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*\* because it matters to your bottom line*

ePsy Consultancy serves as an independent Research Center for organizations of choice

## Get More from Emotional Intelligence

You want to be sure that you use a validated assessment to measure Emotional Intelligence, or EI. You also want to get insights that go beyond the obvious and see how these are relevant to the workplace.

At the most general level, EI refers to our capability to recognize and regulate emotions in ourselves and in others. EI can be measured and most significantly, EI can be developed. This is accomplished at both individual and group levels:

- Individual – Advanced Interpretation Report series (AIR)
- Group – Group Dynamics Report (GDR)

### The AIR Series

We designed Advanced Interpretation Reports around 7 key areas from the world of work and our daily life. Each report focuses on the **bottom-line** of organizations. Statistical analysis shows that different groupings of EQ components best address **competence at work** and in our social and personal life. These groupings, called clusters, are detailed in the AIR-Develop, AIR-Select, AIR-Match, and AIR-Track reports.

- Explore emotional management through how we present our own well-being, as well as our sensitivity for and responsiveness to our emotions, that of others, and that coming from wider arenas.
- Take note of how our leadership smarts play out through the way we drive business, facilitate a team, and influence others.
- Understand our sustainability through our overall feeling of success and resilience in the midst of many demands.

### Group Dynamics Report

This report provides insights beyond conventional group reports that contain an averaging of the EQ responses of individuals in a group.

It identifies areas of **collective strength** and development, and includes a description of underlying group dynamics at work. While knowledge of the strength of each EQ component is valuable, *competence* in emotional intelligence lies in how the different EQ components together take shape in dynamic interaction.

We illustrate and describe this in a bespoke **competency model**. It provides a robust framework for groups to understand how their use collective EQ in interaction affects **performance**. It also offers a starting point and targeted objectives for groups to develop and **grow**.

Forerunners of EI increasingly use the AIR and GDR for:

- Development of talent
- Personal potential development
- Highly functional teams & groups
- Leadership
  
- Academic achievement
- Sport success
- Efficient work-groups
- Teacher- pupil matching
  
- Productivity, revenue, profit
- ROI
- CRM
- Customer loyalty
- Service quality
- Client satisfaction
- Innovation, creativity
  
- Person-job matching
- Retention
- Well-being
- Career success
- Commitment
- Motivation
- Organizational climate
- Morale
  
- Relationship counselling
- Therapy
- Parenting
- Interventions
- Quality of life
- Life skills

## Put some AIR into EI

There are at least 7 premises that matter greatly at work, affecting selection, development, and retention of employees.

We want individual employees to be competent in their job functioning, show strong leadership, and prolonged healthy functioning in the workplace.

This is best done through assessing bundles or *clusters* of emotional intelligence components as detailed in the AIR\* series.

Emotional and social intelligence is a cross-section of inter-related emotional and social components that determine how effectively we understand and express ourselves, understand and relate with others, and cope with daily demands and pressures

- Dr Reuven Bar-On

## Emotional Management

### 1. Presentation of well-being

Performance here portrays a powerful impression. It indicates to what extent you present yourself to others as feeling **balanced**, secure, and fulfilled in your achievement. It sheds light on the self-image you show.

### 2. Emotional control around anchors

Three influential anchors in life are considered: The self, core others and those in our broader environment. Performance here indicates how your emotional **control over**, for example, **anger or impulsiveness**, will play out with regard to your intra-personal, interpersonal and communal demands.

## Leadership Smarts

### 3. Drive towards output

Strength in this leadership style may manifest in the form of **high deliverables**, which are often tangible. A high score here portrays a distinct **focus on business management**, which you likely perform in a task-oriented fashion.

### 4. Team facilitation

This quality of leadership often draws from strong **people skills**. Your performance on this cluster indicates your natural capability to get people to cohesively **achieve success**.

### 5. Influencing effectiveness

This style of leadership lies in the degree to which you **influence and inspire** others effectively. While a strong influencing capability is often associated with selling, it is just as powerful where **negotiation** is required or where a swaying argument must be made. Your performance here shows how much you lead through influence and gain **follower-ship**.

## Sustainability

### 6. Overall feel of success

Your demeanor is reflected by an overall feel of success in your career, personal and relationships. This includes a sense of **accomplishment** at work, with oneself, in marriage, etc. Your performance here indicates how much you naturally lead from known inner strength and **act by example**. A high score in this cluster helps you **shine** in your area of specialization and gives you support for when times are tough.

### 7. Resilience

An important foundation of a healthy demeanor is your resilience in the face of daily pressures and demands. Your **toughness** and buoyancy may be developed qualities in **coping with stress**. Your performance here indicates how much you can bounce back after dealing with tension or conflict.

\*Profiled by the Advanced Interpretation Report, Published by ePsy Consultancy Based on the Bar-On EQ-I<sup>®</sup> from Multi-Health Systems Inc.

**Ask for different AIR example copies**

## The Gravitational Force of Group Dynamics

Group dynamics at play during daily interaction matter greatly at work. They affect recruitment and selection, development, and retention of employees.

We want groups of employees to collectively be competent in their team functioning, show strong team leadership, and prolonged healthy functioning in the workplace.

This is best done through analyzing and modeling the association or *correlation* between different emotional intelligence components as detailed in the Group Dynamics Report (GDR).

The group is greater than the sum of its members

- adapted from Aristotle & Kurt Koffka

### Group Profiling

We analyze participants' responses to an EQ assessment as a whole to establish the emotional intelligence (EI) **characteristics** of the group. We arrive at the collective EQ profile of the group by averaging out the scores of all participants on each EQ component. In addition, we table the **variability** of the EQ components among the group members. This helps to put the average profiling of the group in perspective. EQ scores in the GDR are calibrated (i.e., standardized) against the distribution of scores found in a large, general population norm group.

### Demographic Differences

While most group reports stop here, the GDR goes several steps further. Through in-depth statistical analysis sometimes we discover that the group, when group size permits, should be profiled differently depending on specific demographic characteristics. For example, males may differ from females, or older people may differ from younger people with regards to specific EQ components. These highlighted differences usually have significant impact in the workplace, and point to a need for **demographic-specific approaches** that help **increase organizational ROI**.

### Group Competency Modeling at Work

Just like **gravitation**, the force of attraction between group members draws them toward one another. This force is universal, affecting and governing all members. It keeps the group in determined orbit, firmly **intent on its own purpose and goals**, and even helps shape that of other groups and individuals around them. The GDR specifically looks at the gravitational force within a group.

In itself the gravitational pull between group members can be perceived as weak (i.e., it may not affect individual EQ drastically). However, it is **important in a group and organizational setup**. This is because its impact and strength become increasingly prominent with increase in organizational size. It is also because group dynamics are attractive rather than repulsive, no matter how its members are challenged daily. In a well-functioning group, members can **put their collective strengths together** to deal successfully with adversity. Or they can develop these to **support** areas where individual strength is less evident.

The EQ components in dynamic interaction affect a group's current functioning in three broad areas, namely **emotional management**, **leadership smarts**, and **sustainability**. Groups who excel in one or more of these areas have at their base specific EQ components that work well in tandem. This means that in training and development groups can specifically **target** EQ competence where it matters most at work.