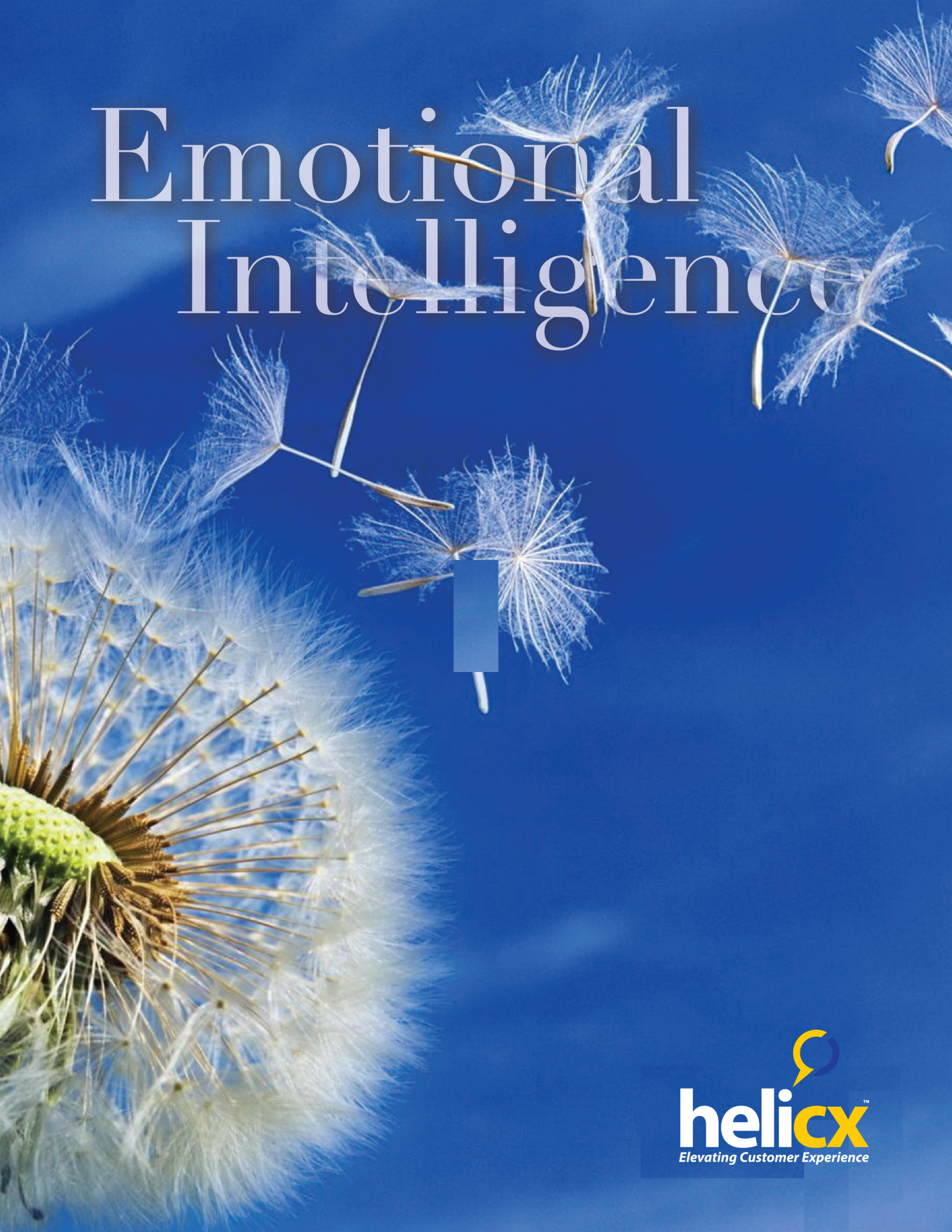
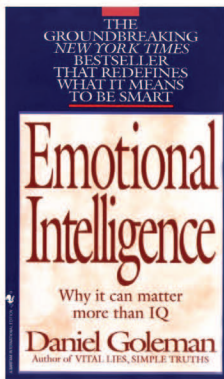


Emotional Intelligence



“In the last decade or so, science has discovered a tremendous amount about the role emotions play in our lives. Researchers have found that even more than IQ, your emotional awareness and abilities to handle feelings will determine your success and happiness in all walks of life.”

- John Gottman



WHY

EMOTIONAL INTELLIGENCE

Why should your business be interested in an esoteric subject such as Emotional Intelligence? Why should your firm invest training dollars in a program designed to increase emotional competencies for your staff? Does it make a difference when employees are aware of their feelings, values and goals?

For any business that would like to see increases in productivity and efficiency, more effective sales people, more creative teams and more nimble management—the answer is an unequivocal yes.

A portrait of Daniel Golman, a man with grey hair and a beard, smiling. He is wearing a dark jacket over a black shirt. The background is black.

Daniel Golman

Author, *Emotional Intelligence*

In his best-selling book, *Emotional Intelligence*, Daniel Golman reported that research shows the traditional IQ test only accounts for 20% of a person's success in life.¹ What accounts for the remaining 80%? Psychologists have concluded that a portion of the missing factors lie in Emotional Intelligence. The more aware we are of our own emotions, the more control we have over them; and the more we empathize with the emotions of others, the more emotionally intelligent we become.

Golman defined Emotional Intelligence as a competency of managing yourself and your relationships with others, making effective teamwork, leading others, and forecasting the future. Each of these displays positive effects in terms of productivity and performance. Training in Emotional Intelligence is essential for employees to display organizationally desired emotions.

Emotionally competent people exude self-confidence, which makes them good leaders and active team players. They maintain an optimistic outlook on life, which helps them overcome obstacles. Their ability to delay gratification and to manage stress, anger, envy and other negative emotions helps them build productive relationships and complete tasks.

Emotional Intelligence is not some New Age, touchy-feely concept. In fact, the United States Air Force saved three million dollars by using Emotional Intelligence screening to select recruiters. Those with the most Emotional Intelligence were three times as effective as general candidates. The more emotionally competent recruiters also stayed on the job longer, cutting training costs. The General Accounting Office reported an annual savings of \$3,000,000 per year on a \$10,000 investment in screening.²

Emotional Intelligence is crucial for most roles in business. But business people have one overriding question: how does it affect the bottom line? Can putting employees in touch with their emotions actually make them more productive?

WHAT IS EMOTIONAL INTELLIGENCE?

Reality is unchangeable. It's viewing present circumstances for exactly what they are. We only have two options — embrace reality or evade reality. Choosing to live outside the realm of reality leads to frustration and disappointment. This mindset creates stress, adversely affecting both physical and emotional health.

On the other hand, people who embrace reality take personal responsibility of their own lives, regardless of the circumstances. Living in reality demands that we release blame, discontents and resentments. Emotionally intelligent people are aware of their present circumstances, but also see their choices in life. Emotional Intelligence is the ability to recognize the meanings of emotions and their relationships, and to reason and problem-solve on the basis of such emotions.

“Instead of resisting any emotion, the best way to dispel it is to enter it fully, embrace it and see through your resistance.”

- Deepak Chopra



Screening prospective employees for certain positions makes good common sense. Sales people need to be optimistic. They must be able to delay gratification, control their emotions and have empathy with others. For example, when L'Oreal used Emotional Intelligence as a selection criterion for hiring sales representatives, they found that emotionally intelligent people outsold their colleagues by \$91,370 per year, on the average. ³

Jordan and Troth conducted a study with 350 university students participating in 108 teams. They found that teams consisting of members with higher Emotional Intelligence performed better than teams with members little Emotional Intelligence. Their results also found that Emotional Intelligence affected which conflict strategies were adopted. Those with higher Emotional Intelligence were more likely to use collaboration at both the individual and team levels of analysis. ⁴



WHY COMPANIES USE EMOTIONAL INTELLIGENCE TRAINING

Emotional competencies can be learned. With a good training program in Emotional Intelligence, a firm can maximize the potential of the employees it already has, from the top to the bottom of the organizational chart.

Like any type of intelligence, Emotional Intelligence includes both an inherent and a learned component. Education supplies the skills needed to score well on traditional IQ tests. Training programs in Emotional Intelligence teach adults the skills needed to become more emotionally competent. With sufficient training in Emotional Intelligence, businesses gain more emotionally competent staff members who function more efficiently, cooperate more productively and remain with the company longer.

A good training program in Emotional Intelligence includes work on integrity, defining key moments, embracing reality, exercising responsibility, clarity, action and self-valuing.

Integrity is the ability to act on principle rather than emotion. It requires developing an inner moral compass and the strength to be “bigger” than the circumstances and challenges of our lives. It includes the ability to delay gratification and to harness emotion in service of the principles that infuse our lives. Our moral compass determines how we perceive events and people; how we judge success or failure; whether we are optimistic and cheerful or pessimistic and joyless. Project managers with higher Emotional Intelligence tend to use open communication and proactive leadership styles that can bring positive outcomes to the organization. ⁵



At work and in life, we face key moments that are challenging, distressing, and even painful. Good training in Emotional Intelligence helps your staff understand that the reality of the key moment cannot change, but the interior response to it is a personal choice. This enables individuals to focus on the task at hand and make the most productive choices without wasting time blaming, resenting or complaining.

As your employees become aware of their own emotions and learn to control them in service of their life goals, your workplace will become not only more pleasant, but more productive. You will be able to promote from within more often, cutting training costs.

Your sales force will be more effective as it becomes more optimistic, more able and willing to surmount obstacles. Your teams will function more efficiently and productively when leaders choose to listen with empathy and team players take responsibility for their choices.

Training in Emotional Intelligence increases managerial skills, team building and employee competence at all levels — and that inevitably improves the bottom line.



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