

Emotional Intelligence: A Leader's Prime Asset

- Marcia Hughes, President, Collaborative Growth

Isn't it wonderful that one of our most important assets as a leader is something which we can improve? Emotional Intelligence (EI) predicts between 27% and 45% of job success, while IQ predicts only 1% to 20%, with the average being 6%. With a healthy combination of awareness and positive intention, we can improve our emotional smarts in the workplace - and in our personal lives.

Research shows that one of the most valued assets looked for in employees is common sense - and that's the stuff EI is made of. The five key categories of emotional intelligence are - intra-personal, interpersonal, stress management, adaptability and general mood. Each of these 5 areas includes sub-categories, thus 15 scales are measured to find the details of one's current emotional intelligence. An action plan can be developed once an individual has this information, supporting growth in any desired area. Performance in these sub-categories drive effective performance and predict job and life satisfaction.

Of the various EI measures circulating, the EQi (Emotional Quotient Inventory), developed by Reuven Bar-On has the greatest body of scientific data supporting it is an accurate and reliable means of assessing emotional intelligence. Thus, it was the measure used by the Center for Creative Leadership in its research that documents the importance of emotional intelligence in leaders.

They also found the reverse - that low EI is related to career derailment and difficulty in changing. EI predicts 40% of the variance in effectiveness in teams. Clearly, this is an asset worth growing! Application of the EQi by the U.S. Air Force demonstrates the financial power of this information. The exceptionally high turnover rate of recruits was changed by finding that recruits who scored well in 5 factors - assertiveness, empathy, happiness, self-awareness and problem solving, were 2.7 times more likely to succeed. By using this instrument to find those who are right for this position, the Air Force retention rate has been increased by 92%, saving an estimated \$2.7 million.

At Collaborative Growth we use the EQi in leadership seminars and have found it quite helpful in our coaching. We will be offering a training for coaches, consultants and counselors on using the EQi -