



The Business Case for Emotional Intelligence

Creating Breakthrough Results

What is Emotional Intelligence?

Emotional Intelligence (EI) is the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.

Why Emotional Intelligence matters

There is ample evidence that emotional intelligence is a better predictor of success for executives than IQ, industry experience or technical expertise. Emotionally intelligent leaders produce better bottom line results, create higher performing work cultures and have superior interpersonal relationship skills. That is why MBA schools build Emotional Intelligence into their curriculum and law firms like Torys and Goodmans are using Emotional Intelligence for partner development.

As stated by Warren Bennis, internationally renowned leadership author and researcher, *“IQ is a threshold competence. You need it, but it doesn’t make you a star. Emotional Intelligence can.”*

The Emotional Intelligence Competency Model

The model, derived from *Haygroup’s* world-class competency database, has 18 competencies organized into four clusters. Each competency is a learned capability based on emotional intelligence that contributes to effective work performance. The model is the basis for *Haygroup’s* confidential, on-line 360-feedback assessment instrument.

Self-Awareness	Social Awareness
<ul style="list-style-type: none"> • Emotional Self-Awareness • Accurate Self-Assessment • Self-Confidence 	<ul style="list-style-type: none"> • Empathy • Organizational Awareness • Service Orientation
Self-Management	Relationship Management
<ul style="list-style-type: none"> • Self-control • Transparency • Adaptability • Achievement • Initiative • Optimism 	<ul style="list-style-type: none"> • Developing Others • Inspirational Leadership • Influence • Change Catalyst • Conflict Management • Teamwork & Collaboration

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- Partners in a global consulting firm scoring above the median on 9 of the 20 competencies delivered a *139% gain in profitability vs. other partners*.
- In a large consumer products company, 87% of executives demonstrating high levels of emotional competence performed in the top third of all executives, *out performing their targets on average by 15-30%*.
- In an international study of 500+ executives placed by Egon Zehnder, EI was a better predictor of success than either relevant previous experience or high IQ. Results were identical in North and South America, Europe and Japan.
- Research by the Centre for Creative Leadership has found that the primary causes of derailment in executives involve gaps in emotional competence.
- A study of 4000 executives, correlated with climate surveys filled out by those who worked for them, indicates that *50-70% of employees' perception of working climate is linked to the Emotional Intelligence characteristics of the leader*.
- 87% of beverage company executives with high EI were in the top third for salary bonuses linked to performance (McClelland, 1999).

Emotional Intelligence is critical in leadership effectiveness

- communicating effectively – managing conflict, resolving disagreements, interpersonal skills
- creating high performance cultures – inspiring and guiding individuals and groups
- cultivating team effectiveness – collaborating, cooperating with others toward shared goals
- leading change efforts – initiating, managing change

The good news about Emotional Intelligence

The good news is that with awareness, motivation and coaching, Emotional Intelligence can be developed, behaviours can be altered, leadership styles can be changed and high performance cultures can be created.

How we partner with Clients to build Emotional Intelligence

Individual and team assessments inform all of our coaching and consulting with clients:

- Executive coaching
- Leadership development
- Team building, organization effectiveness, cross cultural initiatives

Give us a call Learn how **Partners in Performance** can help you develop Emotional Intelligence in your organization.

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Sources:

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- Goleman, D., Boyatzis, R., McKee, A. (2002) Primal Leadership. Boston, Harvard Business School Publishing.
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