

# **The EQ-i 2.0 and development:** How investing in emotional intelligence has a positive impact on organizational health

Beyond an individual contributor's performance, other indicators of organizational productivity can be understood by looking at a workplace's team dynamics, selection of job candidates, coaching and development of its employees, and financial growth. Emotional intelligence (EI) has been found to positively effect these indicators of organizational productivity. Of note, companies that used the EQ-i 2.0 for selection and training found that they saved an estimated 3 to 19 million dollars annually. Learn more about the impact of high scores on specific EQ-i 2.0 scales on the organizational indicators below.



## Teamwork and Emotional Intelligence

Without question, a large part of effective and logical teamwork is knowing each member's strengths and limitations and having an appreciation for how others perceive themselves and those with whom they interact. These insights permit a team member to leverage the strengths of the individual or group whenever possible. Pinpointing and utilizing this information have proven effective for bonding, unifying, synchronizing, and strengthening a group or team.

In a 2006 study of team functioning, Frye, Bennett, and Caldwell looked at 33 teams and found that EI, specifically interpersonal skills, significantly predicted the extent to which teams focused on the tasks at hand and the extent to which the team members cooperated. This study illustrates that teams comprised of members with higher levels of interpersonal skills are better able to work together and accomplish tasks. Looking at team dynamics from a different angle, Newton's 2011 study on workplace aggression highlights the role EI can have in reducing workplace deviance and aggression, which can theoretically be linked to higher cohesion and cooperation among teams.

## The EQ-i<sup>2.0</sup> Model

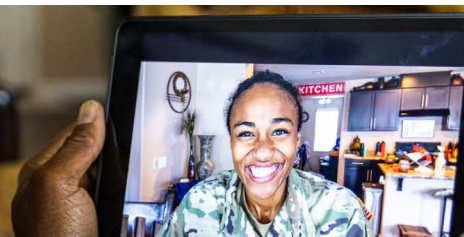
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## Using the EQ-i 2.0 as an employee screening tool

When implemented fairly under appropriate contexts, the EQ-i 2.0 can be an effective and versatile employee screening tool, enhancing the reliability and effectiveness of employee recruitment and selection processes. Many EQ-i factors have been shown to be directly related to performance success in various domains, including academics, sports, medicine, sales, and the military. For example, Assertiveness, Empathy, Happiness, Emotional Self-Awareness, and Problem Solving have all been linked to recruitment success within the U.S. Air Force. Other important outcomes such as job success, job satisfaction, and adaptation to organizational climate change can also be predicted by looking at any number of EQ-i factors.

**U.S. Air Force (USAF) recruiters who were experiencing high rates of first-year turnover used the EQ-i to develop a pre-employment screening system that led to a 92% increase in recruiter retention with a savings of \$3 million annually.**



Handley's study investigates U.S. Air Force (USAF) recruiters experiencing high rates of first-year turnover. In their efforts to increase recruiter retention, the USAF used the EQ-i to study the differences between successful and unsuccessful recruiters. Notable score differences between the two groups were evident in areas such as Assertiveness, Self-Actualization, Stress Tolerance, Flexibility, Problem Solving, and Happiness. Using their findings from the EQ-i, the USAF developed a pre-employment screening system that led to a 92% increase in recruiter retention with a savings of \$3 million annually.

The EQ-i has also been used to streamline the selection process for sales professionals. When 91 newly hired sales employees were studied, the EQ-i was found to be predictive of performance, with EQ-i scores being effective at differentiating between high and low-performing employee groups. Most notably, Self-Actualization, Empathy, Problem Solving, and Happiness were positively related to performance. The EQ-i was then utilized algorithmically to determine the best candidates for future job opportunities.

## Emotional intelligence can be developed, maximizing performance potential

One advantage of the EQ-i 2.0 is that the skills and behaviors measured can be enhanced. There is a large market for training emotional intelligence. Goleman suggested that as many as four out of every five companies have efforts directed at improving the EI of their employees, with such end goals as increased customer service and performance on cross-cultural projects.



In a 2013 study done by the Human Capital Institute, findings indicate that organizations that take the steps to measure and track EI are **16% more likely** to report positive revenue growth compared to organizations that value EI but do not measure it.

Independent research on the EQ-i supports the notion that EI is flexible to change. Training programs do not simply result in higher EI scores but rather practical behavioral change that has implications for enhanced well-being, performance, and satisfaction. If interested in facilitating EI training, coaches, consultants, and HR professionals are responsible for becoming educated consumers and purveyors of responsible practice. Understanding the mechanisms involved in developing EI is the first step to a successful training program.

Dulewicz and Higgs reported a number of significant changes in EQ-i scores from pre-test to post-test in a study of retail managers. Managers were part of a dedicated EI training program that met one day per week for four weeks with a one-week hiatus between meetings to allow for the deliberate practice of recently introduced EI behaviors. All training included lectures, videos, practical exercises, role-plays, and journaling, with emphasis placed on self-awareness, emotion regulation, emotion recognition, and empathy. This study found that eight out of the 15 subscales on the EQ-i were strengthened. Subscales such as Assertiveness, Self-Regard, Empathy, and Optimism all improved in the participants exposed to the training program, while no differences were evident in the control group.

Fletcher and colleagues demonstrated that EI was modestly enhanced in U.K. medical students who were exposed to a seven-month EI training program that consisted of a one- to four-hour training session every month for seven months. Two groups, a control group and a training group, completed the EQ-i on two separate occasions. When their pre-and post-test results were compared, the average Total EQ-i score for the control group actually decreased slightly whereas there was an almost 10-point increase in the average Total EQ-i score of the training group. A difference of this magnitude has been linked to meaningful and often observable behavior change.

Given that EI training programs can yield noticeable differences in EI awareness and application, the utility of the EQ-i 2.0 appears to extend beyond simply gaining insight into one's persona, it also provides a framework by which one can maximize their potential.

### Key takeaways:

- Emotional intelligence (EI) has been found to positively impact indicators of organizational productivity, including team dynamics, selection of job candidates, coaching and development of employees, and financial growth.
- The EQ-i 2.0 has proven to be an effective and versatile employee screening tool, enhancing the reliability and effectiveness of employee recruitment and selection processes.
- Independent research on the EQ-i supports the notion that EI is flexible to change. Training programs can result in practical behavioral change with implications for enhanced well-being, performance, and satisfaction.
- The value of the EQ-i extends beyond simply gaining insight into one's persona, it can also provide a framework by which one can maximize their potential.

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