

Emotional Intelligence as an Organizational Asset

Louise Altman, OD Consultant
Intentional Communication Consultants
858.350.5550
info@intentionalcommunication.com

George Altman, OD Consultant
Intentional Communication Consultants
858.350.5550
info@intentionalcommunication.com

95th ISM Annual International Supply Management Conference, April 2010”

Abstract: Emotional Intelligence as a practical tool can influence every aspect of organizational life: sales performance, leadership, decision making, organizational change, gender and diversity issues, recruitment, stress and conflict management.

A widely circulated report in the Harvard Business Review reveals that two out of every five new CEOs fail within their first 18 months on the job. The study of 5,247 hiring managers, conducted by Leadership IQ, further discloses that there is an equally alarming failure rate among newly hired employees from the executive ranks through those of middle management.

According to the report, of the survey respondents that collectively hired more than 20,000 employees during the three-year research period, 46% of newly hired employees will fail within 18 months, while only 19% will achieve certain success. The study further found that 26% of new hires fail because they can't accept feedback, 23% cannot understand and manage emotions, 17% lack the drive to succeed, 15% have the wrong temperament for the job, and 11% lack key skills. Overall, the primary reason for failure was attributed to poor interpersonal skills, which 82% of hiring managers admit to having overlooked in the hiring process.

In a paper prepared by Cary Cherniss, Ph.D., for the Consortium for Research on Emotional Intelligence in Organizations, an effective case was made for the contribution EI has on an organization's bottom line. Included in the results are the following:

- An analysis of more than 300 top-level executives from fifteen global companies showed that six emotional competencies distinguished stars from the average: Influence, Team Leadership, Organizational Awareness, self-confidence, Achievement Drive, and Leadership (Spencer, L. M., Jr., 1997).
- For 515 senior executives analyzed by the search firm Egon Zehnder International those who were primarily strong in emotional intelligence were more likely to succeed than those who were strongest in either relevant previous experience or IQ. In other words, emotional intelligence was a better predictor of success than either relevant previous experience or high IQ. More specifically, the executive was high in emotional intelligence in 74 percent of the successes and only in 24 percent of the failures. The

study included executives in Latin America, Germany, and Japan, and the results were almost identical in all three cultures.

- Experienced partners in a multinational consulting firm were assessed on competencies plus three others. Partners who scored above the median of the 20 competencies delivered \$1.2 million more profit from their accounts did other partners – a 139 percent incremental gain (Boyatzis, 1999).

This workshop will look at emotional intelligence as a concept and present an overview of the core EI competencies as they relate to workplace relationships and performance. An emotional competency is a skill that can be learned that strengthens one's emotional intelligence, and when translated into the workplace can result in superior customer service, cohesive teams, greater ability to manage change and conflict and less stress – just to name a few of its potential positive benefits.

In order to respond to an often-stated belief that “there is no place for emotions in the workplace” and to address the skeptical view that its all “pop psychology,” there will be a **brief** overview of the neuroscience behind emotional intelligence clarifying why emotional intelligence is so important and really matters.

The research shows that the emotional part of the brain learns differently from the thinking brain. Becoming emotionally intelligent is not the same as reading a technical manual and applying the information immediately. In other words, it is not single trial learning. The brain processes information relating to emotions differently than analytical data and logical reasoning. These are two distinctly different skill sets that need to be developed.

This awareness of the neuroscience underlying emotional intelligence has major significance in how organizations approach leadership and executive development training, mentoring and coaching.

Participants in this workshop will also have the opportunity to take a brief emotional intelligence assessment and get a sense of their strengths and weaknesses associated with the EI competencies. For example, below are just two statements representative of the EI competencies. Answer the statements honestly to reflect what you actually do on a regular basis. Do not over-think your response.

A= ALWAYS, F= FREQUENTLY, S=SOMETIMES, R= RARELY, N=NEVER

I am aware of the message that my non-verbal communication conveys to others.

I am empathetic toward others even when I disagree with their perspectives.

REFERENCES

Book references: Goleman, Daniel, Richard Boyatzis and Annie Mckee. Prlmal Leadership, Harvard Business School Press, Boston, MA 2002