



# Succeeding with Emotional Intelligence

---

**Ben Dattner, Ph.D.**

Dattner Consulting, LLC



# A Definition of Emotional Intelligence

---

"Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships."

*(Goleman, 1998)*

# Understanding Emotional Intelligence

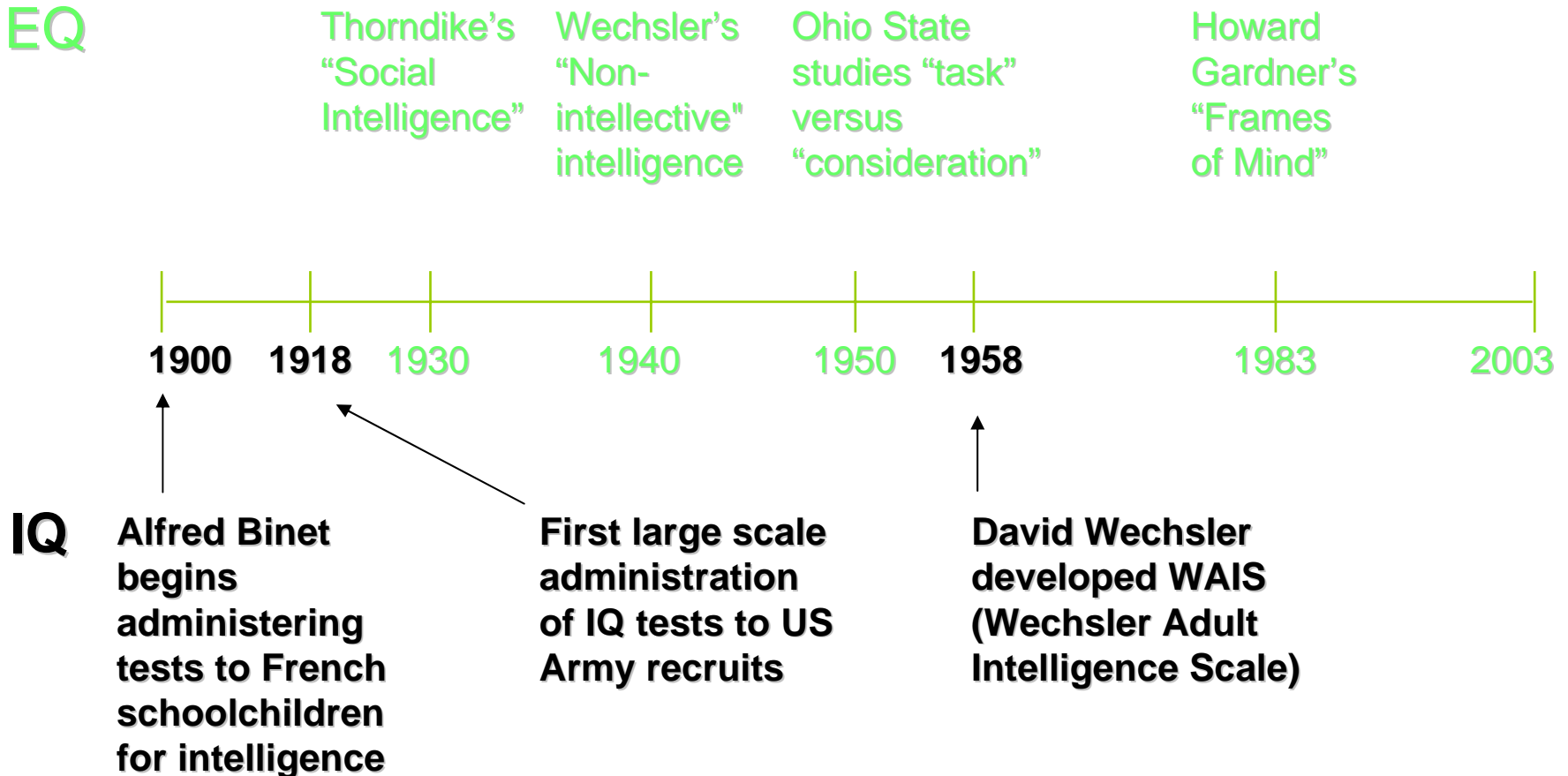
---

## ➤ *History*

- Importance
- Components
- Measures
- Recommendations
- The Future

# The History of Emotional Intelligence

Concepts of intelligence have evolved over the last 100 years...



# The History of Emotional Intelligence (continued)

---

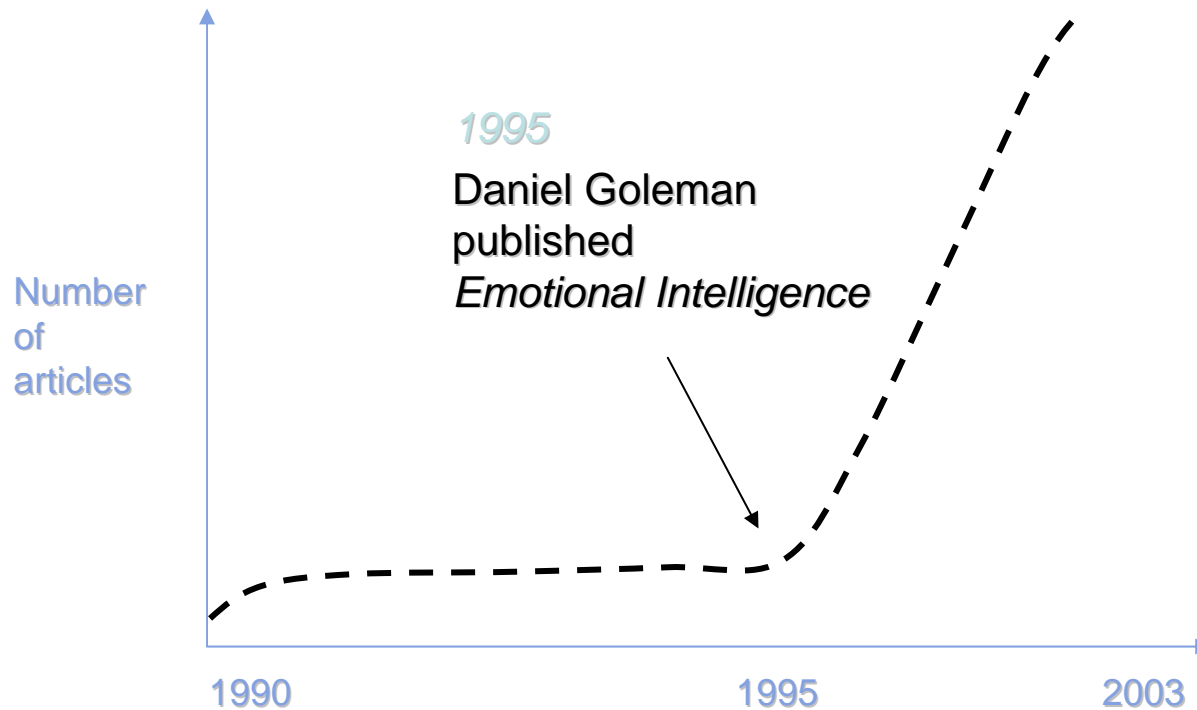
## Howard Gardner's "Frames of Mind" (1983)

### 7 new categories of intelligence:

- Verbal/linguistic
- Logical/mathematical
- Visual/spatial
- Musical
- Bodily/kinesthetic
- Interpersonal
- Intrapersonal

# The History of Emotional Intelligence (continued)

---



**1990:**  
Salovey and Mayer  
coined the term  
“Emotional Intelligence“

**1998**  
Daniel Goleman published  
*Working with Emotional  
Intelligence*

# Understanding Emotional Intelligence

---

- History
- ***Importance***
- Components
- Measures
- Recommendations
- The Future

# Importance

---

- History

- ***Importance***

- ***Selection***

- ***Derailment***

- ***Success***

- Components

- Measures

- Recommendations

- The future



# Importance

---

## Selection

- National US Department of Labor survey:  
Corporations are increasingly listing emotional competencies as criteria for new hires
- Graduate Management Admissions Council survey:  
More companies are seeking MBA's with emotional intelligence

# Importance

---

## Derailment

- Center for Creative Leadership study:  
Rigidity, poor relationships and the inability to lead teams are the most common traits of executives who derail
- Egon Zehnder study:  
Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a disdain for teamwork

# Importance

---

## Success

- Longitudinal studies of Harvard graduates and Foreign Service Officers found that test scores on entrance exams did not predict career success
- Hay McBer's study of hundreds of executives at 15 global organizations, including Pepsi, IBM, and Volvo found that two-thirds of the competencies deemed essential to success were emotional competencies
- Daniel Goleman's analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers

# Understanding Emotional Intelligence

---

- History
- Importance
- ***Components***
- Measures
- Recommendations
- The Future

# The Two Realms of Emotional Intelligence

---

**According to Goleman (1998)...**

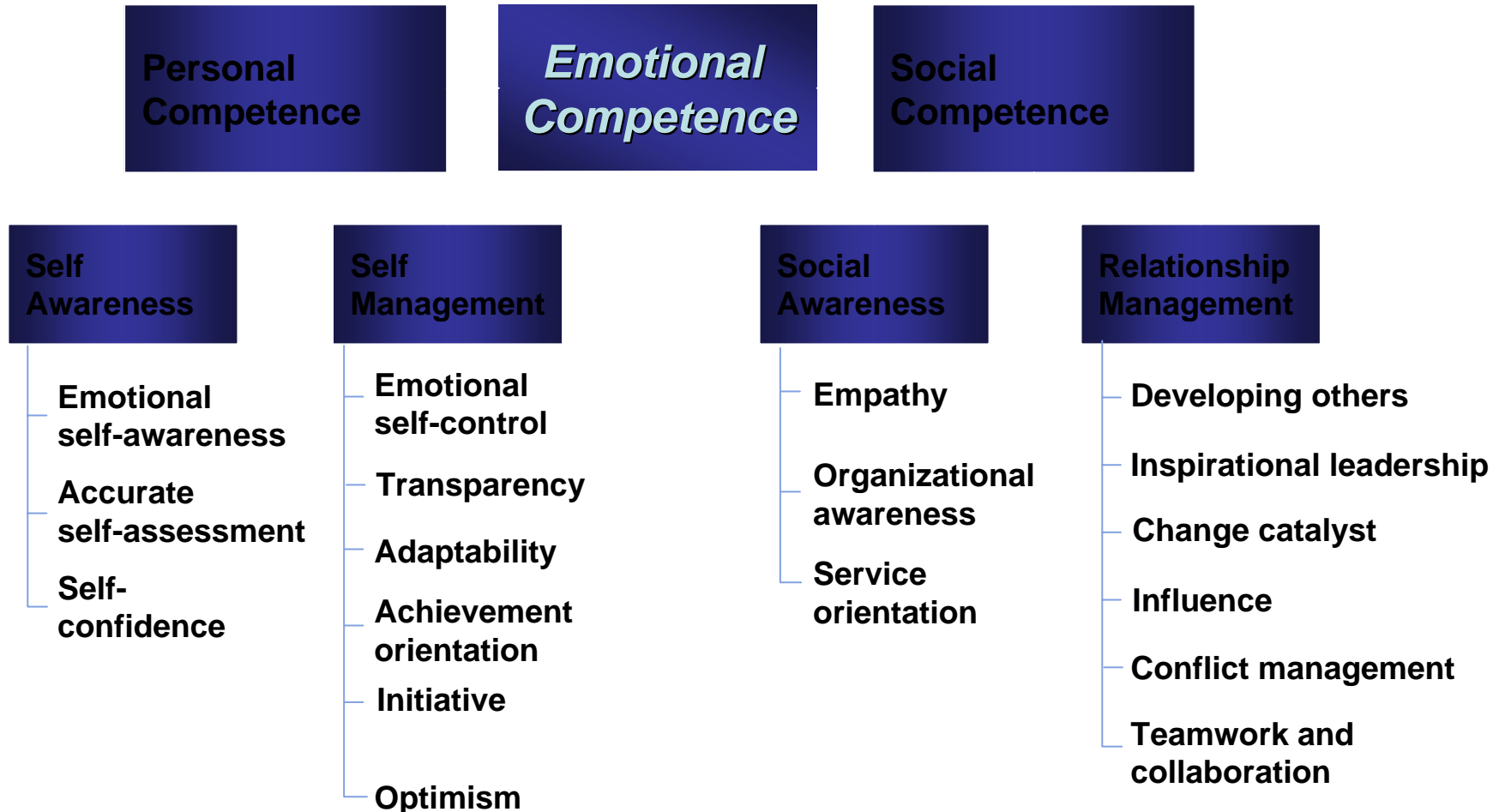
## **Personal Competence**

- Gardner's intrapersonal intelligence

## **Social Competence**

- Gardner's interpersonal intelligence

# The Structure of Emotional Competence



# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

Emotional  
self-awareness

*Self awareness:*

*Knowing one's internal states, preferences, resources, and intuitions*

***Emotional self-awareness: Recognizing one's emotions and their effects***

*George Soros*



**He learned to recognize that a backache signaled time to sell, even before he was consciously aware he had made a bad investment**

# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

Accurate  
self-assessment

*Self awareness:  
Knowing one's internal states, preferences, resources, and intuitions*

***Accurate self assessment: Knowing one's strengths and limits***

*Howard Gardner*



➤ “We all spend far too much time trying to remedy our weaknesses rather than building on our strengths”



**Knowing one's  
strengths and  
weaknesses  
= strength**



# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

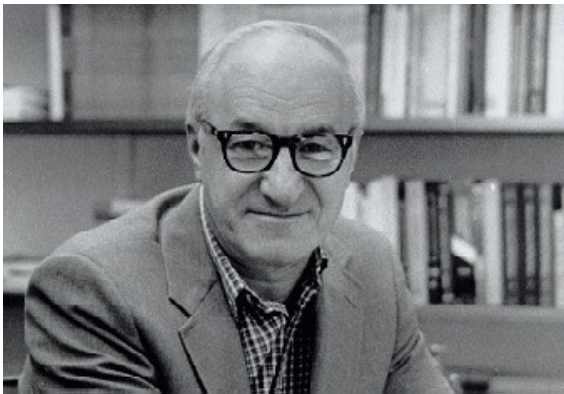
*Self awareness:*

*Knowing one's internal states, preferences, resources, and intuitions*

Self-  
confidence

***Self-confidence: A strong sense of one's self worth and capabilities***

*Albert Bandura*



- Stanford professor has done decades of research into “self efficacy”
- Confidence determines choices, effort, perseverance, and resilience

**Therefore,  
confidence  
is self-  
fulfilling**

# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management



*Self-Management: Managing one's internal states, impulses and resources*

***Emotional self-control: Keeping disruptive emotions and impulses in check***

## ***The Marshmallow Study***



4 year olds had to pick:

- One marshmallow now

or

- Two in 15 minutes



**Kids who waited  
did an average of  
210 points better  
on the SAT's more  
than 10 years later**

# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

Transparency

*Self-Management: Managing one's internal states, impulses and resources*

***Transparency: maintaining integrity; acting congruently with one's values***

*Andrew Grove*



Taking responsibility can be hard...

- CEO of Intel during 1994 Pentium flaw crisis
- The company was “in denial” at first
- He ultimately took personal responsibility

# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

Adaptability

*Self-Management: Managing one's internal states, impulses and resources*

***Adaptability: Flexibility in handling change***

## ***Carly Fiorina***



- First woman CEO of Hewlett-Packard
- First woman to head a Fortune 50 Company
- She has led a transformation of H-P's culture and structure

She frequently quotes Charles Darwin:

"It is not the strongest of the species who survive, nor the most intelligent, but those who are most adaptive to change"

# Personal Competence

Personal  
Competence

Self  
Awareness

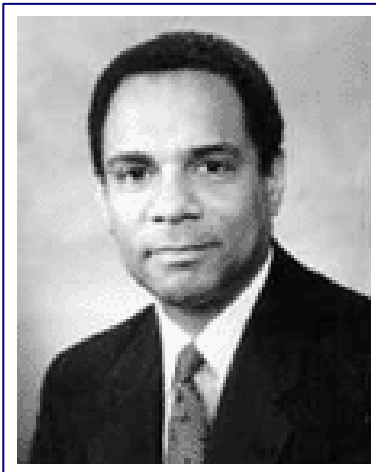
Self  
Management

Achievement orientation

*Self-Management: Emotional tendencies that guide or facilitate reaching goals*

***Achievement orientation: Striving to improve or meet a standard of excellence***

*Ken Chenault*



- Early in his career at American Express, he took a challenging assignment in Merchandise Services
- This department, which sold items to consumers via direct mail, was troubled and was peripheral to the company's main card business
- Within three years, he had grown sales from \$100 Million to \$700 million

He balances what colleagues term “unrelenting drive” with friendliness, charisma, and an open-door policy

# Personal Competence

Personal  
Competence

Self  
Awareness

Self  
Management

Initiative

*Self-Management: Emotional tendencies that guide or facilitate reaching goals*

***Initiative: Readiness to act on opportunities***

***Bill Gates***



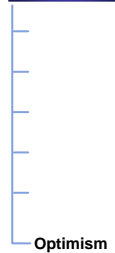
- Reluctantly dropped out of college:
- “Unlike some students, I loved college. However, I felt the window of opportunity to start a software company might not open again”

# Personal Competence

Personal Competence

Self Awareness

Self Management



*Self-Management: Managing one's internal states, impulses and resources*

***Optimism: Persistence in pursuing goals despite obstacles and setbacks***

*J.K. Rowling*



- *Harry Potter* author was divorced and living on public assistance with her daughter in a tiny apartment in Edinburgh
- The first book in the series was rejected by 10 publishers

# Social Competence

---

## Social Awareness

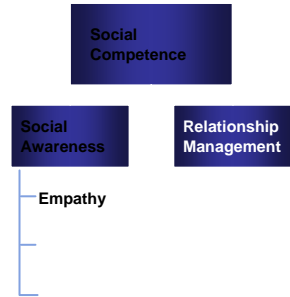
- Awareness of others' feelings, needs and concerns

## Relationship Management

- Adeptness at inducing desirable responses in others



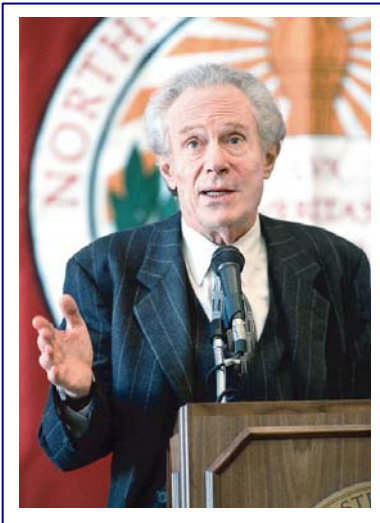
# Social Competence



*Social Awareness: Awareness of others' feelings, needs, and concerns*

***Empathy: Sensing others' feelings and perspectives, and taking an active interest in their concerns***

*Aaron Feuerstein*



- Fire destroyed his Malden Mills Polartec factory in 1995
- Personally paid salaries of 2,000 workers for three months while the factory was rebuilt

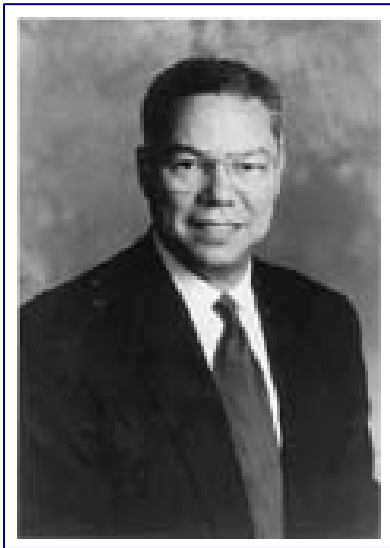
# Social Competence



*Social Awareness: Awareness of others' feelings, needs, and concerns*

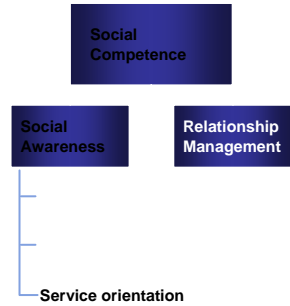
***Organizational awareness: Reading a group's emotional currents and power relationships***

*Colin Powell*



- The youngest general ever to be named Chairman of the Joint Chiefs of Staff
- Legendary for the political skills which he has demonstrated at every stage of his career

# Social Competence



*Social awareness: Awareness of others' feelings, needs, and concerns*

***Service orientation: Anticipating, recognizing, and meeting customers' or clients' needs***

*Estee Lauder*



Developed innovative “gift with purchase”

# Social Competence

Social  
Competence

Social  
Awareness

Relationship  
Management

Developing others

*Relationship Management: Adeptness at inducing desirable responses in others*

***Developing others: Sensing others' development needs and bolstering their abilities***

*Jack Welch*



- General Electric CEO spent 50% of his time on people development
- He knew the names and roles of over 1,000 people at the company

# Social Competence

Social  
Competence

Social  
Awareness

Relationship  
Management

Inspirational  
leadership

*Relationship Management: Adeptness at inducing desirable responses in others*

***Inspirational leadership: Inspiring and guiding individuals and groups***

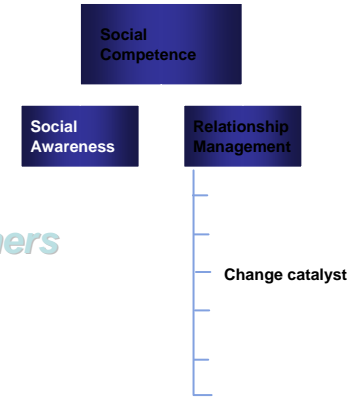
*Ernest Shackelton*



- Explorer lead a team of men to Antarctica in 1914
- Their boat, *The Endurance*, was crushed by ice early in the expedition
- He managed to bring them back to safety after more than 600 days in the wilderness
- Shackelton paid close attention to the group's emotional condition during their trials together
- He created intelligent strategies for helping individuals and the group remain busy and optimistic



# Social Competence



*Relationship Management: Adeptness at inducing desirable responses in others*

***Change catalyst: Initiating or managing change***

*Gordon Bethune*



- Took over as CEO of failing Continental Airlines in early 1990's
- One of his first public acts was to take a group of employees out to the company's parking lot
- They burned the outdated and constraining employee manual
- This symbolic gesture set the stage for his successful transformation of the airline

# Social Competence

Social  
Competence

Social  
Awareness

Relationship  
Management

Influence

*Relationship Management: Adeptness at inducing desirable responses in others*

***Influence: Having impact on others and wielding effective tactics for persuasion***

## Robert Cialdini



- A maitre d' at a restaurant in Chicago told people: "Please call if your plans change."
- Only 10% of no shows called to cancel
- He began asking people "Will you please call if your plans change?"
- As a result, the cancellation rate tripled – 30% called

# Social Competence

Social  
Competence

Social  
Awareness

Relationship  
Management

Conflict  
management

*Relationship Management: Adeptness at inducing desirable responses in others*

***Conflict management: Negotiating and resolving disagreements***



**People are susceptible to the “mythical fixed pie”**

- People think that win-win situations are win-lose
- They choose struggle when they could negotiate
- Negotiators with emotional competence are much more likely to reach win-win agreements

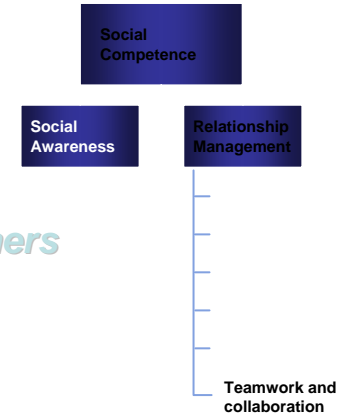
**Mary Parker Follet**



- Two sisters fought over an orange
- They didn't realize that one sister wanted the peel for a cake while the other wanted to make juice
- They split the orange instead of dividing it in a more intelligent way



# Social Competence



*Relationship Management: Adeptness at inducing desirable responses in others*

***Teamwork and collaboration: Creating group synergy in pursuing collective goals***



- Just as teams are more pervasive in the world of science, they are also becoming more common in business organizations
- Team synergies can lead to performance that far exceeds the aggregated sum of what individual members can accomplish on their own
- Individuals are increasingly being evaluated, compensated and promoted based on their ability to work effectively on teams

# Understanding Emotional Intelligence

---

- **History**
- Importance
- Components
- ***Measures***
- Recommendations
- The Future

# Measures of Emotional Intelligence

---

## **The Emotional Competence Inventory (ECI)**

- Published by the Hay Group ([www.haygroup.com](http://www.haygroup.com)) which licenses the test to accredited administrators
- Based on Daniel Goleman's work
- A 72-item, 360-degree online feedback instrument
- Report details scores by self, peers, and managers on Goleman's 18 competencies
- Each competency can be a strength, a hidden asset, a known development need, or a blind spot
- Has comments section that allows for anonymous comments

# Understanding Emotional Intelligence

---

- **History**
- Importance
- Components
- Measures
- ***Recommendations***
- The Future

# The Good News about Emotional Intelligence

---

- Emotional Intelligence is much less fixed than IQ
- Emotional Intelligence can develop over time – Goleman refers to this as “maturity”
- Training, coaching, and feedback can also substantially improve Emotional Intelligence

# Recommendations for Emotional Intelligence Training and Development

---

- Assess the job
- Assess the individual
- Deliver assessments with care
- Gauge readiness
- Motivate
- Make change self-directed
- Focus on clear, manageable goals
- Prevent relapse
- Give performance feedback
- Encourage practice
- Arrange support
- Provide models
- Encourage
- Reinforce change
- Evaluate

*(Goleman, 1998)*

# Understanding Emotional Intelligence

---

- History
- Importance
- Components
- Measures
- Recommendations
- ***The Future***

# The Future of Emotional Intelligence

---

- Emotional Intelligence will be increasingly important – more need for team-based collaboration across organizations, geography and cultures
- Emotional Intelligence will be used more frequently in the selection, assessment, training and development of employees
- Theories and measurement tools will evolve over time
- One direction for future research is into how Emotional Competencies relate to and enhance one another



# Sources

---

Goleman, D. (1995). *Emotional Intelligence: Why it can matter more than IQ*. New York: Bantam.

Goleman, D. (1998). *Working with Emotional Intelligence*. New York: Bantam.

Goleman, D., Boyatzis R. & McKee, A. (2002) *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: HBS Press.

See also [www.eiconsortium.org](http://www.eiconsortium.org) and [ei.haygroup.com](http://ei.haygroup.com)

---

**Ben Dattner, Ph.D.**

212-501-8945

[ben@dattnerconsulting.com](mailto:ben@dattnerconsulting.com)

[www.dattnerconsulting.com](http://www.dattnerconsulting.com)

---