



Succeeding with Emotional Intelligence

Ben Dattner, Ph.D.

Dattner Consulting, LLC



A Definition of Emotional Intelligence

"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, 1998)

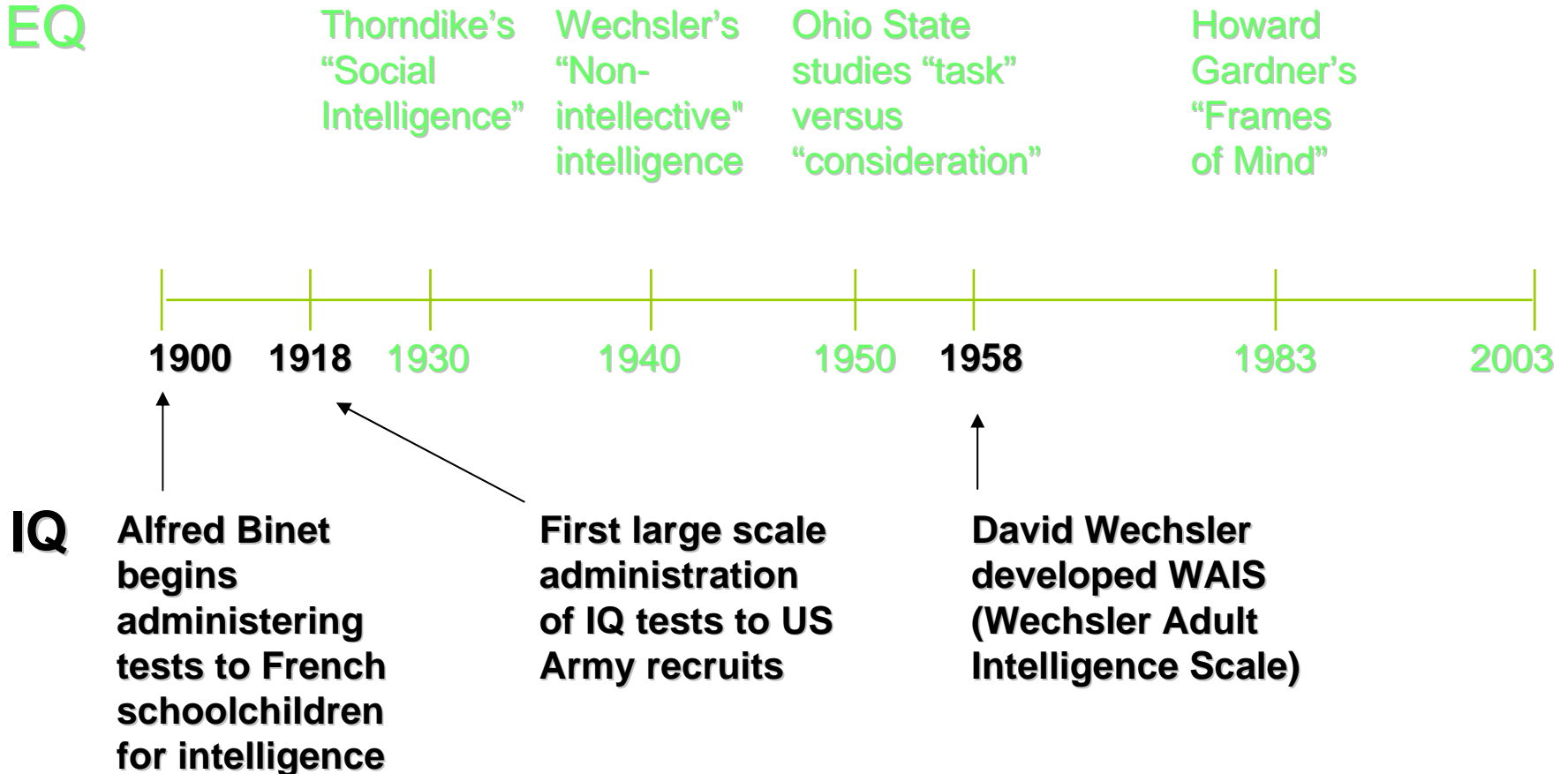
Understanding Emotional Intelligence

➤ *History*

- Importance
- Components
- Measures
- Recommendations
- The Future

The History of Emotional Intelligence

Concepts of intelligence have evolved over the last 100 years...



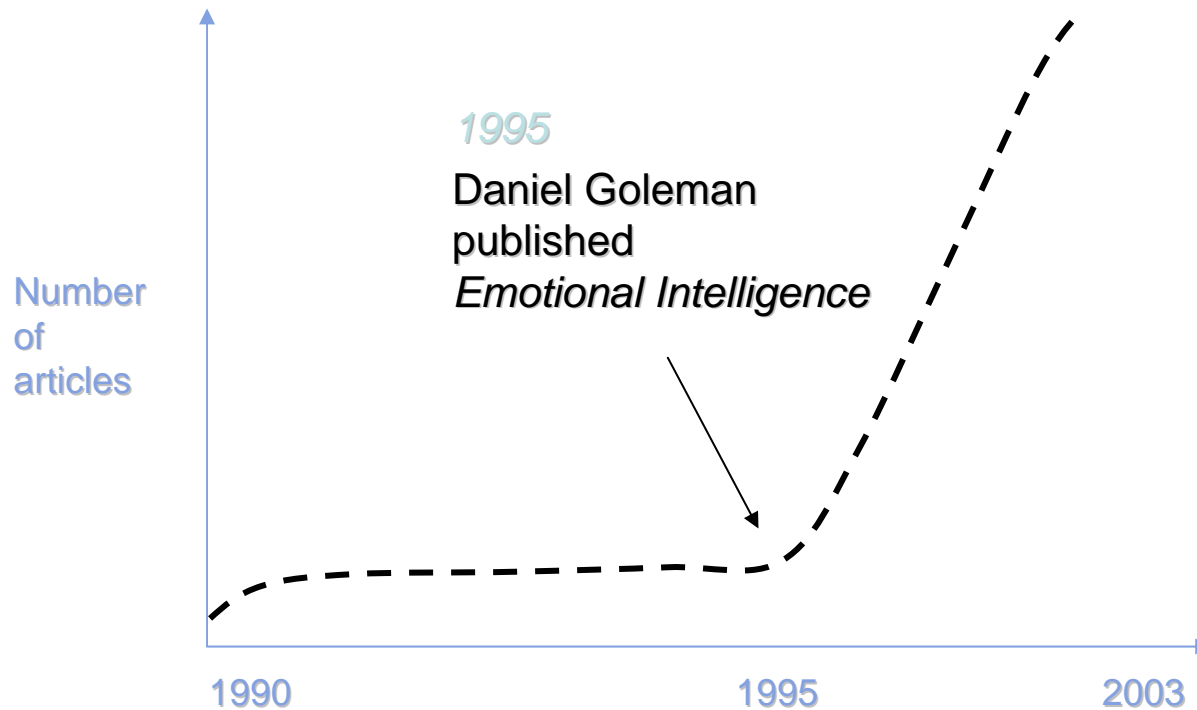
The History of Emotional Intelligence (continued)

Howard Gardner's "Frames of Mind" (1983)

7 new categories of intelligence:

- Verbal/linguistic
- Logical/mathematical
- Visual/spatial
- Musical
- Bodily/kinesthetic
- Interpersonal
- Intrapersonal

The History of Emotional Intelligence (continued)



1990:
Salovey and Mayer
coined the term
“Emotional Intelligence“

1998
Daniel Goleman published
*Working with Emotional
Intelligence*

Understanding Emotional Intelligence

- History
- ***Importance***
- Components
- Measures
- Recommendations
- The Future

Importance

- History

- ***Importance***

- ***Selection***

- ***Derailment***

- ***Success***

- Components

- Measures

- Recommendations

- The future

Importance

Selection

- National US Department of Labor survey:
Corporations are increasingly listing emotional competencies as criteria for new hires
- Graduate Management Admissions Council survey:
More companies are seeking MBA's with emotional intelligence

Importance

Derailment

- Center for Creative Leadership study:
Rigidity, poor relationships and the inability to lead teams are the most common traits of executives who derail
- Egon Zehnder study:
Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a disdain for teamwork

Importance

Success

- Longitudinal studies of Harvard graduates and Foreign Service Officers found that test scores on entrance exams did not predict career success
- Hay McBer's study of hundreds of executives at 15 global organizations, including Pepsi, IBM, and Volvo found that two-thirds of the competencies deemed essential to success were emotional competencies
- Daniel Goleman's analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers

Understanding Emotional Intelligence

- History
- Importance
- ***Components***
- Measures
- Recommendations
- The Future

The Two Realms of Emotional Intelligence

According to Goleman (1998)...

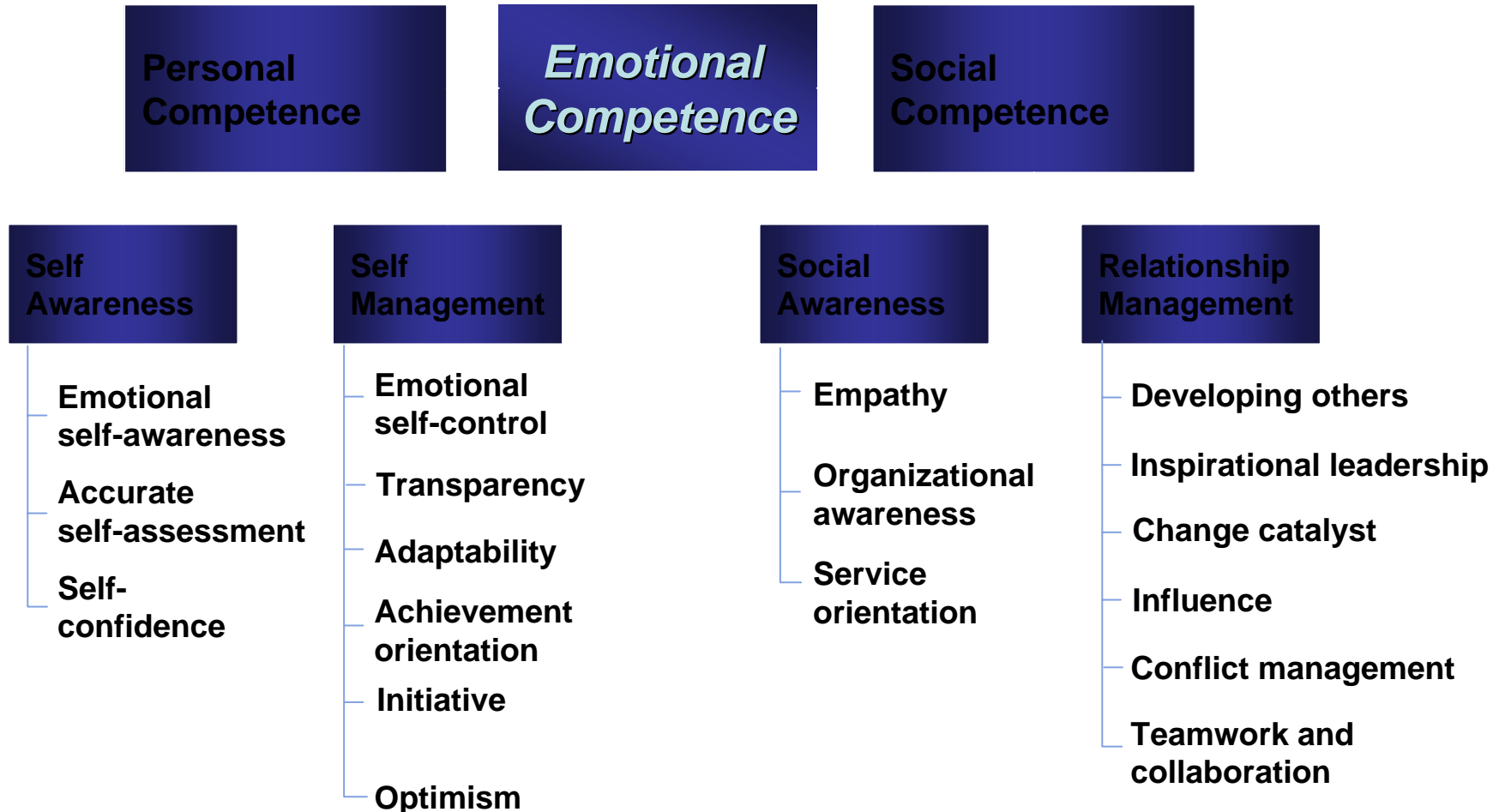
Personal Competence

- Gardner's intrapersonal intelligence

Social Competence

- Gardner's interpersonal intelligence

The Structure of Emotional Competence



Personal Competence

Personal
Competence

Self
Awareness

Self
Management

Emotional
self-awareness

Self awareness:

Knowing one's internal states, preferences, resources, and intuitions

Emotional self-awareness: Recognizing one's emotions and their effects

George Soros



He learned to recognize that a backache signaled time to sell, even before he was consciously aware he had made a bad investment

Personal Competence

Personal
Competence

Self
Awareness

Self
Management

Accurate
self-assessment

*Self awareness:
Knowing one's internal states, preferences, resources, and intuitions*

Accurate self assessment: Knowing one's strengths and limits

Howard Gardner



➤ “We all spend far too much time trying to remedy our weaknesses rather than building on our strengths”



Knowing one's strengths and weaknesses = strength

Personal Competence

Personal
Competence

Self
Awareness

Self
Management

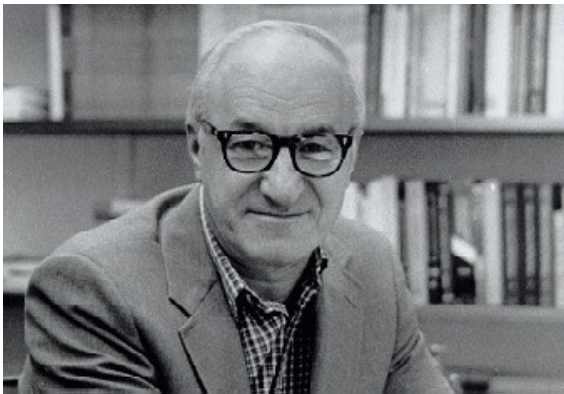
Self awareness:

Knowing one's internal states, preferences, resources, and intuitions

Self-
confidence

Self-confidence: A strong sense of one's self worth and capabilities

Albert Bandura



- Stanford professor has done decades of research into “self efficacy”
- Confidence determines choices, effort, perseverance, and resilience

**Therefore,
confidence
is self-
fulfilling**

Personal Competence

Personal Competence

Self Awareness

Self Management



Self-Management: Managing one's internal states, impulses and resources

Emotional self-control: Keeping disruptive emotions and impulses in check

The Marshmallow Study



4 year olds had to pick:

- One marshmallow now
- or
- Two in 15 minutes



Kids who waited did an average of 210 points better on the SAT's more than 10 years later

Personal Competence

Personal
Competence

Self
Awareness

Self
Management

Transparency

Self-Management: Managing one's internal states, impulses and resources

Transparency: maintaining integrity; acting congruently with one's values

Andrew Grove



Taking responsibility can be hard...

- CEO of Intel during 1994 Pentium flaw crisis
- The company was “in denial” at first
- He ultimately took personal responsibility

Personal Competence

Personal
Competence

Self
Awareness

Self
Management

Adaptability

Self-Management: Managing one's internal states, impulses and resources

Adaptability: Flexibility in handling change

Carly Fiorina



- First woman CEO of Hewlett-Packard
- First woman to head a Fortune 50 Company
- She has led a transformation of H-P's culture and structure

She frequently quotes Charles Darwin:

"It is not the strongest of the species who survive, nor the most intelligent, but those who are most adaptive to change"

Personal Competence

Personal
Competence

Self
Awareness

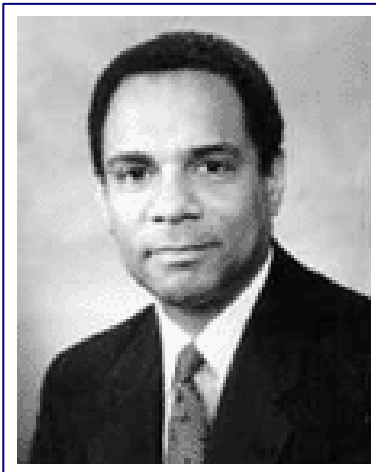
Self
Management

Achievement orientation

Self-Management: Emotional tendencies that guide or facilitate reaching goals

Achievement orientation: Striving to improve or meet a standard of excellence

Ken Chenault



- Early in his career at American Express, he took a challenging assignment in Merchandise Services
- This department, which sold items to consumers via direct mail, was troubled and was peripheral to the company's main card business
- Within three years, he had grown sales from \$100 Million to \$700 million

He balances what colleagues term "unrelenting drive" with friendliness, charisma, and an open-door policy

Personal Competence

Personal
Competence

Self
Awareness

Self
Management

Initiative

Self-Management: Emotional tendencies that guide or facilitate reaching goals

Initiative: Readiness to act on opportunities

Bill Gates



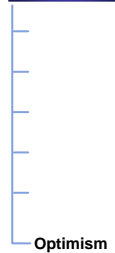
- Reluctantly dropped out of college:
- “Unlike some students, I loved college. However, I felt the window of opportunity to start a software company might not open again”

Personal Competence

Personal
Competence

Self
Awareness

Self
Management



Self-Management: Managing one's internal states, impulses and resources

Optimism: Persistence in pursuing goals despite obstacles and setbacks

J.K. Rowling



- *Harry Potter* author was divorced and living on public assistance with her daughter in a tiny apartment in Edinburgh
- The first book in the series was rejected by 10 publishers

Social Competence

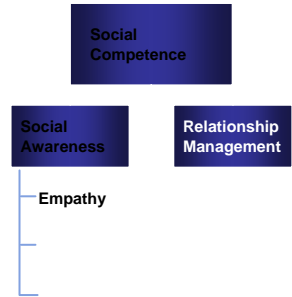
Social Awareness

- Awareness of others' feelings, needs and concerns

Relationship Management

- Adeptness at inducing desirable responses in others

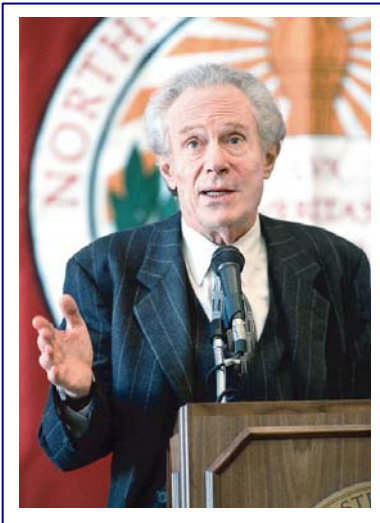
Social Competence



Social Awareness: Awareness of others' feelings, needs, and concerns

Empathy: Sensing others' feelings and perspectives, and taking an active interest in their concerns

Aaron Feuerstein



- Fire destroyed his Malden Mills Polartec factory in 1995
- Personally paid salaries of 2,000 workers for three months while the factory was rebuilt

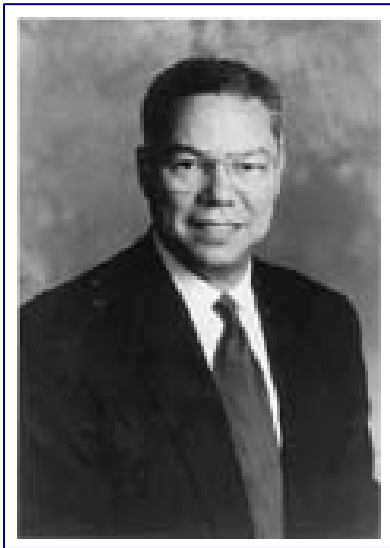
Social Competence



Social Awareness: Awareness of others' feelings, needs, and concerns

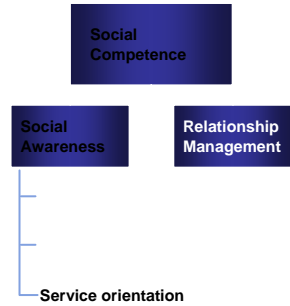
Organizational awareness: Reading a group's emotional currents and power relationships

Colin Powell



- The youngest general ever to be named Chairman of the Joint Chiefs of Staff
- Legendary for the political skills which he has demonstrated at every stage of his career

Social Competence



Social awareness: Awareness of others' feelings, needs, and concerns

Service orientation: Anticipating, recognizing, and meeting customers' or clients' needs

Estee Lauder



Developed innovative “gift with purchase”

Social Competence

Social
Competence

Social
Awareness

Relationship
Management

Developing others

Relationship Management: Adeptness at inducing desirable responses in others

Developing others: Sensing others' development needs and bolstering their abilities

Jack Welch



- General Electric CEO spent 50% of his time on people development
- He knew the names and roles of over 1,000 people at the company

Social Competence

Social
Competence

Social
Awareness

Relationship
Management

Inspirational
leadership

Relationship Management: Adeptness at inducing desirable responses in others

Inspirational leadership: Inspiring and guiding individuals and groups

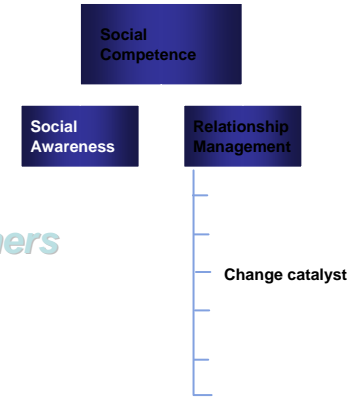
Ernest Shackelton



- Explorer lead a team of men to Antarctica in 1914
- Their boat, *The Endurance*, was crushed by ice early in the expedition
- He managed to bring them back to safety after more than 600 days in the wilderness
- Shackelton paid close attention to the group's emotional condition during their trials together
- He created intelligent strategies for helping individuals and the group remain busy and optimistic



Social Competence



Relationship Management: Adeptness at inducing desirable responses in others

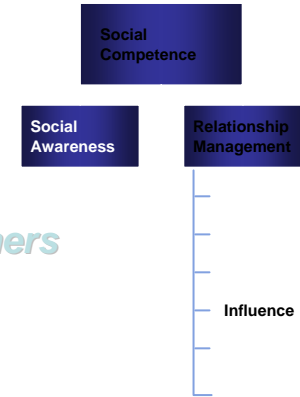
Change catalyst: Initiating or managing change

Gordon Bethune



- Took over as CEO of failing Continental Airlines in early 1990's
- One of his first public acts was to take a group of employees out to the company's parking lot
- They burned the outdated and constraining employee manual
- This symbolic gesture set the stage for his successful transformation of the airline

Social Competence



Relationship Management: Adeptness at inducing desirable responses in others

Influence: Having impact on others and wielding effective tactics for persuasion

Robert Cialdini



- A maitre d' at a restaurant in Chicago told people: "Please call if your plans change."
- Only 10% of no shows called to cancel
- He began asking people "Will you please call if your plans change?"
- As a result, the cancellation rate tripled – 30% called

Social Competence

Social
Competence

Social
Awareness

Relationship
Management

Conflict
management

Relationship Management: Adeptness at inducing desirable responses in others

Conflict management: Negotiating and resolving disagreements



People are susceptible to the “mythical fixed pie”

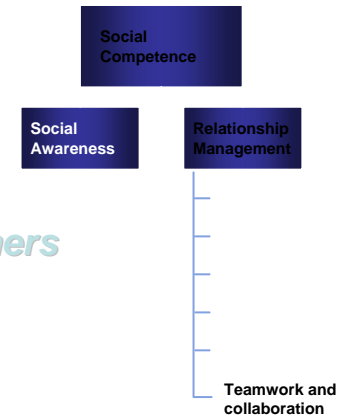
- People think that win-win situations are win-lose
- They choose struggle when they could negotiate
- Negotiators with emotional competence are much more likely to reach win-win agreements

Mary Parker Follet



- Two sisters fought over an orange
- They didn't realize that one sister wanted the peel for a cake while the other wanted to make juice
- They split the orange instead of dividing it in a more intelligent way

Social Competence



Relationship Management: Adeptness at inducing desirable responses in others

Teamwork and collaboration: Creating group synergy in pursuing collective goals



- Just as teams are more pervasive in the world of science, they are also becoming more common in business organizations
- Team synergies can lead to performance that far exceeds the aggregated sum of what individual members can accomplish on their own
- Individuals are increasingly being evaluated, compensated and promoted based on their ability to work effectively on teams

Understanding Emotional Intelligence

- **History**
- Importance
- Components
- ***Measures***
- Recommendations
- The Future

Measures of Emotional Intelligence

The Emotional Competence Inventory (ECI)

- Published by the Hay Group (www.haygroup.com) which licenses the test to accredited administrators
- Based on Daniel Goleman's work
- A 72-item, 360-degree online feedback instrument
- Report details scores by self, peers, and managers on Goleman's 18 competencies
- Each competency can be a strength, a hidden asset, a known development need, or a blind spot
- Has comments section that allows for anonymous comments

Understanding Emotional Intelligence

- **History**
- Importance
- Components
- Measures
- ***Recommendations***
- The Future

The Good News about Emotional Intelligence

- Emotional Intelligence is much less fixed than IQ
- Emotional Intelligence can develop over time – Goleman refers to this as “maturity”
- Training, coaching, and feedback can also substantially improve Emotional Intelligence

Recommendations for Emotional Intelligence Training and Development

- Assess the job
- Assess the individual
- Deliver assessments with care
- Gauge readiness
- Motivate
- Make change self-directed
- Focus on clear, manageable goals
- Prevent relapse
- Give performance feedback
- Encourage practice
- Arrange support
- Provide models
- Encourage
- Reinforce change
- Evaluate

(Goleman, 1998)

Understanding Emotional Intelligence

- History
- Importance
- Components
- Measures
- Recommendations
- ***The Future***

The Future of Emotional Intelligence

- Emotional Intelligence will be increasingly important – more need for team-based collaboration across organizations, geography and cultures
- Emotional Intelligence will be used more frequently in the selection, assessment, training and development of employees
- Theories and measurement tools will evolve over time
- One direction for future research is into how Emotional Competencies relate to and enhance one another

Sources

Goleman, D. (1995). *Emotional Intelligence: Why it can matter more than IQ*. New York: Bantam.

Goleman, D. (1998). *Working with Emotional Intelligence*. New York: Bantam.

Goleman, D., Boyatzis R. & McKee, A. (2002) *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: HBS Press.

See also www.eiconsortium.org and ei.haygroup.com

Ben Dattner, Ph.D.

212-501-8945

ben@dattnerconsulting.com

www.dattnerconsulting.com
