

Emotional Intelligence: Assessment & Use

Presented at
The 26th Annual IPMAAC
Conference on Personnel Assessment
By
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Human Capital Development, Inc.

Learning Objectives

- To introduce the 3 major models of EQ
- To introduce 2 tools for examining EQ; one coaching tool and one analytical tool
- To examine links between the Five Factor Personality Model and Emotional Intelligence

**What is your company's
most important
asset?**

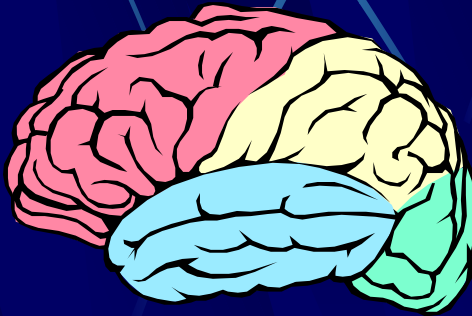


Did You Say PEOPLE?

Consider. . . .

- What are the things that make a person a liability?
- What are the things that make a person an asset?

**Surprisingly These Two
Lists share
ONE COMMON SOURCE!**



The Human Brain

**HUMAN BEINGS HAVE
[at least] 2 KINDS OF
INTELLIGENCE**



Intellectual

AND



Emotional

Intellectual Intelligence



Intellectual intelligence is our ability to learn consciously, to create knowledge, to reason, envision possibilities, generate alternatives, and make informed, value-based decisions.

What is Emotional Intelligence [EQ?]



Major Players:

- Daniel Goleman – whose best seller introduced the ideas to most people. He is working on an instrument to measure EQ.
- Robert K. Cooper – whose views are focused on leadership. He has coauthored the EQ Map which allows people to identify how they have used EQ during the past 30 days
- Reuven Bar-on – who has developed an instrument for measuring EQ ability. It has 17 years of research behind it.

Goleman's Definition:

“Emotional intelligence” refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.

Goleman “Working with Emotional Intelligence” 1998

Bar-on's Definition

[Emotional Intelligence] is

“...an array of noncognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures.”

Emotional Intelligence
is the ability to...

- Sense
- Understand, and
- Effectively apply the power and acumen of emotions as a source of:
 - Energy
 - Information
 - Creativity
 - Trust
 - Connection

Cooper, EQ Map

Each Intelligence Contributes

Intellectual Intelligence

- academic learning
- language
- rational thought
- analysis

IQ

Emotional Intelligence

- Intra-personal competence
- Interpersonal or social competence

EQ

PERMANENT versus DEVELOPMENTAL



IQ

Is relatively Permanent

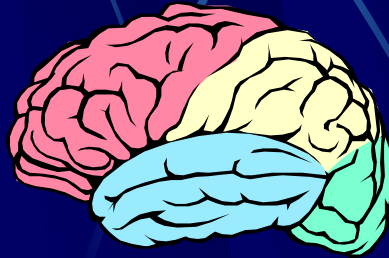
EQ

Is Somewhat Developmental



**Each of these resources . . .
Comes from a different part of
the Brain**

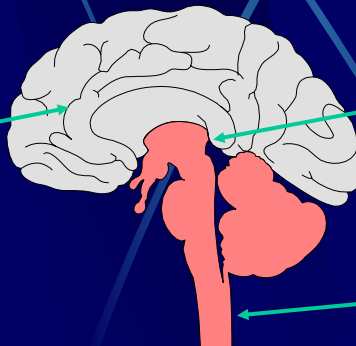
Intellectual Intelligence [Cerebral Cortex]



Emotional Intelligence [Limbic System]

Neuroscience and EQ

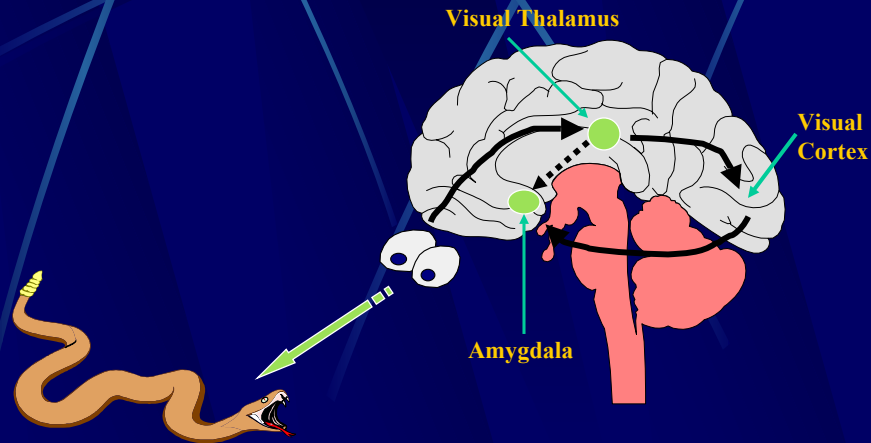
**Neocortex:
Thinking Brain**



**Limbic System:
Emotional Brain**

**Brain Stem:
Primitive Brain**

The Emotional Brain



From Joseph Le Douarin, *The Emotional Brain*, 1996.

*“All of the experiences you’ve acquired
in your life and work are not sterile facts,
but emotionally laden memories
stored in the brain.*

*Your life wisdom presents itself as
instantaneous hunches and gut
feelings....and can dramatically
increase accuracy and efficiency of
the decision process.”*

Robert K. Cooper, *Executive EQ*, 1997, pg. 47

**It's not just how
smart you are but
how you are smart!**

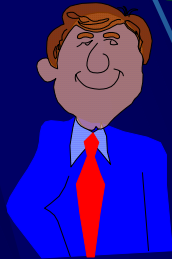


NEXT: Let's look at 2 models in a little more detail!!

EQ

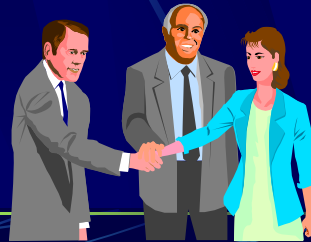
Goleman:

*EMOTIONAL INTELLIGENCE IS
COMPRISED OF TWO SETS OF
COMPETENCIES:*



***Personal
Competencies***

***Social
Competencies***

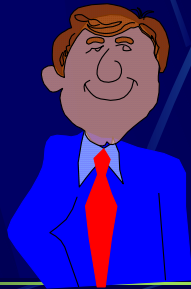


Personal Competencies

- **Self Awareness**
- **Self-Regulation**
- **Motivation**

PERSONAL COMPETENCIES

SELF AWARENESS: Emotional Awareness, Self Assessment, Self-Confidence



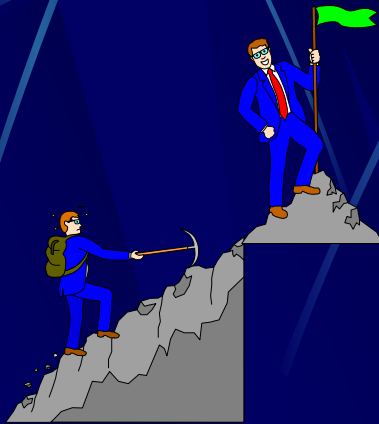
This is how much we understand ourselves and have confidence in our feelings and abilities.

SELF-REGULATION: Self-control, Trustworthiness, Conscientiousness, Adaptability, Innovation



This is how well we behave under stress. Can we be counted on to use our emotions to help us achieve ends without harming ourselves or others?

MOTIVATION: Achievement drive,
Commitment, Initiative, Optimism



This is how we use our emotions to motivate us to work through the hard times and achieve our goals.

Social Competencies

- **Empathy**
- **Social Skills**

SOCIAL COMPETENCIES

This is how we use our emotions and abilities in our relationships to achieve personal and business goals.

Empathy:

Understanding others, Developing others, Service Orientation, Leveraging Diversity, Political Awareness

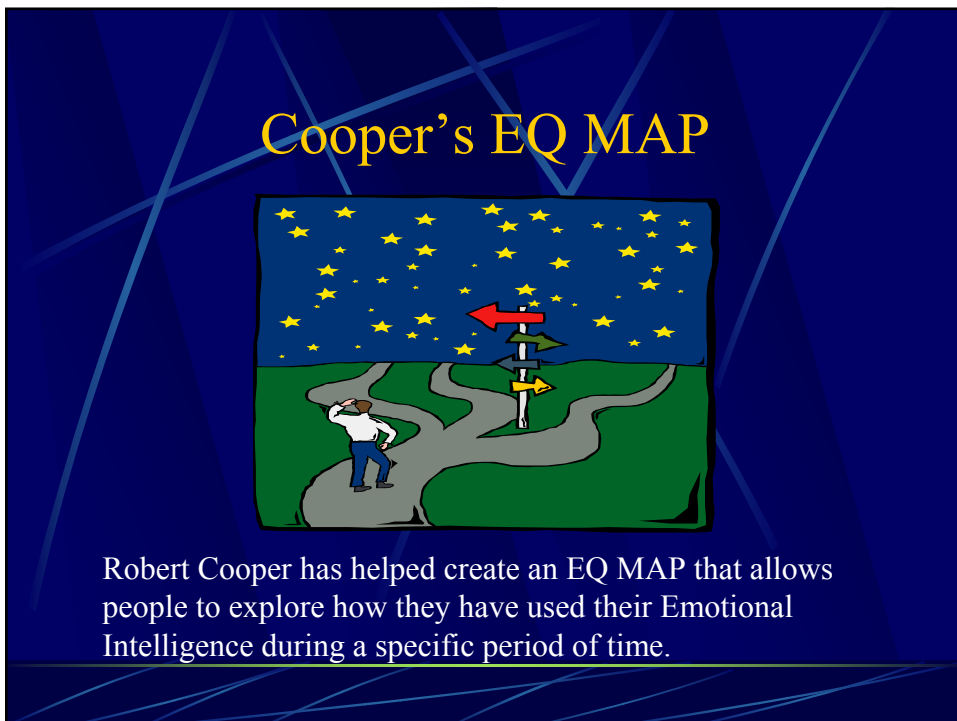
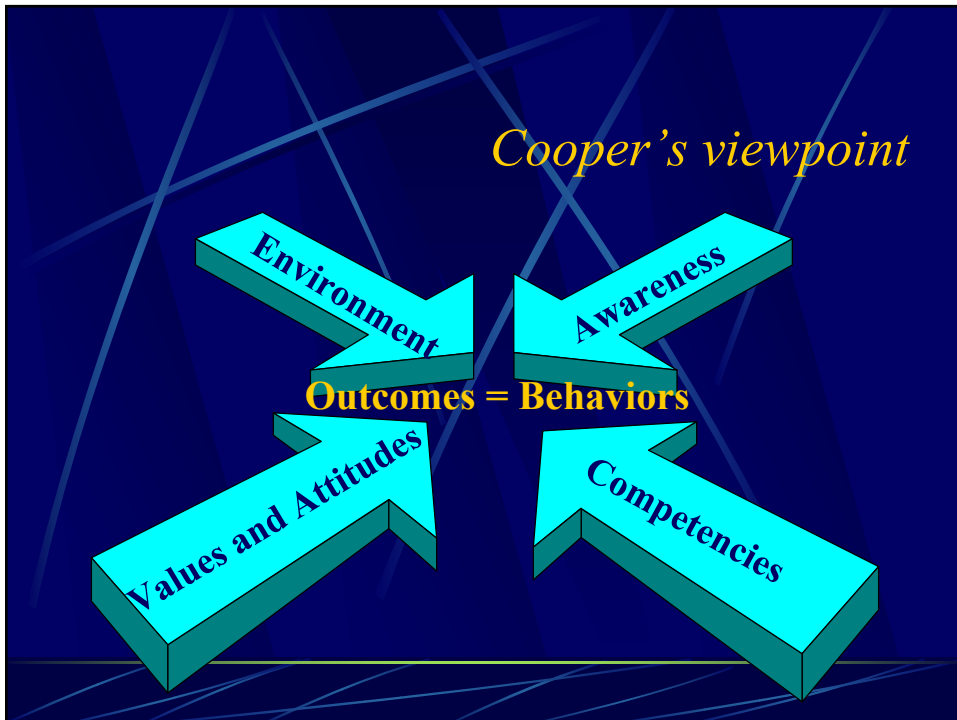


This is how sensitive we are to people, both their feelings and their potential.



Social Skills:

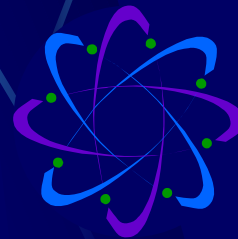
Influence, Communication, Conflict Management, Leadership, Change Catalyst, Building Bonds, Collaboration, Team Synergy





Current Environment

- Your current life circumstances, at home and at work.
- Sets the context for exploring your EQ capacities.
- What is the relationship between pressures and satisfactions?



Dimensions of Emotional Intelligence

Emotional Awareness

- Emotional Self Awareness
- Emotional Expression
- Emotional Awareness of Others

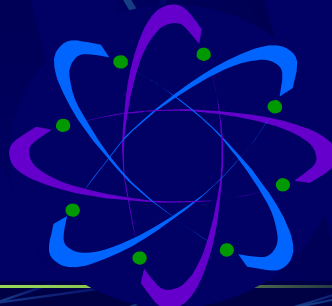


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Emotional Competencies

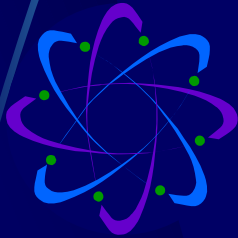
Fundamental skills and behavior patterns developed over time with which we respond to

- people
- events
- circumstances



Dimensions of Emotional Intelligence

Emotional Competencies:

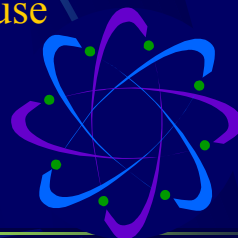


Intentionality
Creativity
Resilience
Interpersonal Connections
Constructive Discontent

Values and Attitudes

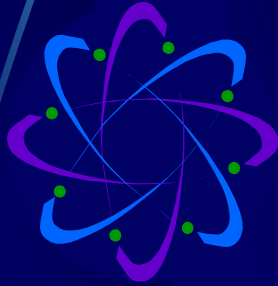
One's view of the world and what one
values within it.

Described in the words we use
The actions we take
Consistency over time



Dimensions of Emotional Intelligence

Values and Attitudes



Outlook
Compassion
Intuition
Trust Radius
Personal Power
Integrated Self

EQ Depends Upon:



Your current level of awareness

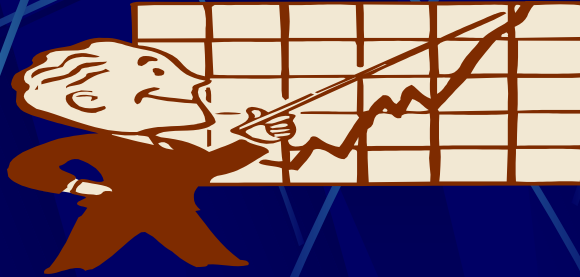


Your skills and competencies



How you view the world and what you value in it

BarOn's EQi Analysis



BarOn's approach is based on measuring emotional intelligence capacity and uses scales that measure it compared to the same scales used to measure IQ.

Emotional Intelligence

- Intrapersonal Scales
- Interpersonal Scales
- Adaptability Scales
- Stress Management Scales
- General Mood Scales

Intrapersonal Scales:

Self-Regard

Emotional Self-Awareness

Assertiveness

Independence

Self-Actualization



Interpersonal Scales:

Empathy

Social Responsibility

Interpersonal Relationship



Adaptability Scales:

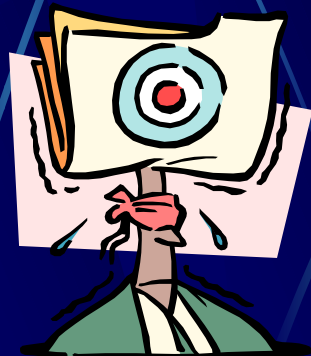
Reality Testing

Flexibility

Problem Solving



Stress Management Scales:



Stress Tolerance

Impulse Control


General Mood Scales:

Optimism



Happiness

Name:	
ID :	
Admin. Date:	




BarOn Emotional Quotient Inventory

By Reuven Bar-On

Development Report

Information given in this report should be used as a means of generating hypotheses and as a basis for assessment. Scores are reported as standard scores: 100 represents effective emotional and social functioning. Scores greater than 100 represent enhanced functioning, and scores of less than 100 represent areas that may be improved.

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65 Overlea Blvd., Suite 210, Toronto, ON M4H 1P1

Composite Scales

Total EQ 96



IntRpersonal EQ 98



IntERpersonal EQ 91



Adaptability EQ 104



Stress Management EQ 86

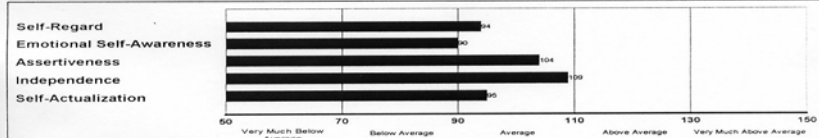


General Mood EQ 97

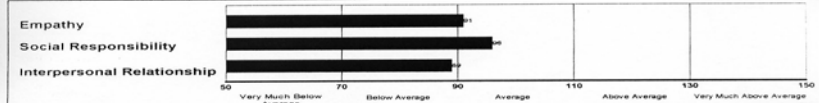


Content Subscales

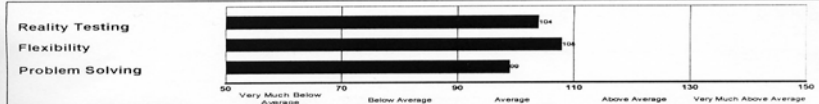
IntRpersonal Scales



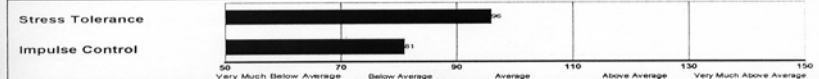
IntERpersonal Scales



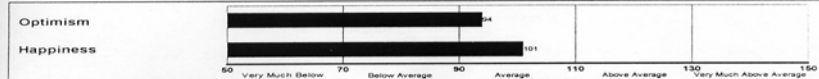
Adaptability Scales



Stress Management Scales



General Mood Scales



Linking The NEO to the Models



**How the NEO PI-R Sheds Light on
Emotional Intelligence**

Each of The Competencies From These Models Are Revealed

- In our behaviors
- Collections of related behaviors are called TRAITS
- Traits form another useful way of understanding our personalities
- Personality Traits can help us examine our Emotional Intelligence

THE FIVE FACTOR MODEL OF PERSONALITY



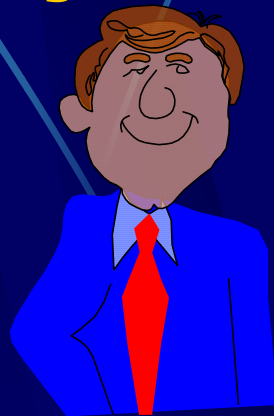
I am who I am!

Who am I?

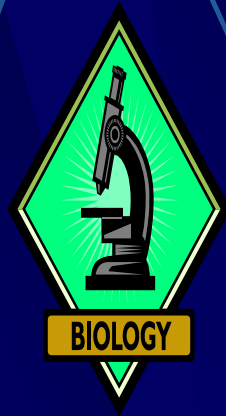
What is personality?

IT

IS THE
DISTINCTIVE
WAY WE
EXPRESS
OUR UNIQUE
SELF



OUR PERSONALITY IS THE PRODUCT OF TWO FORCES

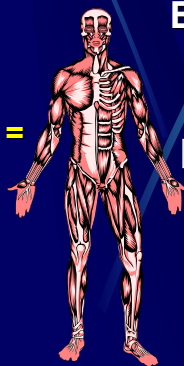


Social Environment

TRAIT MODEL OF PERSONALITY

**A TRAIT IS CORRELATED SET OF
BEHAVIORS!**

**Genetic
Characteristics =
Attributes**



**Behavioral
Habits =**

TRAITS

WORDS WE USE TO DESCRIBE PERSONALITY



ANALYZING OUR LANGUAGE

- WE USE 4,500 WORDS IN ENGLISH TO DESCRIBE PERSONALITY
- THESE DESCRIBE ONLY 5 MAJOR TRAITS
- EACH OF THESE HAS 6 FACETS OR DIMENSIONS THAT MODIFY THE WAY THE INDIVIDUAL EXPRESSES A GIVEN TRAIT

FIVE FACTOR MODEL

- **NEGATIVE EMOTIONALITY** [The degree to which we respond to stress]
- **EXTROVERSION** [The degree we tolerate sensory stimulation from people and situations]
- **OPENNESS** [The degree we are open to new ideas, experiences, and ways of doing things]
- **AGREEABLENESS** [The degree to which we defer to others]
- **CONSCIENTIOUSNESS** [The degree to which we push toward goals]

The NEO Personality Inventory (Revised) NEO PI-R

- Identifies the degree of intensity of each Factor and Facet [how much of the trait we have]
- Is not judgmental [high or low scores do not express good or bad personality]
- Helps us understand our uniqueness and that of others [enables us to leverage strengths]



**SEE
HANDOUTS
FOR
COMPARISON
OF
ELEMENTS**