



EQ-i key facts

(The Emotional Quotient Inventory was developed by Dr Reuven Bar-On)

Emotional Intelligence (EI) defined:-

The key aim for EI development is improved performance and decision making.

EI addresses the emotional, personal, social and survival dimensions of intelligence, which are often more important for daily functioning than the more traditional cognitive aspects of intelligence (IQ).

EI is concerned with understanding oneself and others. Relating to people and adapting to and coping with their immediate surroundings, to be more successful and perform better in dealing with environmental demands and pressures. People who recognise and can manage their attitudes and feelings and empathise with those of others, are far more likely to function effectively in a range of diverse situations. They are more likely to reach their own potential as well as contributing more effectively to the success of the organisation.

In short, EI is to measure one's 'common sense' and ability to get on in the world.

EI (EQ) is tactical or immediate functioning, Cognitive (IQ) is strategic or long term capacity. IQ accounts for 4-15% of work performance, EQ averages 27% and can be as high as 60% (source: MHS UK)

Language definitions:-

Emotional Intelligence (EI):-

An array of non cognitive abilities, skills and competencies that influence your ability to succeed in coping with environmental demands and pressures.

Emotional Quotient (EQ):-

The 5 composite and 15 sub scales that make up and are measured to assess levels of Emotional Intelligence. The Emotional Intelligence scoring if you like.

Emotional Quotient Inventory (EQ-i):-

The vehicle or tool by which your Emotional Quotient is measured. EQ-i is the first empirically constructed test of Emotional Intelligence commercially available.

Like your IQ, your EQ can be measured. Unlike your IQ which is theoretically fixed, your EQ can be improved and developed.

What is EQ-i used for?

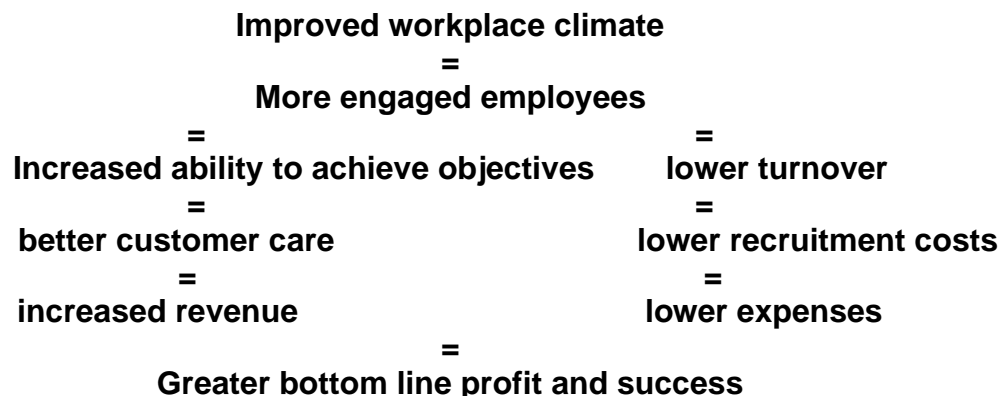
- Developing more effective leaders
- Reducing Stress
- Reducing absenteeism
- Increased well being
- Maximising productivity
- Improved decision making
- Improved performance
- Recruitment and selection
- Change management
- Competency profiling and benchmarking
- Training design and evaluation

How does Emotional Intelligence enable high performance?

- Helps generate enthusiasm and optimism in an organisation
- Emotions play a large role in our outward displays and behaviours
- Regulating emotions effectively contributes to the ability to solve problems with minimal stress
- Allows for more flexibility, consideration for alternative scenarios and a decrease in rigidity in decision making.
- Tangible development areas might focus on:-

Resourcefulness	Compassion and sensitivity
Persistence	Straightforwardness
Decisiveness	Composure
Leading employees	Work/life balance
Confronting problem employees	Self awareness
Building and mending relationships	Putting people at ease
Improved teamwork	Organisational commitment
Greater job satisfaction	Improved overall effectiveness
Staff reviews	Commercial negotiations

The business case for EI development:-



The 5 composite and 15 sub scales that make up EQ:-

Since 2000 the EQ-i has been administered to almost 42,000 people in 36 countries, building up a voluminous data bank and uncovering incontrovertible links between Emotional Intelligence and proven success in people's personal and working lives.

What does it assess? According to Reuven Bar-On, EI is made up of 5 'realms' that can be subdivided into 15 'scales':-

1. The Intrapersonal Realm

- a. Self-Awareness
- b. Assertiveness
- c. Independence
- d. Self-Regard
- e. Self-Actualization

2. The Interpersonal Realm

- a. Empathy
- b. Social Responsibility
- c. Interpersonal Relationships

3. The Adaptability Realm

- a. Problem Solving
- b. Reality Testing
- c. Flexibility

4. The Stress Management Realm

- a. Stress Tolerance
- b. Impulse Control

5. The General Mood Realm

- a. Happiness
- b. Optimism

About Dr Reuven Bar-On:-

Dr. Reuven Bar-On is a clinical psychologist and a senior psycho diagnostic consultant for a variety of institutions and organizations in Israel, including the Israeli Defense Forces, ministries, and other government offices. He received his PhD. in Psychology from Rhodes University (South Africa) in 1988. He has also received a lectureship at the Tel Aviv University Medical School in the Department of Family Medicine. Dr. Bar-On has researched the area of emotional and social intelligence since 1980, and his research has crossed borders into more than 12 countries in an effort to develop a cross-cultural approach to describing and

assessing the emotional, personal, and social components of intelligent behavior. As an international expert in the field of emotional intelligence, he lectured extensively on his work, has presented his findings at professional conferences, and has been interviewed around the world.

Features of the Bar-On EQ-i:-

- EQ-i is the first empirically constructed test of EI commercially available
- The normative database is made up of 4000 participants
- Backed by 17 years of research
- An EQ profile can improve and be developed, repeat measures evaluate a coaching programme or development intervention
- Response quality control is measured over four validity indices
- Built in correction factor to adjust for response bias
- Good statistical reliability and validity, the inconsistency index averages .76 over the scales
- A scientifically derived and tested tool, the culmination of 25 years theoretical and empirical academic and applied research
- At least 500,000 administrations undertaken
- Versatility of the tool reflects usage in corporate, educational, clinical, medical and research settings
- Individual and Group measures available
- Use within performance development and assessment initiatives
- An easy to use measure.

UK and International companies using EQ-i to enhance performance:-

Accenture	J Sainsburys	Air Canada
BBC	William Hill	FBI
BAE Systems	Royal Air Force	US Air Force
May Gurney	Local Govt authorities	Fujitsu
McDonalds	UK regional Police forces	United Nations
Microsoft	MBA and management schools	Unicef
NHS	Deutsche Bank	Australian Institute of Sport
American Express	Shell	Telecom
Budget Rental	Pfizer	

Corporate case studies:-

American Express – After attending an emotional competence programme Financial Advisors sales increased 18%. In regions where the programme took place there was an 11% improvement on performance versus managers who did not attend. American Express 1997.

US Air Force – the USAF found that using EI assessments to select recruits they increased their ability to predict successful recruits by nearly 3 fold. The immediate gain was a savings of \$3m annually. Handley and Bar-On 1998

EQ scoring was used to predict the success of debt collectors. Star performers collected 100% of quota whilst low performers collected 47%. Commercial Financial Services 1998.

There are clear signs that EI is becoming mainstream, for example:-

- There will soon be a large pilot scheme for [emotional literacy training](#) in UK schools
- It is increasingly being seen as an essential requirement for good leadership
- Many companies are now providing EQ training for their employees
- The UK [police force](#) is seriously considering extending EQ training throughout the force

Final thought, the new leaders:-

People understand the what of leadership, IQ, strategy, management and implementation, however we operate false assumptions about how to lead.

Transformational leaders influence the corporate culture and environment, they provide deeper meaning and vision, a sense of individual consideration and are very instrumental in times of turbulence and crises.

Smart is no longer enough – emotions and mood also matter as they are contagious for ourselves and others. Emotions influence thought, our thoughts lead to certain attitudes reflecting behaviour and performance, either good or poor.

Experience: Jonathan Hill is a qualified performance and leadership coach whose career includes 10 years Blue Chip industry experience working for both Coca-Cola and Red Bull UK.

Training credentials: Jonathan is a qualified coach and NLP practitioner under the UK's Coaches Training Institute and ITS, both programmes are accredited by the International Coaching Federation. Jonathan is also a qualified consultant for Emotional Intelligence development via Multi Health Systems UK.

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