

01 | EMOTIONAL INTELLIGENCE SELF-REPORT SCORES: HOW DO THEY SEE THEMSELVES?



Measuring & Managing Talent with Scientifically Validated Assessment

- Leadership & Individual Development
- Selection & Succession Planning
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In this four-part series, I will examine the role of Emotional Intelligence (EI) in leadership development at an energy company.

I'd like to open this series of articles by posing some questions for you, the reader, to reflect upon.

- Consider the different roles in your organization (such as Executives, Managers and Employees): Who would rate themselves as the most emotionally intelligent? Would the Managers rate themselves as emotionally intelligent as the Executives?
- Would the ratings from others (such as Peers and Direct Reports) agree?
- What would be the one facet of emotional intelligence that you would like to see developed within your organization?

Oklahoma Gas & Electric Company™ (OG&E™) asked these questions, amongst others, when designing their leadership development program. Part of the program includes examining EI competencies using the EQ 360® (a 360 degree assessment of EI based on the Emotional Quotient Inventory 2.0® model). Multi-Health Systems™ (MHS™), publisher of the EQ 360, assisted by examining their most recent results, in order to provide further direction in shaping the program.

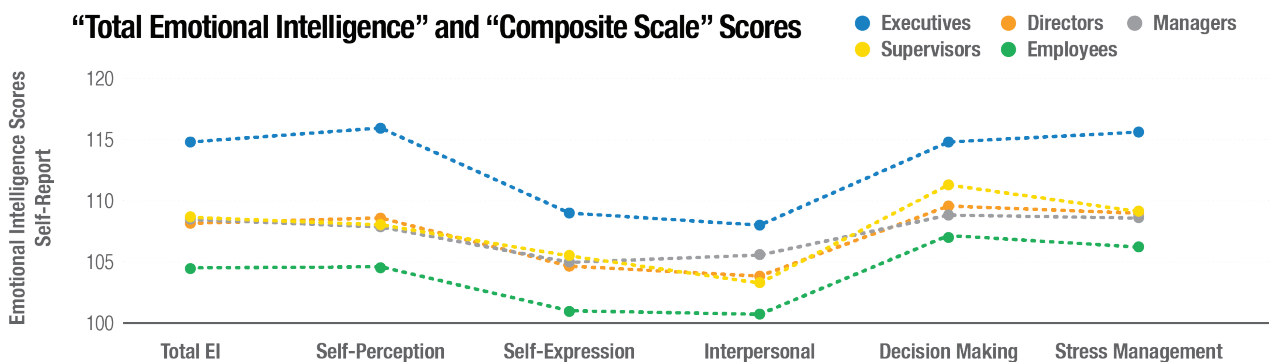
This series of articles will explore the EQ 360 results of the group, as well as suggest strategies for harnessing the strengths of the group or developing competencies which present challenges.

This article examines the self-report emotional intelligence scores. In other words, we will examine how they see themselves leveraging

EI. The group is divided into five categories: Executives (n = 15), Directors (n = 50), Managers (n = 77), Supervisors (including Foremen, n = 100), and Employees (those who did not fall into any of the previous categories, n = 37).

As seen in Figure 1, self-report scores for each group fell in the Average (90-109) or High (110 or above) ranges. Employees rated themselves lower in Total EI than the other groups, while Executives rated themselves higher in Total EI than the other groups. This pattern is consistent across each of the Composite Scales (Self-Perception, Self-Expression, Interpersonal, Decision Making and Stress Management), though all subgroups felt that their Decision Making and Stress Management competencies were more developed than their Self-Expression and Interpersonal competencies.

Figure 1. "Total Emotional Intelligence" and "Composite Scale" scores (self-report).



EMOTIONAL INTELLIGENCE IN THE ENERGY SECTOR

Each of the five composite scales consist of 3 subscales (creating 15 subscales in total). OG&E identified two subscales of particular interest: Impulse Control (part of the Decision Making composite) and Empathy (part of the Interpersonal composite). They identified Impulse Control as an important attribute for leaders to possess, while Empathy is a focus within their leadership development program.

All self-report ratings of Impulse Control (Figure 2) and Empathy

(Figure 3) fell within the Average range (90-109), though the Impulse Control scores were higher overall. This suggests that leaders within OG&E are able to harness Impulse Control as a strength, though Empathy may be an area for development. These results will be explored further throughout the series.

It is important to keep in mind that this article only presents the results from the self-report component of the EQ 360. Does the feedback from

the raters agree? Perhaps the group feels that they're not very empathic, but others think that they are. In the next article, I will present the results of the rater-based feedback.

About the Author

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Justin Deonarine is a Research Analyst on the Research and Development team for the Talent Assessments Division of Multi-Health Systems Inc. (MHS). Justin's work at MHS includes custom analyses for a variety of organizations, including those in the music industry and reality television. Additionally, Justin was the lead researcher in the development of the Leadership EQ 360 Report (a leadership-based report of the EQ 360). He has co-authored a textbook chapter on emotional intelligence, as well as published articles around various topics (including emotional intelligence, risk appetite, innovation and leadership development). Justin's professional interests include predicting and improving human performance.

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Figure 2. "Impulse Control" subscale scores (self-report).

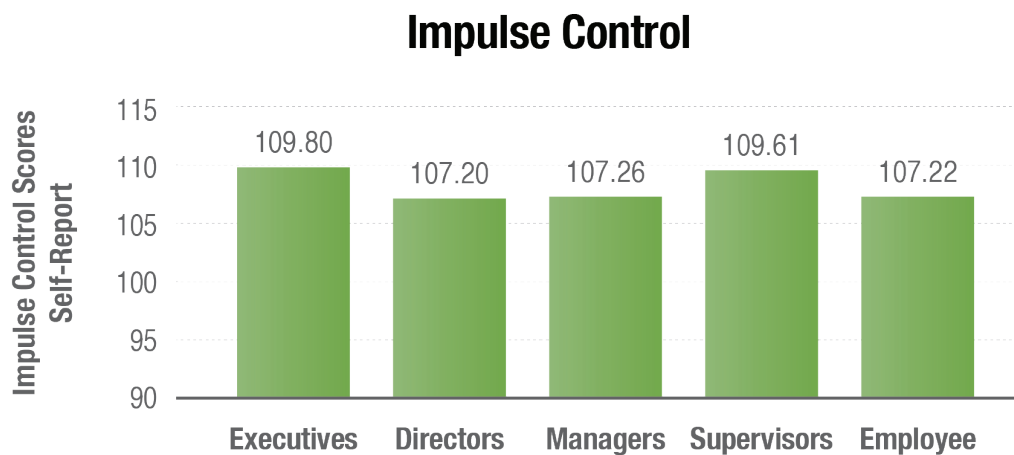


Figure 3. "Empathy" subscale scores (self-report).

