EMOTIONAL INTELLIGENCE: AN OVERVIEW

WHAT IS IT AND WHY IT MATTERS!

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GOALS

• Understand emotional intelligence (EI)

• Understand how emotional intelligence predicts
  • Student success
  • Career success
IQ ALONE DOESN’T EXPLAIN SUCCESS

• The correlation (relationship) between EI and performance in a variety of careers has ranged up to .45 attributable to emotional intelligence with an average of .30. *Stein & Book, 2011, The EQ Edge*

• In contrast, IQ accounts for .01 to .20 of career success (IQ determines what careers are open to us – astronaut v. ditch digger – but accounts for much less in terms of success within a career.) *Stein & Book, 2011, The EQ Edge*
  – For example, who are some political leaders with high IQ but who made major judgment errors?

• **Emotional Intelligence involves a SET OF SKILLS that can be learned at any age**
EI AND THE BRAIN

**Emotions** begin in the Limbic area but are processed in the frontal lobe, temporal lobe and other “higher” areas of the brain; **Intelligence** involves a capacity or ability (e.g. reading facial expressions correctly)

EMOTIONS have a biological signaling function – they’re VITAL to our well being!
- Fight
- Flee
- Nurture
WHAT IS EMOTIONAL INTELLIGENCE?

“A set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges and use emotional information in an effective and meaningful way.” Source: *The EQ Edge* by Steven Stein and Howard Book, 2011, p. 13
EMOTIONS PERMEATE OUR DAILY LIVES

• Emotions can influence judgments & decisions (e.g., decision to launch Space Shuttle Challenger despite O-ring problems and frigid temperatures)

• Positive emotions can help generate enthusiasm & optimism; negative emotion can generate anxiety, a poor attitude or anger affecting our motivation (e.g., Story of Chris Gardner, The Pursuit of Happyness)

• Regulating emotions effectively contributes to the ability to solve problems with minimal stress

http://www.youtube.com/watch?v=ajjGtsjI7CM (basketball)
http://www.youtube.com/watch?v=dLwjEtY4uas (subway)
STUDENT SUCCESS and EI

Students with higher EI are more likely to make better grades, be retained, and graduate (Sparkman, Maulding & Roberts, 2012; Mann & Kanoy, 2010; Kanoy, 2011, among others!)

Teaching EI to first-year students improved retention (Schutte and Malouf, 2002)

Residents Assistants with higher EI were rated more effective by students (Wu & Stemler, 2009)
WORK SUCCESS AND EI

STARS v. AVERAGE PERFORMERS
(Spencer & Spencer, 1993)

- 500 organizations (business, academic, non-profit)
- Compared Stars (top 15%) with Average (middle 30%) on EI, Cognitive (IQ) and Technical abilities

- STARS performed better on 4 EI Skills, 0 Cognitive, 0 Technical than AVERAGE
- Higher the leadership position, the more EI distinguished STARS from AVERAGE
RETURN ON INVESTMENT AND EI

UNITED STATES AIR FORCE
• Over 50% of recruiters turned over within a year
• Most successful recruiters identified by EI characteristics
• USAF saves 3 million annually using EI tool to select recruiters!
• Turnover reduced by 90%

DEBT COLLECTION
• Debt collectors with high EI collected 100% of quota; those with average EI collected 47%

TEACHING
• High school teachers fail if they lack flexibility
• Elementary teachers fail if they lack IMPULSE CONTROL
LEADERSHIP and EI

• TELECOM COMPANY
  • “STAR” PERFORMER LEADERS – Emotional Intelligence accounted for 48% of what differentiated high and low performing leaders!
  • KEY EI SCALES for STAR LEADERS WERE:
    • Happiness
    • Self-regard
    • Self-Actualization
    • Interpersonal Relationship
    • Optimism

Durek, 2005 as cited in The EQ Edge, 2011
SELF-PERCEPTION COMPOSITE

Self-Awareness
- Ability to recognize emotions as they happen
- Ability to understand what triggers different emotions in you
- Awareness of how your emotions affect others

Self Regard
- Understanding your strengths and limitations
- Accepting yourself despite limitations
- Resultant feelings of confidence

Self-Actualization
- Goal oriented
- Working towards desired outcomes
- Receives satisfaction from work

http://www.youtube.com/watch?v=MKl8s0EO5T4&feature=fvsr
(Patch Adams, I want to leave)
SELF EXPRESSION COMPOSITE

EMOTIONAL SELF EXPRESSION

• Expressing feelings verbally
• Expressing feelings non-verbally
• Being open and congruent in the expression of emotions

INDEPENDENCE

• Self-directed
• Free of emotional dependency
• Avoid clinging
• Stand on own two feet

ASSERTIVENESS

• Able to express thoughts, feelings and opinions appropriately
• Takes up for self

http://www.youtube.com/watch?v=Pr9ruvxA3K4&feature=relmfu
(Patch Adams before review board)
INTERPERSONAL COMPOSITE

EMPATHY
– Show interest in and concern for others
– Awareness and understanding of another’s thoughts, feelings or perspectives

SOCIAL RESPONSIBILITY
– Teamwork and collaboration; doing your fair share
– Sense of responsibility for others in the “community”

INTERPERSONAL RELATIONSHIPS
– Degree to which you can have mutual relationships with others, be vulnerable, share feelings
– Interactions are rewarding and enjoyable

http://www.youtube.com/watch?v=byPJ22JDFjI&feature=relmfu (Patch Adams Children’s Ward)
DECISION-MAKING COMPOSITE

REALITY TESTING
– Ability to accurately read the environment, neither over nor under-reacting
– Curious and examining rather than passive and assuming

PROBLEM SOLVING
– Ability to recognize and define problems in situations where emotions are involved
– Desire to confront problems rather than avoid

IMPULSE CONTROL
– Ability to resist or delay drives or temptations
– Not over-reacting
– Remaining patient

• [http://www.youtube.com/watch?v=rNseShYxCVC](http://www.youtube.com/watch?v=rNseShYxCVC) (Catch Me If You Can – hotel scene)
STRESS MANAGEMENT COMPOSITE

STRESS TOLERANCE

– Ability to withstand adverse events and conditions without “falling apart”

FLEXIBILITY

– Ability to adjust emotions, thoughts and behaviors to the situation
– Accepting of change

OPTIMISM

– Tendency to look on the bright side of things
– Generally positive attitude
– Persevere in the face of adversity

http://www.youtube.com/watch?v=gHXKitKAT1E
Pursuit of Happyness Internship Interview
GENERAL WELL BEING

• **HAPPINESS** (this subscale does NOT factor into total EI score)
  – Satisfaction with life
  – Enjoy the company of others
  – Pleasant to be with

• Happiness related to
  – Self-actualization
  – Self-regard
  – Interpersonal Relations
  – Optimism
THE EQi 2.0 ASSESSMENT

5 Composite Areas, 16 SCALES
  – Mean = 100
  – Sd = 15

SCORE RANGES
• High = 111 and above
• Middle = 90 – 110
• Low 89 and below

BALANCE: Scores that are 10 or more points apart have implications for behavior

• Predictive or concurrent validity for multiple different careers ranging from teachers to astronauts!
• Five validity scales make it easy to spot individuals who are providing an inflated self-report or who otherwise may have answered inconsistently to like items, and so on
References


