

Emotional Intelligence

“Anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy.”

-Aristotle

Richard P. Himmer



Emotional Intelligence

Sales is a challenging profession and motivating ones self or an entire sales force is a constant battle. How does a sales manager or business owner transfer selling skills into their personnel and transform them into top producers?

A unique aspect of top sales producers is that they can rarely articulate their secret to success. They know what to do but they don't how to teach it. They often cannot explain why it works either. Many of these top producers are promoted based on their ability to sell but not on their ability to train.

This same phenomenon occurs at the corporate level with employees who are promoted based on their technical skills into leadership positions that require a different set of skills.¹ The constant cycle of promoting the most technically capable for a position they are not qualified to handle is the difference between can-do and will-do employees.²

Can-do employees have the skills necessary (competency) for the position. Will-do employees have the desire, but when the desire is insufficient to make up for a lack of skills, frustration permeates the office. The big question is how to get a can-do and a will-do employee packaged into the same person.

Why Emotional Intelligence?

Why should you be concerned with Emotional Intelligence or emotions at all for that matter? From a business perspective, the industry has preferred hard skills (IQ and technical) to soft skills (social and emotional) for decades. The

¹ Robert Hogan, "Trouble at the Top: Causes and Consequences of Managerial Incompetence," *Consulting Psychology Journal: Practice and Research* 46, no. 1, Issues in the Assessment of Managerial and Executive Leadership (1994): 9–15.

² W.C. Borman et al., "Industrial and Organizational Psychology," in *Handbook of Psychology*, vol. 12, Eds. (Hoboken, NJ: John Wiley & Sons, Inc., 2003).

business world took their cues from Western Universities who have taught a separation of thought and emotion since the 12th Century. These European Universities believed that rational thought was the sole source of success and emotions and feelings were out of place and unteachable.³

Daniel Goleman's book *Emotional Intelligence: Why It Can Matter More than IQ* created a flood of interest in the area of soft skills. Finally the business world has hard evidence on which to base a paradigm shift into what makes a successful leader, manager, salesperson, accountant, engineer, customer service rep, or administrative assistant. The ratio of success attributed to hard skills (20%) is less than half as compared to soft skills (47%).⁴

Emotional Intelligence is not a fad or a trend. Social scientists have been asking questions and researching a veritable gap in literature on the traits, behaviors, or skills of a successful person for the past 100 years. Have you ever taken a personality or competency test? This is a result of companies protecting their assets and searching for the maximum return on investment before hiring.

A significant breakthrough in this research came during the 1980s when Reuven Bar-On developed his hypothesis of a person's Emotional Quotient (EQ) as a parallel to IQ. This hypothesis remained untested until Dr. Bar-On developed the EQ-i in 1985, which stands for Emotional Quotient Inventory. Now after 500,000 tests, the hypothesis has substantial research and data to support the original premise.

While all this was going on Dr. Martin Seligman and Dr. Mihaly Csikszentmihalyi (pronounced: chick-sent-me-hi) developed the concept of positive psychology. For over 100 years the world of psychology has focused

³ Ph D. Reuven Bar-On, *Bar-On Emotional Quotient Inventory, Technical Manual* (Multi Health Systems, Inc., 1997).

⁴ Steven J. Stein and Howard E. Book, *The EQ Edge: Emotional Intelligence and Your Success*, 3rd ed. (Jossey-Bass, 2011).

their attention on what is broken. The field is full of experts who can tell you what's wrong and not functioning. Sometimes they can pinpoint a number of causes for why you are messed up, but the jury is out if that makes things any better or not.

However, they are wholly unprepared to deal with what works.⁵ Positive psychology parallels Emotional Intelligence in that they both focus on what works and how to develop the skills that generate greater happiness. Happy people are more successful in what they do. They are sick less, they sleep better, they have better marriages, and they get along better with people.⁶ Happy people also learn quicker and contribute to a positive corporate climate.

Definition of Emotional Intelligence

Emotional Intelligence is a “set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.”

Emotional Intelligence is the ability to identify, assess, and control your own emotions and the emotions of others including groups. It is the ability to effectively understand oneself and to possess the ability to adapt and cope with immediate surroundings. This fosters increased success in problem solving, stress tolerance, and impulse control.⁷

A Brief History of Emotional Intelligence

Peter Salovey and John D. Mayer coined the term 'Emotional Intelligence' in 1990 describing it as "*a form of social intelligence that involves the ability to*

⁵ Martin E. P. Seligman and Mihaly Csikszentmihalyi, “Positive Psychology: An Introduction,” *American Psychologist* 55, no. 1 (January 2000): 5–14.

⁶ Martin E. P. Seligman, *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment* (Free Press, 2004).

⁷ Bar-On, *Bar-On Emotional Quotient Inventory, Technical Manual*.

monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action".

Salovey and Mayer also initiated a research program intended to develop valid measures of Emotional Intelligence and to explore its significance. For instance, they found in one study that when a group of people saw an upsetting film, those who scored high on emotional clarity (which is the ability to identify and give a name to a mood that is being experienced) recovered more quickly. In another study, individuals who scored higher in the ability to perceive accurately, understand, and appraise others' emotions were better able to respond flexibly to changes in their social environments and build supportive social networks.

In the 1990's Daniel Goleman became aware of Salovey and Mayer's work, and this eventually led to his book, *Emotional Intelligence*. Goleman was a science writer for the New York Times, specializing in brain and behavior research. He trained as a psychologist at Harvard where he worked with David McClelland. McClelland was among a growing group of researchers who were becoming concerned with how little traditional tests of cognitive intelligence told us about what it takes to be successful in life.

Goleman argued that it was not cognitive intelligence that guaranteed business success but Emotional Intelligence. He described emotionally intelligent people as those with five characteristics⁸:

1. They were good at understanding their own emotions (self-awareness).
2. They were good at managing their emotions (self-management).
3. They had the ability to constantly strive for more learning, understanding, and developing greater skills (self-motivation).
4. They were empathetic to the emotional drives of other people (social awareness).

⁸ Daniel Goleman, *Emotional Intelligence* (Bloomsbury Paperbacks, 2010).

5. They were good at handling other people's emotions (interpersonal relationships).

Results of Emotional Intelligence Research

"An ounce of performance is worth pounds of promises."

—Mae West

In order to fully appreciate the wide implications of learning the soft skills of Emotional Intelligence, research has been conducted in a myriad of fields to illustrate the influence of developing social skills that increase happiness and financial success.

Insurance Sales

Findings in a study identifying the training needs for Life Insurance agents found 10 competencies necessary for an agent to become successful. Out of the 10 categories, eight of them are Emotional Intelligence related, and only two of them are IQ related⁹. Here is the list:

1. Problem solving
2. Emotional Intelligence
3. Communication
4. Collective competence
5. Using IT (technical skill)
6. Diversified financial service - products (technical skill)
7. Understanding customer needs
8. Ethics
9. Culture compatibility
10. Professional knowledge (technical skill)

⁹ Chiang-Ku Fan, Bao-Huey Hwang, and Chen-Liang Cheng, "Identifying the Training Needs for Life Insurance Sales Representatives via Grey System Method," *Journal of Grey System* 18, no. 4 (December 2006): 391–402.

In a summary brief from the University of Kentucky research indicates, “emotional calibration predicts sales outcomes and behaviors beyond cognitive ability and cognitive calibration, highlighting the importance of not only knowing how to use one’s emotions but also believing that you know how to use them.”

Martin Seligman convinced Met Life to permit him access to all of their new recruits for one year. He administered tests in three areas. The first two would be considered traditional, while the third was to test his hypothesis. The test covered 1) personality, 2) IQ, and 3) optimism. At the end of one year, he discovered that traditional tests did not predict success, but the salespeople who scored high in optimism sold 33 percent more insurance than those who scored low. After two years the optimistic group were 50 percent more likely to be thriving in their position.

The top six factors that account for success in the insurance industry are in order:¹⁰

1. Assertiveness
2. Happiness
3. Self-Regard
4. Self-Actualization
5. Stress tolerance
6. Optimism

Financial Sector

Numerous studies have shown that emotional intelligence is linked to success at work. In the first study undertaken at Planter’s Bank, the Philippines 5th largest bank, IQ accounted for less than 1 percent of the work assessed, but EQ accounted for 27 percent of their success.

¹⁰ Stein and Book, *The EQ Edge*.

A similar study conducted for the Canadian Imperial Bank of Commerce supported the link between emotional intelligence and success on the job. In a study for financial sales professionals, EQ skills accounted for 32 percent of booked sales and 71 percent of pipeline sales¹¹.

The top six categories of Emotional Intelligence in the financial sector are:

1. Interpersonal skills
2. Self-actualization
3. Empathy
4. Flexibility
5. Stress tolerance
6. Reality testing

Kate Cannon formerly of American Express Financial Services used the EQ-i to measure 52 financial advisors and then sent them through emotional competence training. Their sales increased 18 percent after the training and many of them reported greater success in dealing with situations in their personal lives.¹²

Marriage

It should come as no surprise that couples who have higher EQ scores experience greater satisfaction in marriage. Here are the top indicators for a successful marriage¹³:

1. Self-regard
2. Self-awareness
3. Optimism
4. Interpersonal relationships

¹¹ Ibid.

¹² Consortium for Research on Emotional Intelligence in Organizations

¹³ Ibid.

5. Self-actualization

Top Guns

One of the largest studies conducted was with the U.S. Air Force. In 1996 the turnover rate was approximate 50 percent, which is considered sky high. Each 'bad hire' cost the air force about \$30,000, not to mention the human costs, strain on the family and the emotions. The EQ-i was administered to 1,171 recruits to determine is an accurate measurement of success could predict performance.

The five factors that provided the highest predictability were assertiveness, empathy, happiness, self-awareness, and problem solving. Those recruits who scored well in these five areas were 2.7 times more likely to succeed, and of the 262 recruits who scored highest, 95 percent met or exceeded their quota ¹⁴.

The Education System

A meta-analysis was conducted on 668 evaluation studies of SEL (Social and Emotional Learning) programs from preschoolers to grade 12 by Roger Weissberg, the director of the Collaborative for Academic, Social and Emotional Learning at the University of Illinois at Chicago. SEL is a program instituted in preschool and K – 12 schools that teaches children the skills of Emotional Intelligence. Here are some of the results. ¹⁵

- Up to 50 percent of children showed improve achievement scores
- Up to 38 percent improve their grade point averages
- Incidents of misbehavior dropped by an average of 28 percent
- Suspensions dropped by an average of 44 percent
- Attendance increased

¹⁴ Ibid.

¹⁵ Ibid.

- 63 percent of the students demonstrated significantly more positive behavior

Summary

Tests and assessments such as Myers-Briggs, the Kolbe, and the Birkman measure a static trait, behavior, or type of personality. An IQ test measures cognitive ability inherited from birth. Both personality tests and intelligence quotients are fixed numbers and change relatively little over the course of a lifetime.

Emotional Intelligence can change and in fact it is expected to change. However, that part is up to you. One of the sub-scales of Emotional Intelligence is the desire for learning and change (self-motivation). A person who is a life-long-learner is simply happier and more successful.¹⁶ It is a choice.

IQ and personality have limited choices. The ability to effectively communicate, understand your own feelings and the feelings of others is a learned skill. Again, it's a choice.

Using the EQ-i assessment, a skilled consultant can actually predict aspects of success within the work and home environment. The power of the test is not the predictive capability, but rather the self-discovery that is a by-product of the debriefing. (A one-hour consultation on the results of your individual test.)

Professionals who engage in self-improvement and focus on the skills of Emotional Intelligence have a higher probability of success in their chosen field. For some, the direction may take on deeper meaning as the results are analyzed. Insights are discovered and assumptions are questioned as you develop a greater awareness of who you are and what you can become. The

¹⁶ Seligman, *Authentic Happiness*.

day of self-deception¹⁷ is no longer going to be socially acceptable with the technology of the EQ-i assessment and positive psychology.

There are many tools to assess emotional intelligence. PyrBlu uses the most scientifically based tool created through the research of Dr. Reuven Bar-On call EQ-I 2.0 through Multi-Health Systems.

For emotional intelligence assessments, please call PyrBlu at

253-851-0350 or email EQi@pyrblu.com.

Assessments are conducted confidentially and coaching can be done via phone or in-person. Group discounts for teams of 10 or more. Emotional Intelligence training is conducted in workshops and on a personal basis.

Learn more at www.PyrBlu.com

Reach us at

coach@pyrblu.com

253-851-0350



¹⁷ The Arbinger Institute, *Leadership and Self-Deception: Getting Out of the Box*, Second ed. (Berrett-Koehler Publishers, 2010).

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