

# Applying Emotional Intelligence (EQ)

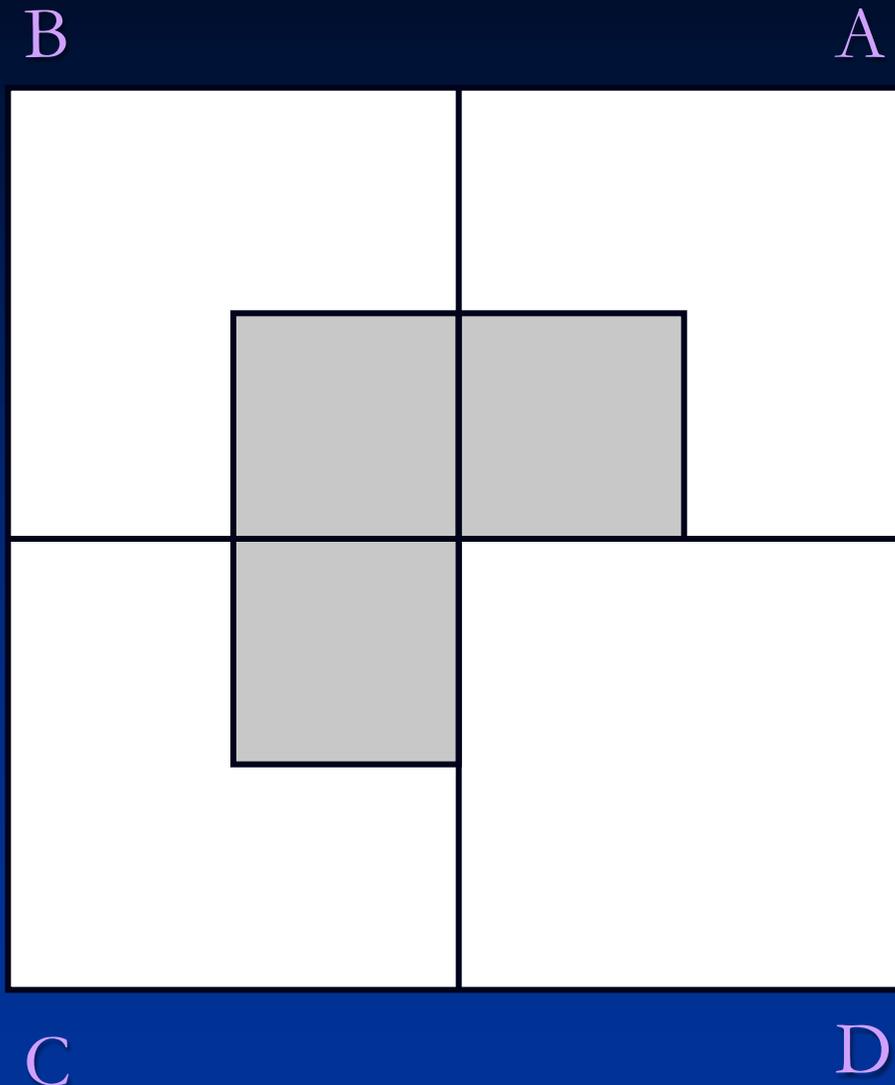
**“Emotion is energy in motion.”  
– Peter McWilliams**

Presented By:  
Gustavo Grodnitzky, Ph.D.



# Four-Square Problem

## Appendix A



Look at the diagram carefully.

Now, I will ask you **FOUR** questions about this square.

# Today's Content

- **EQ:** Requirements; Applications, Definitions, Myths
- **EQ Competencies:** What makes up EQ; How can I measure EQ and what can it tell me
- **Applying EQ in Your World:** How to utilize EQ

# Today's Context

- One Word Description

CONNECT

# Emotional Intelligence (EQ) Requirements

- Awareness
- Governance

# What is Emotional Intelligence?

EQ is the ability to:

- Sense
- Understand
- Manage
- Communicate
- Effectively Apply

The power and acumen of emotions as a source of human energy, information, trust, communication, creativity, influence and conflict resolution

# Research Reveals

Egon Zehnder International analyzed 515 senior executives.

- Those strong in EQ were more likely to succeed than those who were strongest in relevant experience or IQ.
- EQ is a stronger predictor of success than experience or high IQ.
- Study included exec's from Latin America, Germany, Japan with same results across cultures.

# EQ Leadership Results

Leadership and EQ findings:

- Leaders possessing Emotional Intelligence will create an effective work climate that will further develop emotional intelligence at the subordinate level.
- The higher the level of a job's complexity and authority, the greater the impact of high Emotional Intelligence.

# How Much Does Intelligence Contribute to Success

- Emotional Intelligence is more than twice as important as IQ plus technical skills in predicting success in the workplace
- IQ accounts for approximately 10-30% of job success
- 70-90% of success is attributable to non-cognitive factors (EQ)



# Myths About Emotional Intelligence

- **EQ means “being nice”** – at times it may mean being blunt and confronting someone about a problem behavior
- **EQ means “letting it all hang out”** - it means managing emotions effectively and at times self-regulation and inhibition of expression are most effective
- **Women have higher EQ** – some gender differences exist, but overall EQ has shown to be the same across gender and racial lines



# The EQ Composite Indices

- **Self-Perception**– Confidence, improvement, and understanding your own emotions
- **Self-Expression**– Emotional expression, communication, and emotional independence
- **Interpersonal**– Satisfying relationships, understanding others' emotions, helpfulness
- **Decision Making**– Finding solutions, seeing things objectively, resisting impulses
- **Stress Management**– Adapting, coping, carrying a helpful outlook



\* Adapted from EQ-i 2.0, MHS, Inc.

# Self-Perception Composite

- **Self-Regard** – Respecting oneself while understanding and accepting one's strengths and weaknesses
- **Self-actualization** – Willingness to persistently try to improve oneself and engage in the pursuit of personally meaningful objectives
- **\*\*\*Emotional Self-Awareness** – Understand and differentiate the subtleties in one's own emotions.



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# Self-Expression Composite

- **Emotional Expression** – Expressing feelings both verbally and non-verbally
- **\*\*\*Assertiveness** – Expressing thoughts, feelings, desires; maintaining your rights in a non-offensive manner
- **Independence**– Ability to function autonomously without emotional dependency



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# Interpersonal Composite

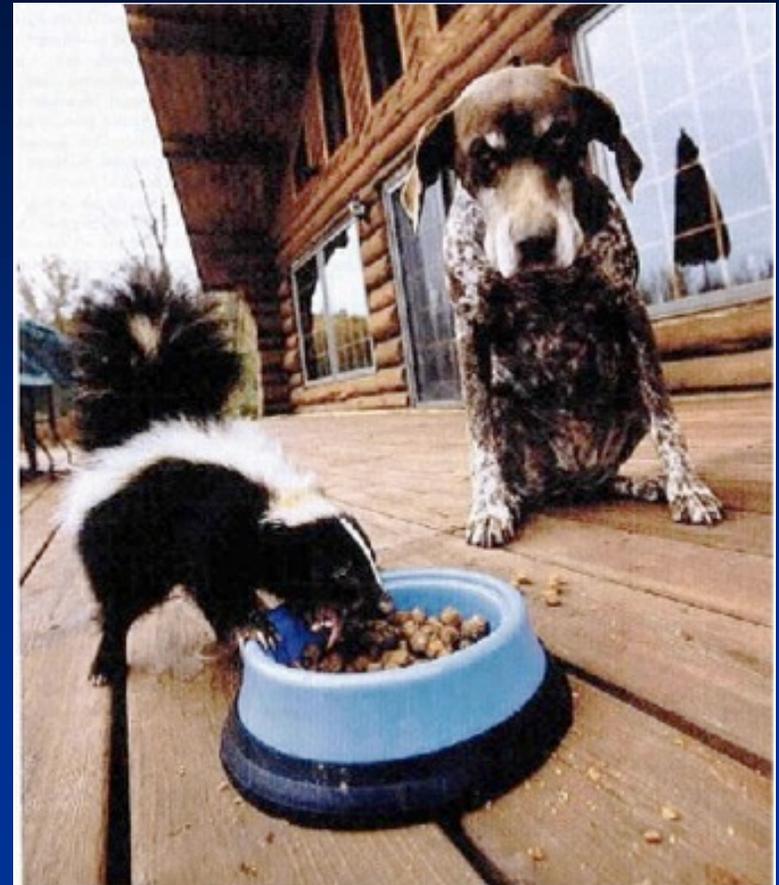
- **Interpersonal Relationships** – Developing and maintaining satisfying relationships
- **\*\*\*Empathy** – Being aware, understanding, and appreciating the feelings of others; “Tuning in” to what other’s feel
- **Social Responsibility** – Contributing to the welfare of others, acting responsibly



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# Decision Making Composite

- **Problem solving** – Ability to identify problems and solutions in emotionally charged situations
- **Reality testing** – Accurately assessing things so there is high agreement between what is experienced and what actually exists
- **\*\*\*Impulse Control** – Ability to resist or delay an impulse, drive, or temptation to act; containing aggressive impulses, maintaining self-control



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# Stress Management Composite

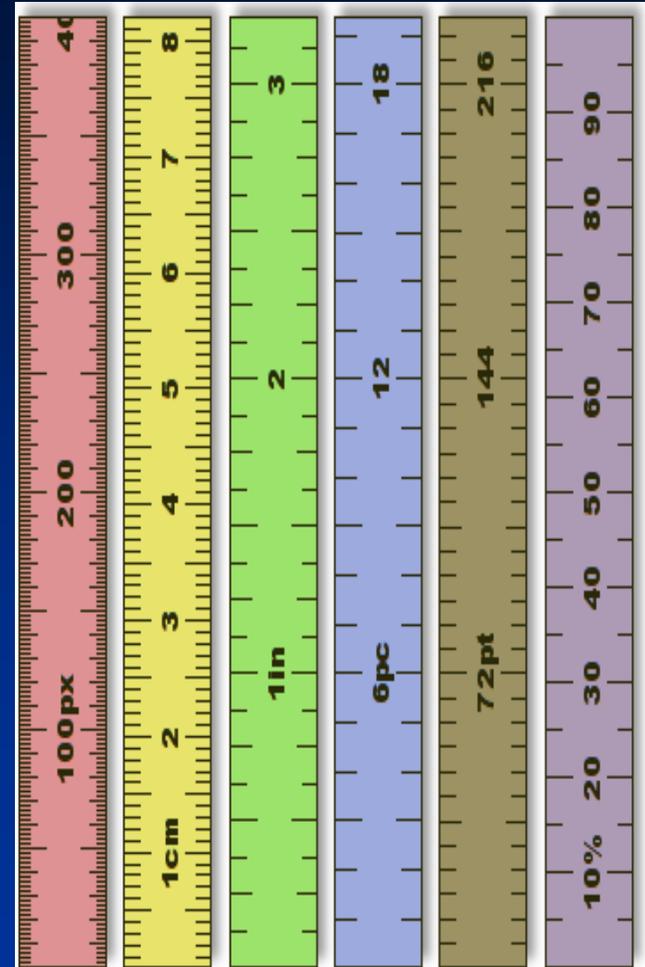
- **Flexibility** – Ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions
- **Stress Tolerance** – Ability to withstand adverse events and stressful situations by actively and positively coping with stress
- **\*\*\*Optimism** – Remaining hopeful and resilient, despite occasional setbacks



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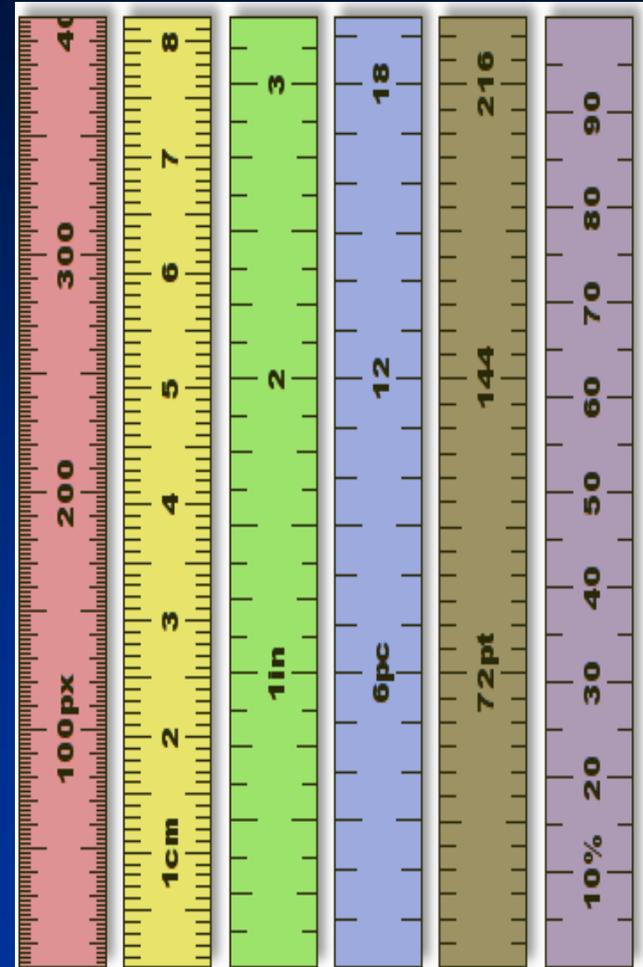
# Measuring Emotional Intelligence

- Emotional intelligence measures are different than most assessments used at work; e.g. MBTI
- EQ measures do not assess personality (outcome) instead they assess competency (process)
- Most measures do not change over time; EQ measures are designed to reflect change if new skills or competencies are developed



# Measuring Emotional Intelligence

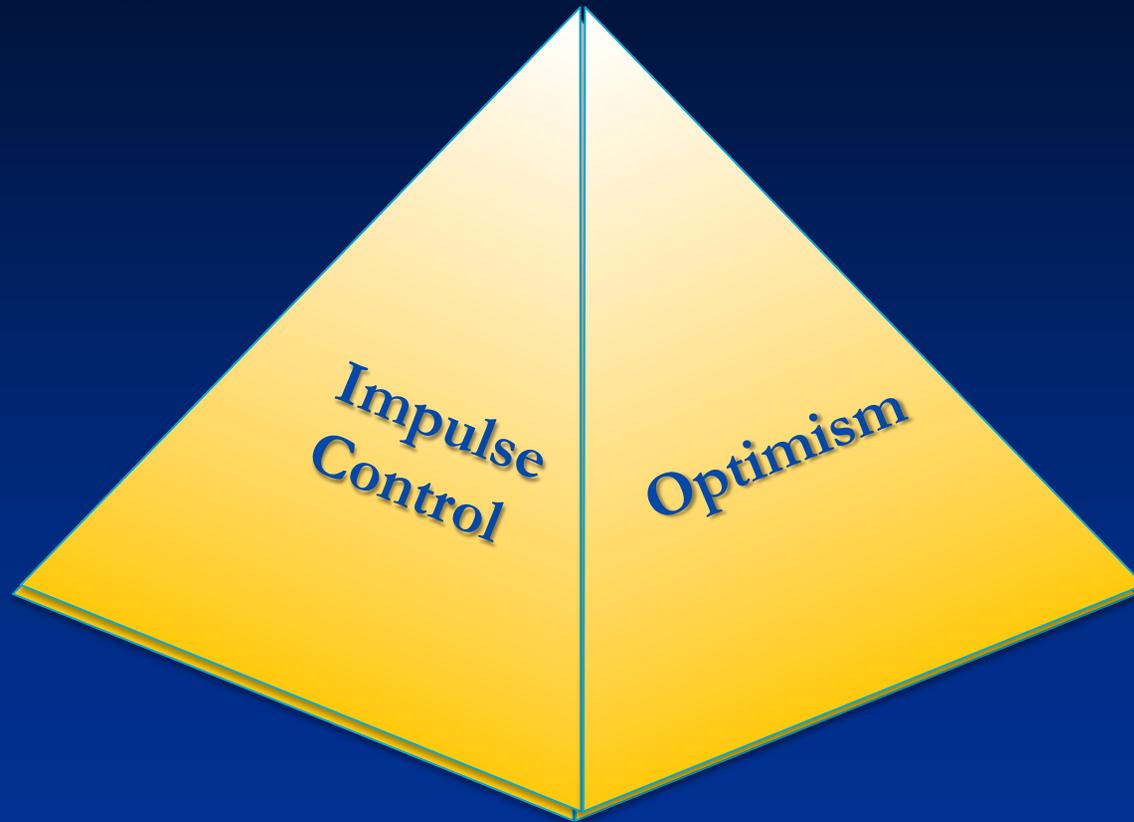
- The Baron EQ-I and Goleman's ECI are the two most widely used measures
- EQ shows no racial or ADA bias



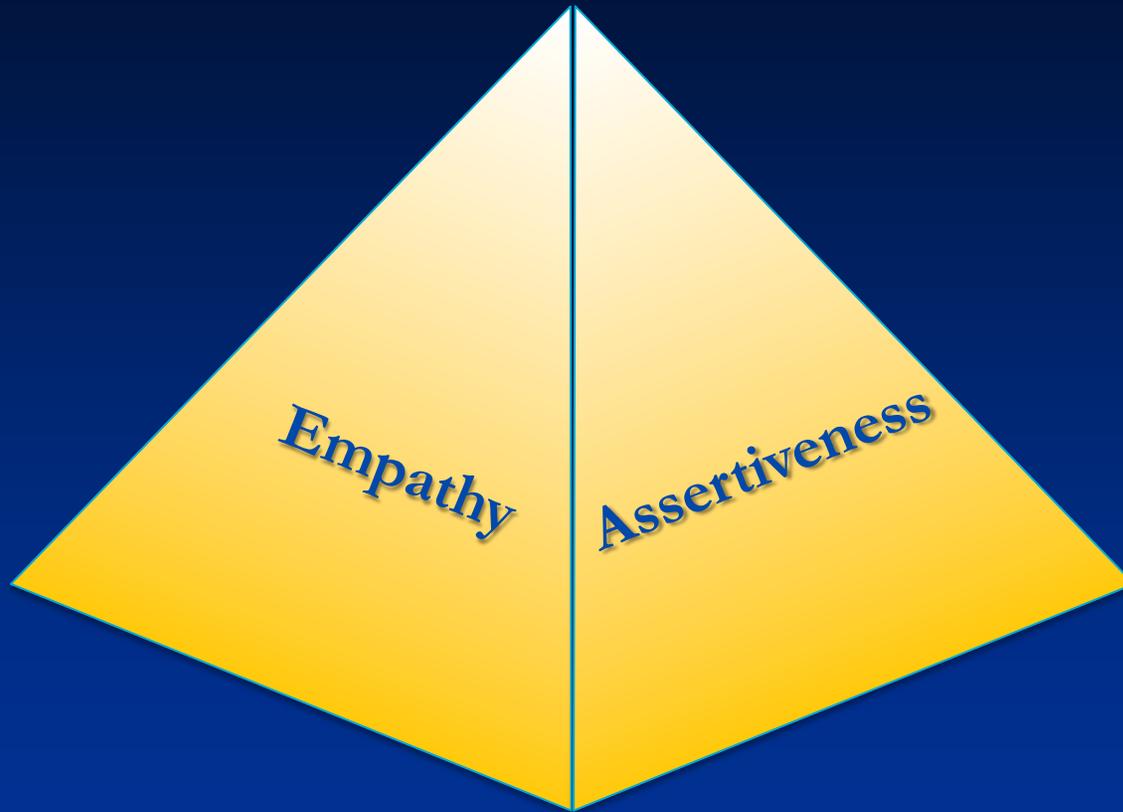
# EQ Fundamental Factors: Pyramid Model



# EQ Fundamental Factors: Pyramid Model



# EQ Fundamental Factors: Pyramid Model



# Applying EQ in Your World



# EQ Behaviors

## Appendix B

Rate your own effectiveness on each skill, on a scale of 1–10,  
1 low, 10 high.

<b>Favorable Times</b>	<b>Adverse Times</b>	<b>Behavior</b>
		1. Ability to handle conflict constructively
		2. Ability to depersonalize from the anger of others
		3. Ability to deal with uncertainty and change
		4. Ability to identify and abide by the core values and beliefs that shape the choices you make
		5. Ability to understand and empathize with positions different from yours

# EQ Behaviors

## Appendix B

Rate your own effectiveness on each skill, on a scale of 1–10,  
1 low, 10 high.

<b>Favorable Times</b>	<b>Adverse Times</b>	<b>Behavior</b>
		6. Ability to enroll people into your vision
		7. Ability to recognize what pushes your own hot buttons
		8. Ability to see the benefits and downsides of all behaviors
		9. Ability to deal with people in any situation
		10. Ability to deal with managing difficult/unreasonable people in any situation

# Applying the Model: EQ Quadrants

	Awareness	Governance
Self	<p><b>Emotional Self Awareness</b></p> <p>Who am I and what are my potential areas of development?</p>	<p><b>Emotional Self Management</b></p> <p>How can I self-regulate my emotions to be functional AND effective?</p>
Others	<p><b>Social Awareness</b></p> <p>How can I transcend my perspective to understand and value others?</p>	<p><b>Relationship Management</b></p> <p>How do I build teams and create constructive relationships?</p>

# Applying the Model: EQ Quadrants

	Awareness	Governance
Self	<p><b>Emotional Self Awareness</b></p> <p>What is the emotion/emotional state that I'm experiencing?</p>	<p><b>Emotional Self Management</b></p> <p>What can I think/say/do to regulate my emotions to ensure they are functional AND effective?</p>
Others	<p><b>Social Awareness</b></p> <p>What is the emotion/emotional state that others are experiencing?</p>	<p><b>Relationship Management</b></p> <p>What can I think/say/do to ensure that others feel heard and understood?</p>

# Thank You!