



Book of EI

An introduction to Emotional Intelligence



About PSI

PSI Talent Management is where people meet potential. PSI helps organisations attract, recruit, develop and retain talent, globally.

Bringing together insightful assessment and inspirational development, PSI blends the best emerging technology with leading content and consulting expertise.

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Why Emotional Intelligence matters



The business need for Emotional Intelligence



The business case for Emotional Intelligence



Emotional Intelligence can be developed

Explore the impact of Emotional Intelligence on

- Wellbeing
- Engagement
- Performance



The business need for Emotional Intelligence

In today's workplace the need for EI is more important than ever.

Our survey on 50 UK organisations found that **90%** considered EI as '**important**' or '**crucial**' to meeting their business needs.¹

When asked: ***What are the top issues you face at work?***

Leaders reported that **76%** were people/relational and only **24%** were financial/technical issues.²



A global leadership research company that followed 20,000 new hires over three years found **23%** failed because of poor understanding and management of emotions.³

The Future of Jobs survey ranked EI as one of the **top 10** skills that would be required by **2022**.⁴

The business case for Emotional Intelligence



People higher in EI demonstrate:

- ✓ Higher job performance^{5,6}
- ✓ Greater job satisfaction⁷
- ✓ More organisational commitment⁷
- ✓ Better psychological well-being⁸
- ✓ Better physical health⁹
- ✓ Positive leadership impact¹⁰

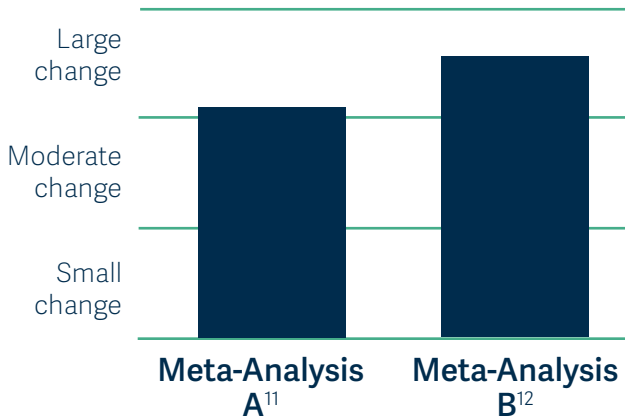


Research shows that EI is **clearly related** to key outcomes that help people **thrive** in their workplace and career.

Emotional Intelligence can be developed

Not only does EI predict **job performance**, we also know from research that EI can be improved through **training**.

Improvement in EI after training



Our approach to Emotional Intelligence



A formula for change



**The Emotional Intelligence
framework**



Awareness of our attitudes



A method of development

Discover the importance of

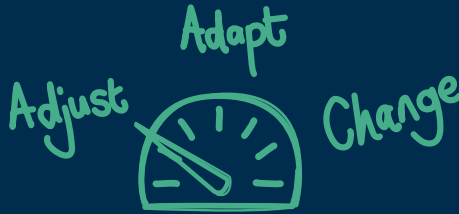
- Attitudes
- Feelings
- Behaviour



A formula for change

We define EI as 'how a person manages their personality to be both **personally** and **interpersonally** effective'.

EI is therefore the missing link that turns **personality** into effective **performance**.



16pf[®] + eip3
= Performance

The Emotional Intelligence Framework

El starts with Attitude



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El is made up of different parts, underpinned by our **Attitudes** that fuel our **Feelings** that drive our **Behaviour**.

Awareness of our attitudes



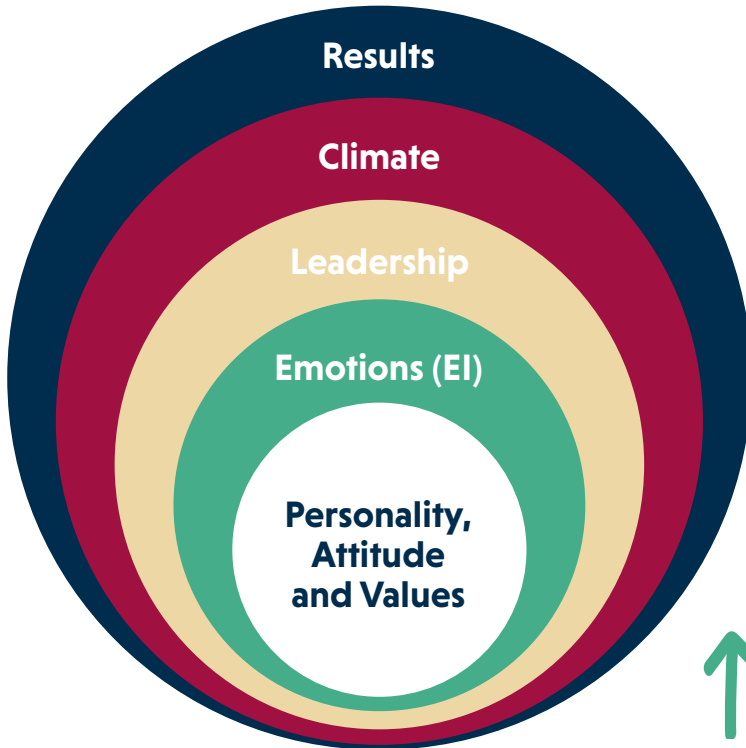
To achieve **sustainable** improvement in behaviour, it is essential to adopt emotionally intelligent **attitudes**.

Survival	Mindful
Low Regard for Others	High Self Regard
Blaming	Responsible
Closed	Open
Rigid	Flexible
Defensive	Authentic

A method for development

Our approach to personal and leadership development is to start from the **inside out**.

Higher EI leads to effective leadership **behaviour**, which creates a positive organisational **climate** that produces business results.



Developing your Emotional Intelligence

-  **Maintain a positive attitude**
-  **Pay attention to feelings**
-  **Notice your behaviour**
-  **Build your resilience**
-  **Put Emotional Intelligence
into practice**

How are you feeling today?

- Stressed
- Burned out
- Energised
- Renewed



Maintain a positive attitude

When we hold a positive attitude, we are more likely to perform at our **best** and bring out the best in **others**.

		Self Regard	
		I'm not OK	I'm OK
Regard for Others	You're OK	Submissive Self-critical Passive and lack confidence Over-trusting and dependent 'I Lose – You Win'	Ideal Value self and others Feel confident and competent Authentic and open to change 'I Win – You Win'
	You're not OK	Blocked potential Feeling hopeless and stuck Give up and withdraw Inflexible and rigid 'I Lose – You Lose'	Critical Blaming others Aggressive and arrogant Mistrusting and too independent 'I Win – You Lose'

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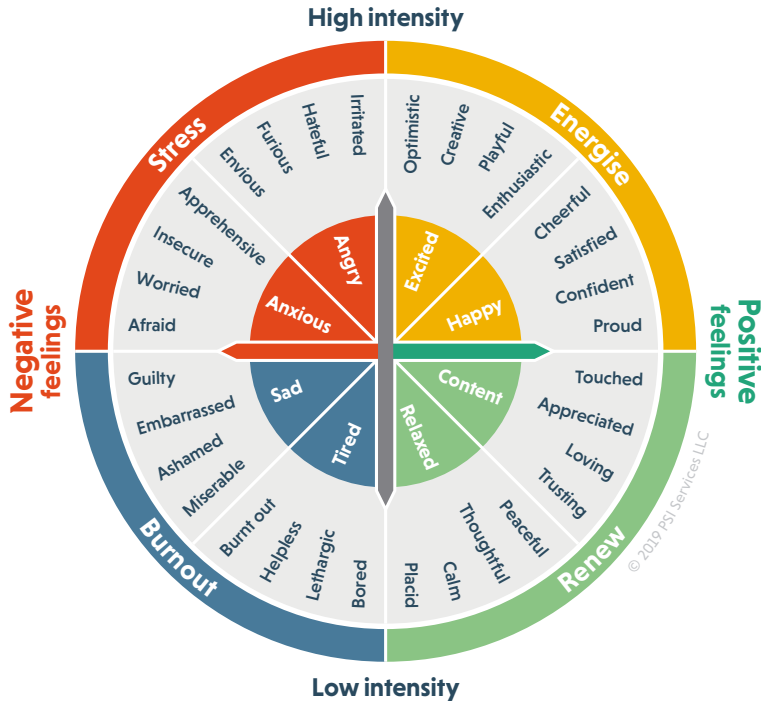


Activity!

Think about how much time you spend in each of these boxes.
 What triggers you to move into the red boxes?
 What helps you stay or get back into the green box?

Pay attention to feelings

The key to developing EI is to **notice** feelings and signs of stress **early**. By being more aware of our emotions and the emotions of others, we will be able to spend more time feeling **energised** and **renewed**.



Activity!

Try checking-in a couple of times a day, to start building up a pattern of your feelings. What helps you to renew?

Notice your behaviour

Under pressure our behaviour changes and we may revert to **defensive** habits or rigid behaviours that **derail** effective performance.

Defensive habits occur when we face **difficult** and **demanding** situations.



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Activity!

*Which of these defensive behaviours do you recognise in yourself?
How do they impact on your performance and relationships?*

Build your resilience

All too often an individual who performs effectively under normal circumstances will dramatically derail when under **stress** and **adversity**.

By building personal resilience it will make bouncing back **quicker** and **easier**.



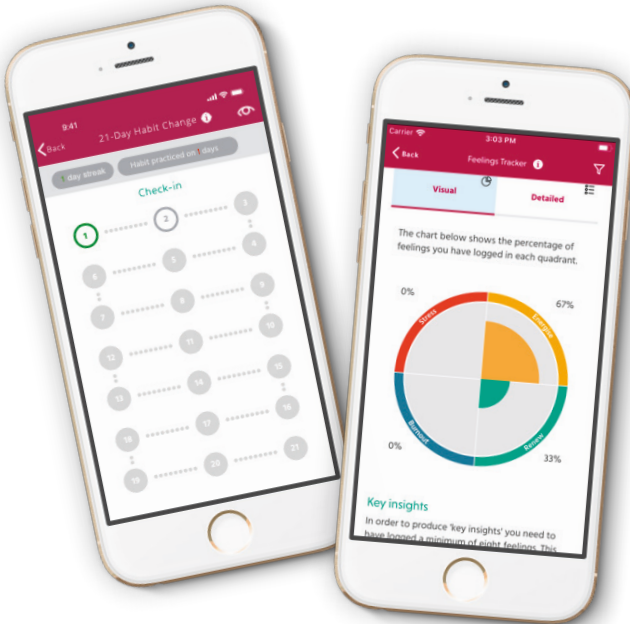
Activity!

How well do you cope with setbacks? Use our model to think about how you behave at each stage of the resilience cycle.

Put Emotional Intelligence into practice

The emotional brain learns from experiential activity – **doing** rather than **knowing**. Creating new habits requires **repeated** practice over time to make change stick.

Repeating a **behaviour** every day for 21 days is a useful way to get started.



Activity!

What specific behaviour at work would you most like to address and change? Write down the benefits this new habit will give you.

The Emotionally Intelligent organisation



An integrated organisation



**The emotionally
intelligent team**



A positive leadership climate

Using Emotional Intelligence to enhance

- Collaboration
- Innovation
- Productivity



An integrated organisation

An emotionally intelligent organisation is an integrated and interdependent **whole**, comprising of **individuals**, **teams** and the **organisation** all working towards the same **goal**.



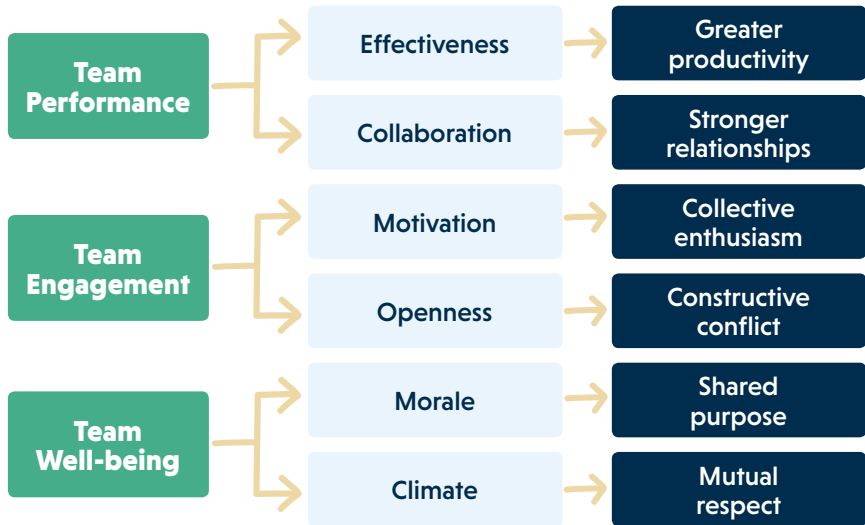
In successful organisations...

Individuals display	↔	Teams display	↔	Organisations are
Self Regard		Morale		Encouraging
Regard for Others		Positive Climate		Innovative
Self Awareness		Motivation		Visioning
Awareness of Others		Openness		Trusting
Self Management		Effectiveness		Stretching
Relationship Management		Collaboration		Collaborative

The emotionally intelligent team

The EI of an organisation is largely **dependent** on the EI of the teams and individuals **within** it.

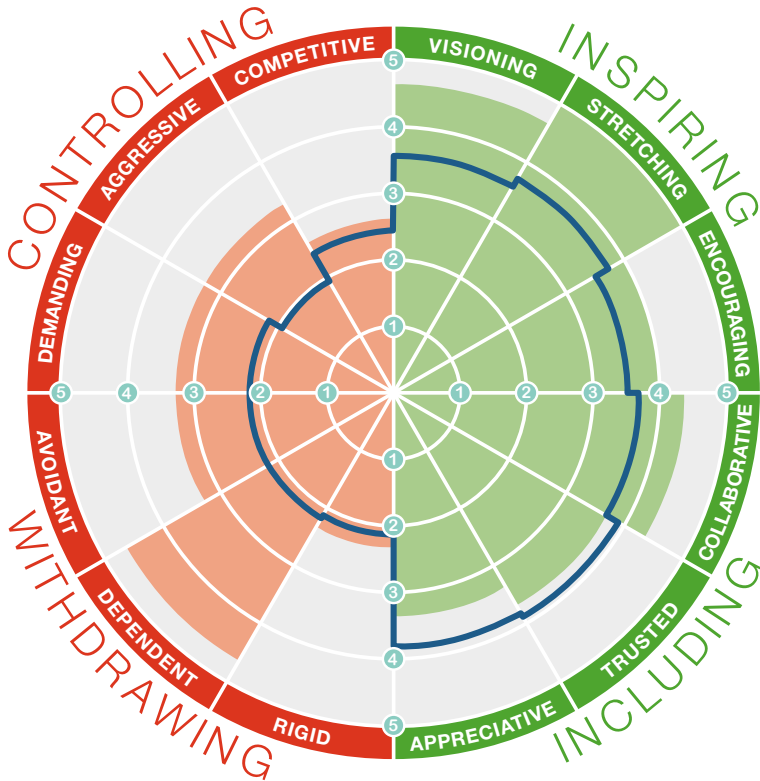




EI provides the **building blocks** for effective teamwork and greater collaboration.

A positive leadership climate

When leaders exhibit **Mindful** behaviours, they generate a positive climate where people feel **inspired**, **motivated**, and **challenged** to move out of their comfort zones and perform at their best.



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Measuring the impact of Emotional Intelligence

- ✓ **Measuring Emotional Intelligence**
- ✓ **Emotional Intelligence predicts leadership climate**
- ✓ **Emotional Intelligence predicts key aspects of work performance**
- ✓ **Emotional Intelligence is sustainable**
- ✓ **Don't just take our word for it**

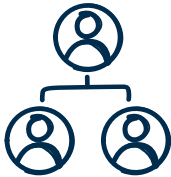
Creating a positive climate with Emotional Intelligence

- Confident
- Supportive
- Collaborative



Measuring Emotional Intelligence

A first step in creating an emotionally intelligent organisation is to **diagnose** what's working well and what could be **improved** at an individual, team and organisational level. We **measure** all levels of EI using our suite of psychometric tools.



Organisation

Leadership Climate
Indicator



Team

Team Emotional
Intelligence Profile



Individual

Personality Type
Profile

Emotional
Intelligence Profile

Behaviours
360

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$$\text{Personality} + \text{Emotional Intelligence} = \underline{\text{Performance}}$$

Emotional Intelligence predicts leadership climate

In a research study of 108 leaders using our EI diagnostics, we found that the EI of leaders **predicts** the **emotional climate** or tone they set within the organisation, based on 360 feedback ratings.

Leaders with higher EI create a climate that is:¹³

Less –

Competitive
Aggressive
Demanding
Avoidant
Dependent
Rigid

More –

Visioning
Stretching
Encouraging
Collaborative
Trusting
Appreciative

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Emotional Intelligence predicts key aspects of work performance

In a large-scale research study using the EI Profile across a wide range of organisations, we found that EI **significantly predicted** three major dimensions of work performance, as measured by managers' ratings.

Job performance dimensions predicted by EI¹⁴



Striving and Adapting

Demonstrating drive for results and adapting to overcome challenges



Collaborating and Supporting

Building productive relationships and working effectively with others



Leading and Influencing

Co-ordinating people, coaching others, and inspiring them to success

Emotional Intelligence is sustainable

In an organisational study of over **300** people going through our flagship three-day EI programme, we found **substantial** improvements in EI **three months** later.

Percentage improvement¹⁵

Behaviour

Self Management
and **Relationship**
Management both
improved by:



Feeling

Self Awareness
and **Awareness of**
Others both
improved by:



Attitude

Self Regard
improved by:



Regard for Others
improved by:



Don't just take our word for it



“ The Emotional Intelligence model is simple and at the same time **profound**. The issue of attitudes is essential to achieve a real **change** in your behaviour. ”

“ It was such a rich **learning** experience, and I am sure my organisations will benefit **hugely** from the **practical** application that Emotional Intelligence can bring. ”



The Emotional Intelligence Profile is **practical** and **meaningful**. It allows you to focus on the really important aspects and gives useful tips to improve these areas. 



Emotional Intelligence has **increased** my awareness of others, their needs and my **interaction** with them. I feel more **confident** and effective in my decision making, which means that things get done **quicker**. 



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For more information on these and other related studies refer to:
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