



EMOTIONAL QUOTIENT FLOWCHART

No matter where you are in your career, no matter what industry your organization focuses on, whether you are a professional in a suit or a professional athlete, the ultimate desired outcome is high performance. It is indisputable that we all want to perform well. At the centerpiece of high performance is good decision-making. Whether the decisions to be made impact hundreds of people or whether they are the micro-decisions made on a daily basis, these decisions make all the difference.

Achieving Emotional Intelligence

Considering that high performance and good decision-making are the ultimate outcomes, how are they attained? There is no doubt that general intelligence and technical skills contribute to high performance. However, to truly succeed consistently, one must also possess a high level of Emotional Intelligence (EQ). EQ is the process of recognizing, managing, and appropriately leveraging emotions within yourself and with others. The value of emotional intelligence increases dramatically with job complexity. Research has shown that those with high EQ are 127 times more productive than those with low EQ. Through his research, Goleman has concluded that the key differentiator between star and average performers is EQ.

Generally speaking, high performance is determined by the competencies you naturally possess or have learned and

acquired. For example, in sports how good you are at shooting a free throw will in part determine how good you are at playing basketball. In business, your competence in leading a team will in part determine your performance as a manager.

Traditional training and development seeks to build such skills and competencies. Our performance on these individual skills and competencies is governed by our behaviors, or how well can we optimize these competencies. For example, someone very good at presenting (competency) may perform dimly if his behavior before, during, or after the presentation event is not appropriate.

Preceding these day-to-day behaviors is cognition, part of which includes our IQ. It is your cognition (how you think) that determines how you will behave, which determines how you can optimize your competencies, which determines whether you perform at a high level.

Emotions Precede Cognition & Behavior

Our first reaction to a stimulus is an emotional one. An abundance of research over the past several decades has supported the primacy of affect in interpreting the world around us, affecting our cognitions and behaviors. Make no mistake, the workplace is first perceived through our emotions. Co-workers may cause frustration; a raise may

THE EQpowerment Model



It is indisputable that the ultimate outcome of training, learning and development solutions is higher performance. Unfortunately, most programs focus on improving just the immediate precursor of performance, your competencies, ignoring the foundational determinant of our thoughts and behavior... EQ. EQpowerment is mastering performance as a result of appreciating and managing our emotions.



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invoke feelings of pride and satisfaction; and receiving a stretch assignment may lead to a complex combination of stress and determination.

Emotions Are Our Foundation

Am I safe? Am I in danger? Will I fight or will I take flight? Our emotions are the source and the foundation of everything else. These emotions are very real and a heightened emotional state can distort our cognition and logical thought processes. Clearly, if you are in fight mode, the set of thinking sequences is quite different that if you are in flight mode. And both of those situations exert a vastly different cognitive effect than when you are at emotional equilibrium. Your ability to think clearly determines how you behave which, in turn, as just discussed, determines how well you can use your competencies to perform. Considering that performance at work is defined and judged based on behavioral observations, the importance of properly managing emotions becomes all the more important. Indeed, the competencies that separate good employees from great ones are based on leadership skills (which have a strong basis in emotion, EQpowerment) and job relevant behaviors.

This sequence is a physiological sequence that occurs in our bodies. It is not a philosophical one or a conceptual one. Neuropsychiatrists through virtual reality and body mapping have shown that the initial reaction to a stimulus is not the firing of brain cells, but that of endorphins being released—emotions.

EQ and Leadership

The single most important element in group intelligence is not the average, or even the highest IQ, but emotional intelligence. Executive EQ argues that a single participant who is low in EQ can lower the collective IQ of the entire group. Further, the EQ and emotional tone of the group is most strongly affected by the leader's EQ. Emotional management is crucial in leadership. A good leader creates an emotionally safe workplace and successfully manages her own and others' emotions. The EQ of leaders affects individual, group, and organizational outcomes. Research shows that the EQ of a team leader has positive effects on not only team members' satisfaction, but also extra-role behavior aimed at the entire organization. These findings suggest a ripple effect of positive outcomes that can be tied to leaders with high levels of EQ. Indeed, at the top levels of leadership, EQ accounts for as much as 90% of success.

Can EQ be Learned?

Unlike one's level of IQ, which changes very little from childhood, emotional intelligence includes skills that can be learned at any age. Research agrees that people can be taught to better manage emotions. In fact, the skills of emotional intelligence are so attainable that one's level of EQ tends to increase with age which can be explained in terms of experience.

Seeing the value of EQ as a trainable skill, more and more business schools are adding emotional competency training. So, what is a 30-year old to do in a room full of 40-year old customers, especially when he knows his competition has likely received some sort of emotional management training? This is the battlefield of the workplace that can be highly impacted by EQ. However, most emotional intelligence programs have failed to deliver results in increasing attendee's emotional intelligence. This is mostly due to their flawed methodology significant, sustained EQ learning occurs over an extended period of time not in a classroom, two day seminar, or workshop.

EQpowerment

This notion of mastering performance by appreciating the role of emotions is what we call EQpowerment, for there is no greater component to empowerment (skill to make the best decisions) than having high levels of EQ.

Unfortunately, the focus of the majority of professional training and development solutions in the past two decades has been on skills and behaviors, not EQ. These methods, while well intentioned, only focus on teaching the outcomes of good EQ. But a focus on skills and behaviors is for naught if not coupled with a proven process on improving the emotional competence that underlies those competencies. A focus on improving cognition, behaviors and EQ will lead to a more effective workforce: an EQpowered workforce. The missing link to empowerment has now been identified.