

# Getting more from EI

Emotional Intelligence, or EI, at the most general level, refers to the *capability to recognize and regulate emotions in ourselves and in others*. Many of those active in this field recognize that EI can be measured and most significantly, EI can be developed. Several tools have been developed to measure EI. Now added insight is available in the form of an Advanced Interpretation Report; the first of its kind! But first, let's briefly summarize the highlights of EI:

## EI approaches

Emotional Intelligence (EI) encompasses a number of different attributes. These depend upon psychological theory and are supported by a growing body of empirical research.

Peter Salovey and John (Jack) Mayer framed EI within a *model of intelligence*, while Reuven BarOn, author of the EQ-i, placed EI in the context of *personality theory*, specifically a model of well-being. Daniel Goleman popularised EI in terms of a *theory of performance*.

Users generally support one of these approaches, depending on which they were introduced to, and which best suits their unique circumstances. For example, the MSCEIT of Salovey and Mayer is a good choice if one believes EI is based on ability and wants to measure a person's capacity for reasoning with emotional information. Scores are relatively unaffected by self-concept, response set, emotional state and other confounds.

On the other hand, the Bar-On EQ-i measures emotionally and socially intelligent behaviour as a key determinant of well-being and success in life. This well-researched measure is used worldwide and relies on 15 attributes representing intrapersonal and interpersonal qualities, stress management, adaptability and general mood. Importantly, these attributes and hence also one's total EQ are likely to improve with further development, an attractive feature of this approach.

## The Advanced Interpretation Report

A new EI development, the Advanced Interpretation Report, marries the *development potential* of EQ with the application value of *performance*. Drawing upon the meaning behind clusters of EQ-i attributes, it offers refreshingly advanced insight into performance in seven competencies that are important in an organizational and mental health context, with specific pointers for optimizing performance.

The report moves beyond individual scale interpretation. Instead, a relational, integrated focus is presented, with the bottom line firmly in mind. Performance and leadership play out through the way we drive business, facilitate a team, and influence others. General mental health is explored through how we present our own well-being and how in touch we are with our own emotions, with that of others, and with the environment. Our overall feel of success and resilience in the midst of daily demands provide further understanding of our ability to thrive.

## Effective applications of EI

Different forerunners of EI found that emotional intelligence influences effectiveness in a growing number of areas:

- Top performance management, leadership
- Development of talent, potential
- Optimal team functioning
- Personal development
  
- Person-job matching, employee retention
- Employee commitment, morale, corporate climate
- Employee motivation, career success, well-being
  
- Innovation, creativity
- Productivity, sales, revenue, profit, ROI
- Service quality, client satisfaction
- Customer loyalty, CRM
  
- Person-job matching, employee retention
- Employee commitment, morale, corporate climate
- Employee motivation, career success, well-being
  
- Academic achievement
- Sport success
- Teacher-pupil matching
- Efficient workgroups
  
- Relationship counselling, therapy
- Parenting
- Life skills
- Quality of life
- Preventative strategies