



What is Emotional Intelligence? Emotional intelligence includes the abilities to understand one's emotions, manage those emotions effectively, interact effectively with others, and generate productive work with others. See the reverse side for a detailed list of EI factors.

How does Emotional Intelligence relate to job performance? Higher emotional intelligence abilities are associated with better performance in a variety of careers, from teaching to law enforcement to sales. For example, these factors can help predict whether an employee will interact well with the public or co-workers, whether he/she will have a positive influence on morale, and how he/she will handle stress and conflict.

- Star performers among public safety officers demonstrated higher EI in the areas of social responsibility, problem solving, self actualization, and interpersonal relationships.
- High performing principals and vice-principals scored higher on self-awareness, self-actualization, empathy, interpersonal relationships, flexibility, problem solving, and impulse control.
- High performing teachers demonstrated higher self awareness, more optimism, and problem solving, self actualization, stress tolerance and happiness.
- Successful young CEOs scored very high in flexibility and independence. In general, the best leaders display the high EI abilities...

Can emotional intelligence be tested accurately? Yes. The Emotional Quotient Inventory (EQi) possesses acceptable to high reliability and validity scores. Unlike many more popular inventories, the EQi has been validated for use in the selection process, allowing organizations to predict future job performance based on EQi scores.

How does the EQi differ from other employment "risk" tests? Most "risk" tests assess the background of each candidate and conclude how likely the candidate is to be dishonest or abuse sick leave. Risk-based tests assist in screening "out" undesirable candidates, but do not predict successful job performance. EI testing aids in *screening "in"* the best performing candidates.

Can emotional intelligence be taught? Yes! Principals who completed an EI training program raised their scores significantly on 4 of the 5 dimensions of EI including intrapersonal, interpersonal, adaptability, and stress management. American Express Financial Advisors' sales increased 18% after training.

How does Developmental Associates integrate emotional intelligence testing in the selection process?

Developmental Associates will conduct a job analysis to determine what skills and abilities are most relevant to success in the position. We combine information from EI testing with other information gained in the selection process to give you a comprehensive profile of the chance of success. For clients that want a more advanced analysis of candidates, Developmental Associates can design interview or assessment processes that capture all relevant knowledge and skills and integrate the rating systems of those processes with emotional intelligence factors.

What services does Developmental Associates provide related to emotional intelligence?

- **Selection of Executives and Employees:** Individual assessment of job applicants and a written analysis of each candidate's likelihood of success in the position based on his/her emotional intelligence profile
- **Individual and Group Profiles:** Individual assessments for current employees; Group EI analysis and interpretation based on individual EI assessments of group members
- **360 EI and Leadership Assessment:** Suggested for managers, directors, principals and chiefs
- **Training and Coaching to Improve Job Performance:** Individual coaching of employees or leaders; group training or professional development sessions
- **Promotional Systems:** Individual assessment of candidates using the EQi combined with other techniques from an assessment center will yield the best candidate for the job

Emotional Intelligence and Leadership – How are they related? The leader sets the emotional tone for an organization. To assess leader effectiveness, we measure emotional intelligence including 360 feedback, leadership style and organizational climate. The combined findings of these assessments allow you to understand the emotional intelligence of the leader, how EI affects the person's leadership style, and most importantly, how the organization is functioning given the leader's EI and leadership style. Each assessment can also be used independently. Developmental Associates also offers team facilitation to help leaders and organizations understand their results and develop strategies and action plans for improvement.

What does the Emotional Quotient Inventory or EQi (Bar-On, 1997) measure? Scores are broken into 5 dimensions, 15 subscales, and an overall EI score.

INTRAPERSONAL DIMENSION

EQi Factor	Definition of Factor
1. Self regard	the ability to respect and accept oneself as basically good
2. Emotional self awareness	the ability to recognize one's feelings and what causes those feelings
3. Assertiveness	the ability to express feelings, beliefs, and thoughts and to defend one's rights in a constructive manner
4. Independence	the ability to be self-directed and self-controlled in one's thinking and actions and to be free of emotional dependency
5. Self actualization	the ability to realize one's potential capacities

INTERPERSONAL DIMENSION

EQi Factor	Definition of Factor
6. Empathy	the ability to be aware of, to understand, and to appreciate the feelings of others.
7. Social responsibility	the ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group
8. Interpersonal relationship	the ability to establish and maintain mutually satisfying relationship characterized by openness

ADAPTABLE PROBLEM SOLVING DIMENSION

EQi Factor	Definition of Factor
9. Reality testing	the ability to assess the correspondence between what is experienced and what really exists
10. Flexibility	the ability to adjust one's emotions, thoughts, and behavior to changing situations
11. Problem solving	the ability to identify and define problems as well as to generate and implement potentially effective solutions

STRESS MANAGEMENT DIMENSION

EQi Factor	Definition of Factor
12. Stress tolerance	the ability to withstand adverse events and stressful situations
13. Impulse Control	the ability to resist or delay an impulse, drive or temptation to act

GENERAL MOOD DIMENSION

EQi Factor	Definition of Factor
14. Optimism	the ability to look at the brighter side of life (highly correlated with success in police leadership for increased morale, retention and productivity).
15. Happiness	the ability to feel satisfied with one's life, to enjoy oneself and others (an important factor in high burnout types of positions such as public safety).

Bar-On, R. (1997). BarOn Emotional Quotient Inventory Technical Manual. Multihealth Systems, Toronto, Canada.

For more information or to contact us, go to www.developmentalassociates.com