Emotional Intelligence: Assessment & Use

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By
Dr. Stephen J. Brock, LPCC, President
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

Emotional Intelligence
- Intra-personal competence
- Interpersonal or social competence

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
“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.”

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!!
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
Robert Cooper has helped create an EQ MAP that allows people to explore how they have used their Emotional Intelligence during a specific period of time.
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

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
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

BarOn Emotional Quotient Inventory

By Reuven Bar-On

Development Report
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

- KIND
- DECEITFUL
- STRAIGHTFORWARD
- TRUSTING
- ACHIEVER
- HONEST
- TALKATIVE
- AGGRESSIVE
- WORRIER
- SHY

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