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** because it matters to your bottom line*

ePsy Consultancy serves as an independent, supporting Research & Development hub 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 series (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, AIR-Track, AIR-Social, AIR-Leader, and AIR-Health 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 solutions, support our team, and motivate others.
- Understand our sustainability through our self-fulfillment and resilience in the midst of many demands.

The GDR Series

This Group Dynamics Report series provide insights beyond conventional group reports that contain an averaging of the EQ responses of individuals in a group. The GDR-Essential, GDR-Expanded and GDR-Extensive identify 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**. The GDR provides a robust framework for groups to understand how their collective EQ in interaction affects **performance**. It also offers a starting point and targeted objectives for groups to develop and **grow**, and for managers to guide and steer them.

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 hot 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. Self-presentation

Performance here portrays a powerful impression. It indicates to what extent you present yourself to others as **composed** and feeling **balanced**, and secure. It sheds light on the self-image and uplifting spirits you radiate.

2. Emotional alertness

Your attunement to three key receptors in life is considered: You, 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. Resoluteness

Strength in this leadership style show **achievement orientation** and 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, commanding fashion.

4. Supportiveness

This quality of leadership often draws from strong **people skills**. Your performance on this cluster indicates your natural capability to facilitate people to **get along** and cohesively **be successful**.

5. Motivational impact

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 gain **follower-ship** and foster a strong connection and **loyalty**.

Sustainability

6. Self-fulfillment

Your demeanor is reflected by an overall feel of success in yourself, your career, and your relationships. You have a sense of **accomplishment** and satisfaction. Your performance here indicates how much you **act by example** and naturally lead from known inner strength and contentment. 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® from Multi-Health Systems Inc.

**Download AIR example copies
at www.etsyconsultancy.com**

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. We want them to build on their unique strengths.

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) series. How people gravitate towards one another around shared goals and visions makes all the difference.

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.

Group Dynamics Report (GDR), Published by ePsy Consultancy
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