQ-i Impulse Control scale). People who are effective in controlling their emotions are typically calm, rarely impatient or impulsive, and work well under pressure. Mastering this fundamental skill is extremely important for interpersonal relationships, communication skills and problem-solving techniques. Good impulse control is also an important ability when taking an active part in negotiations. It allows time to be empathic, listen and accurately read social cues.

Weaknesses in impulse control can lead to explosive and unpredictable behaviour. People lacking adequate impulse control are often described as impulsive, hostile, aggressive, abusive and irresponsible. From an organisational point of view, people with low impulse control often have a negative effect on problem-solving and strategic planning. Not being able to control one's emotions leads to making quick but not necessarily accurate decisions, with potentially negative consequences for the individual as well as for the organisation. Problems of violent behaviour in the workplace have their roots in poor impulse control.





The contribution of emotional intelligence

26

VOLUME 9 • NUMBER 4 • 2002 • COMPETENCY & EMOTIONAL INTELLIGENCE

THE NEED FOR RELATIONSHIPS

The need to find meaning in life, and the need to understand and express ourselves are personal needs that we try to satisfy within our intrapersonal world. However, we live in a much larger world alongside other people with whom we are in continuous contact. In addition to our personal needs, we also have to satisfy basic interpersonal needs in order to get along with others, help one another, work and enjoy life together.

The need for relationships is closely related to emotional and social intelligence. More specifically, the end-product of satisfying the need for relationships is the ability to establish and maintain mutually satisfying relationships with others (measured by the EQ-i Interpersonal Relationship scale). At a deeper level, effectively satisfying this basic interpersonal need leads to an ability to identify with other human beings as well as to perform as a cooperative, contributing and constructive group member (measured by the EQ-i Social Responsibility scale). These two emotional and social intelligence competencies are often referred to as “social skills”.

A vitally important key that activates these social skills is empathy. Empathy is our ability to recognise, understand and appreciate the feelings, needs and concerns of others (measured by the EQ-i Empathy scale). It means being able to “read” other people’s emotions.

People who master social skills do well at everything that requires interpersonal contact and interaction, such as sales, customer service, communication, negotiation, teambuilding, management and coaching.

People who have well-developed social skills are typically group-oriented and socially active. They are generally cheerful and fun to be with. Managing our interpersonal relations is essential for successfully navigating through both work and private life. It is vital for team-based activities and skilful leadership. Individuals adept in this skill are frequently the “go-to” people who get involved in critical negotiations and in “fence-mending” endeavours.

Social responsibility, that aspect of emotional and social intelligence which directly influences our ability to identify with others and be a cooperative group member, is extremely important for the way in which we relate with others at home, work and in the community.

People who are strong in this aspect of social skills genuinely seem to care about what happens to others. They have what we call “social consciousness” and typically act in a socially responsible manner. These people are often described as dependable, honest and trustworthy. In the workplace, they are committed employees, who are loyal and can easily identify with organisational goals.

People with weaknesses in this area are typically known for not helping others or not showing concern for what happens to other people. Individuals who have a weak sense of social responsibility are often seen as asocial or even antisocial. Weakness in this area can be devastating for teamwork as well as for the organisation as whole. It will become increasingly difficult for organisations that are weak in this area to establish a team-based culture and to form alliances with other organisations in order to establish themselves in a global environment.

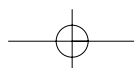
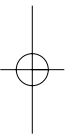
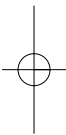
THE NEED FOR BALANCE

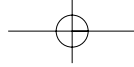
The search for balance is an attempt to satisfy both personal needs (for meaning and self-expression) and interpersonal needs (for relationships) at work and in our private life.

To satisfy both needs, we need to be realistic, flexible and sufficiently adept at solving problems of a personal and interpersonal nature. The ability to do this is based on three important components of emotional and social intelligence. To be realistic depends upon the ability to validate our feelings and thinking in relation to external reality (measured by the EQ-i Reality-Testing scale). To be flexible is directly associated with our ability to adjust our feelings and thinking to new situations (measured by the EQ-i Flexibility scale). And solving problems depends on our ability to define clearly the situation at hand, to generate potentially effective solutions, and then apply the best possible approach (measured by the EQ-i Problem-Solving scale).

People who are realistic are able to keep things in correct perspective. Not only is this important for balancing our personal and interpersonal needs between work and our private life, but strength in reality-testing is important for contributing to activities like conflict resolution, negotiation and strategic planning.

Weakness in this area creates difficulty not only on the individual level but can seriously hinder an organisation’s ability to interact





The contribution of emotional intelligence

BAR-ON EQ-i DESCRIPTIONS

The Bar-On EQ-i is the first scientifically developed and validated measure of emotionally and socially intelligent behaviour. The author is Dr Reuven Bar-On.

Intrapersonal

SR – Self-Regard: The ability to look at and understand oneself, respect and accept oneself, accepting one's perceived positive and negative aspects as well as one's limitations and possibilities.

ES – Emotional Self-Awareness: The ability to recognise and understand one's feelings and emotions, differentiate between them, know what caused them and why.

AS – Assertiveness: The ability to express feelings, beliefs, and thoughts and defend one's rights in a non-destructive way.

IN – Independence: The ability to be self-reliant and self-directed in one's thinking and actions, and to be free of emotional dependency. These people may ask for and consider the advice of others, but they rarely depend on others to make important decisions or do things for them.

SA – Self-actualisation: The ability to realise one's potential capacities and to strive to do that which one wants to do and enjoys doing.

Interpersonal

EM – Empathy: The ability to be attentive to, to understand, and to appreciate the feelings of others. It is being able to "emotionally read" other people.

RE – Social Responsibility: The ability to demonstrate oneself as a cooperative, contributing and constructive member of one's social group.

IR – Interpersonal Relationship: The ability to establish and maintain mutually satisfying relationships that are characterised by intimacy and by giving and receiving affection.

Adaptability

RT – Reality-Testing: The ability to assess the correspondence between what is experienced (the subjective) and what in reality exists (the objective).

FL – Flexibility: The ability to adjust one's emotions, thoughts, and behaviour to changing situations and conditions.

PS – Problem-Solving: The ability to identify and define problems as well as to generate and implement potentially effective solutions.

Stress management

ST – Stress Tolerance: The ability to withstand adverse events and stressful situations without falling apart by actively and confidently coping with stress.

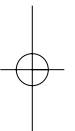
IC – Impulse Control: The ability to resist or delay an impulse, drive, or temptation to act.

General mood

OP – Optimism: The ability to look at the brighter side of life and to maintain a positive attitude even in the face of adversity.

HA – Happiness: The ability to feel satisfied with one's life, to enjoy oneself and others, and to have fun.

The Bar-On EQ-i is a trademark of Multi-Health Systems, Toronto, Canada.



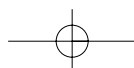
with competitors by interfering with its capability to receive, interpret and use feedback to determine an appropriate course of action in dealing with difficult situations. Companies that have significant weaknesses in this area are characterised by successive misfires, duplication, waste and a sense of being out-of-touch with customers.

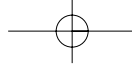
People who are flexible are easily able to modify the way they feel and think about things and can adjust to changing situations and conditions. It is not difficult for these people to balance personal needs with interpersonal needs at home and at work. They are typically open to a diversity of ideas, concerns and needs that are different from theirs. Not only is this attribute an important ingredient in satisfying the need for balance, but personal as well as organisational flexibility is vital in today's rapidly changing environment.

Flexibility is one of the most important prerequisites of high-performing individuals, teams and organisations. It also plays an

important role in managerial competencies such as decision-making, conflict resolution and negotiation. Today, and even more so in the future, individuals and organisations will be required to make instant and rapid changes, scanning and digesting feedback from their environment, and adjusting accordingly. Rigidity will have an ill effect on a company's chances to survive and thrive in the modern era.

The third key factor that facilitates our ability to balance personal and interpersonal needs is problem-solving. This is a complex process that comprises the ability accurately to identify and define problems as well as to generate and implement potentially effective solutions. Problem-solving also involves an ability to foresee the possible outcome of selecting one solution over another. This skill is especially critical for effective strategic planning. Weakness in problem-solving may contribute to illogical solutions, which can be devastating for organisations. It can lead to significant and costly waste for organisations in terms of the additional work that accompanies ineffective solutions to problems.





The contribution of emotional intelligence

CONCLUDING REMARKS

In this article, we have described what employees appear to be searching for based on our experience. We believe that this represents a desire to satisfy basic needs that may even be universal, in that they are voiced worldwide. We have attempted to show that these four needs (for meaning, self-expression, relationships and balance) are very closely related to key components of emotional and social intelligence. Moreover, we postulated that these needs can be substantially satisfied if the relevant underlying components of emotional and social intelligence are strengthened.

The practical application of this article is that it may inspire a new approach to providing consultation to organisations. For example, consultants could explore the degree to which these four needs are satisfied and then combine this input with an EQ profile (based on the results of emotional intelligence assessment) together with other sources of input to help map out a potentially powerful consultation strategy.

Further research into this area will greatly contribute to what we already know about these four basic needs, their relationship to emotional and social intelligence and the ways in which this relationship impacts on personal effectiveness and organisational productivity.

We welcome your comments on this article, as well as suggestions for its application in consultation and requests to participate in the continued research of this approach.

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