



EMOTIONAL INTELLIGENCE

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What is Emotional Intelligence

When assessing someone's professional capabilities, such as during a job interview, performance review, or other decision-making opportunity, it is common to rely on easily quantifiable measures, test scores, or performance metrics to make judgements. However, there are some important factors that are often overlooked, such as a person's emotional strengths and weaknesses, and other less measurable characteristics. The term "*emotional intelligence*" was first publicized in 1990 by two psychologists, John Mayer and Peter Salovey, and was later described by Mayer in *Harvard Business Review* as¹, "the ability to accurately perceive your own and others' emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotion."

Although there are many viewpoints about the conceptualization, measurement, and importance of emotional intelligence (often referred to as EQ or *emotional quotient*), it is typically understood to be a comparable, but distinct marker of human intelligence similar to traditional assessments of cognitive ability, such as an intelligence quotient (IQ). Whereas traditional intelligence is typically seen as a person's ability to learn, understand, and apply information to skills (e.g., word comprehension, logical reasoning, math skills, abstract thought), emotional intelligence is more focused on a person's ability to control their own emotions and recognize the emotional state of others. When a person has higher levels of emotional intelligence, they are more likely to experience better social relations with other people, be perceived more positively by others, and have better overall psychological well-being.²

Emotional Intelligence and Organizational Performance

In addition to the favorable psychological traits observed in people with high emotional intelligence, researchers have also found EQ to be a strong predictor of several positive business outcomes, as well. For instance, Travis Bradberry, author of *Emotional Intelligence 2.0* (2009), tested 34 different workplace skills for employees and found that emotional intelligence was the strongest predictor of performance, explaining 58% of "success in all types of jobs." Furthermore, the same study found that 90% of top performers across organizations tested for high levels of emotional intelligence, while only 20% of low performers had high emotional intelligence.³

¹ John D. Mayer, *Leading by Feel* (Harvard Business Review, 2004)

² John D. Mayer, Richard D. Roberts, Sigal G. Barsade, *Human Abilities: Emotional Intelligence* (Annual Review of Psychology, 2008)

³ <http://www.talentsmart.com/about/emotional-intelligence.php>



Measuring Emotional Intelligence

There are several standard tests and reputable models that can help assess a person's emotional intelligence. Daniel Goleman, author of *Emotional Intelligence* (1995), proposed a model of emotional intelligence comprised of four constructs that represent the array of competencies and skills which together drive EQ (see Figure 1): *self-awareness*, *self-management*, *social awareness*, and *social management*. Self-awareness is the ability to notice and identify what you are feeling and objectively assess your own behavior. Self-management helps control, regulate, or redirect your own feelings or moods. Social awareness (or *empathy*) is the ability to understand what other people are feeling (i.e., "walking in someone else's shoes"). Social management is the ability to manage (not control) the emotions of people around you, such as fear, frustration, or anger.

Recognition	Self-Awareness <ul style="list-style-type: none">• Emotional self-awareness• Accurate self-assessment• Self-confidence	Social Awareness <ul style="list-style-type: none">• Empathy• Organizational awareness• Service orientation
Regulation	Self-Management <ul style="list-style-type: none">• Self-control• Transparency• Adaptability / initiative	Social Management <ul style="list-style-type: none">• Inspiring / developing others• Conflict management• Change catalyst

Figure 1: Daniel Goleman Emotional Intelligence Competencies Model

Emotional Intelligence at CHCI

CHCI believes that helping organizations recognize and improve emotional intelligence within a workforce is highly beneficial and attainable given the right mix of knowledge, teaching, and dedicated practice. CHCI has a team of experts that can help support emotional intelligence strategies within any organization, including assessments, workshops, training, and key-note addresses. CHCI strives to provide measurable, real-world strategies that support your organization to attract and retain high-performing people, build a diverse and inclusive workplace, and leverage individual and team performance throughout the enterprise. For more information, or if you have any questions, please contact Anne Loehr, Executive Vice President: anneloehr@centerforhci.org or (571) 970-4250, Ext. 113.