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# 03 EMOTIONAL INTELLIGENCE STRENGTHS: WHAT COMPETENCIES CAN THEY HARNESS?

**TALENT ASSESSMENT**

**Measuring & Managing Talent with Scientifically Validated Assessment**

**Leadership & Individual Development**

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As part of their leadership development efforts, Oklahoma Gas & Electric Company™ (OG&E™) administered the EQ 360® (a 360 degree emotional intelligence assessment) to individuals across a variety of roles. Multi-Health Systems™ (MHS™), publisher of the EQ360, examined the results of the assessments, revealing both strengths and areas for development for OG&E.

In the previous articles, I explored the results for the group as a whole, as well as two subscales of interest (Impulse Control and Empathy). In this article, I will further delve into the strengths of the OG&E group.

In order to determine the strengths of the group from both the self-report and rater-feedback scores, the top three subscale scores were determined for five categories (Executives, Directors, Managers, Supervisors and Employees). Areas of strength were identified based on the subscales which appeared most frequently within the top three scores for each group. The results of this analysis can be seen in Figures 1 and 2.

Based on both self-report and rater-feedback scores, the top strengths of the group include Problem Solving, Impulse Control and Self-Actualization. The average rater-feedback scores are in the High range (110 and above). The average self-report scores are in the Average range (90-109), though they are very close to the High range (Problem Solving = 109.95, Impulse Control = 108.22 and Self-Actualization = 109.42).
Social Responsibility and Flexibility also presented themselves as potential areas of strength, though their overall scores were not as high as the previous three subscales.

*Figure 1. Highest three scores for each of the five groups (self-report scores).*

| Self-Report Scores | Executives | Directors | Managers | Supervisors | Employee |
|---|---|---|---|---|---|
| **Highest** | Self-Actualization | Self-Actualization | Social Responsibility | Problem Solving | Independence |
| **2nd Highest** | Stress Tolerance | Problem Solving | Self-Actualization | Stress Tolerance | Problem Solving |
| **3rd Highest** | Problem Solving | Social Responsibility | Stress Tolerance | Impulse Control | Impulse Control |

Figure 2. Highest three scores for each of the five groups (rater-feedback scores).

| Rater-Feedback Scores | Executives | Directors | Managers | Supervisors | Employee |
|---|---|---|---|---|---|
| **Highest** | Impulse Control | Impulse Control | Impulse Control | Problem Solving | Flexibility |
| **2nd Highest** | Self-Actualization | Problem Solving | Problem Solving | Impulse Control | Impulse Control |
| **3rd Highest** | Social Responsibility | Self-Actualization | Flexibility | Flexibility | Problem Solving |

### HOW CAN OGE CONTINUE TO HARNESS THESE STRENGTHS FOR CONTINUED SUCCESS?

*Problem Solving:* Those who possess a high Problem Solving score are often able to tackle problems head-on without being overwhelmed or distracted by their emotions. This skill contributes towards various leadership traits (such as the ability to innovate), and is correlated with transformational leadership behaviours. Tackling problems head-on enables a leader to set the tone for responsiveness and efficiency throughout the organization. Leaders should continue to reframe problems and approach situations in new ways, spurring creativity within their teams.

*Impulse Control:* Individuals who score high in this subscale are, more often than not, composed and restrained (rather than impulsive). However, there is disagreement between the self-report and rater-feedback scores (as seen in Figure 2 of the second article). The group reports a lower score in Impulse Control compared to the rater-based feedback. This suggests that the individuals within the group may be unaware of this strength and should further work towards harnessing this strength to their own satisfaction.

*Self-Actualization:* A high score in this subscale suggests that members of the group find their work meaningful. They will often set challenging goals for themselves, motivate themselves to reach these goals, and are passionate about their role within OG&E. This trait is tied into many leadership competencies, such as authenticity, willingness to coach others, providing a meaningful vision for others to follow, and the ability to innovate. Leaders should continue to find ways to ensure that their talents are being optimally leveraged, and should expect the same from their team. This will work towards creating an atmosphere where employees can accomplish great feats in their careers.

In the next article, I will explore the emotional intelligence traits which can be further developed.

## About the Author – Justin M. Deonarine

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.