

## Creating leaders in a global economy

This paper discusses the following aspects of Emotional Intelligence:

- What Emotional Intelligence (EQ) is and why it matters
- How EQ has helped other companies
- Improving EQ through neurological and psychological tools

### What EQ is and why it matters

With jobs being outsourced globally and technology advancing every day, attaining training in emotional intelligence is critical for individuals to be successful in the global economy. Psychologist and author Daniel Goleman popularized the term "emotional intelligence" in his best-selling book of the same name. What emotional intelligence is, says Goleman, "is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." Or, as Maurice Elias, Rutgers University psychology professor, puts it, "It's the set of abilities that helps us get along in life with other people in all kinds of life situations." He calls it the "missing piece" in American education.

What is amazing is that findings from success-related research at Yale indicate that Emotional Intelligence (EQ) **has more to do with success in life than IQ and technical skills combined**. Not only is EQ a necessity for thriving in today's global economy, we know it is what builds the strongest leaders. A study conducted by Daniel Goleman, author of Emotional Intelligence and Working with Emotional Intelligence, compares star performers with average ones in senior leadership positions. The results were astounding. Nearly **90%** of the difference in their profiles was attributable to Emotional Intelligence (EI) not to IQ. Only 10% of technical skills and IQ combined determined success. This would be one the reasons the National US Department of Labor Survey reported corporations are increasingly listing emotional intelligence competencies as criteria for new hires. Emotionally intelligent individuals stand out. Their ability to empathize, persevere, control impulses, communicate clearly, make thoughtful decisions, solve problems, and work with others help them to interview well, get promoted and become strong leaders. With their increased capacity for coping skills, people who have learned EQ skills have better immune systems, less depression, less anxiety, and more satisfying relationships at work and home. At work, they are more productive, and they spur productivity in others. At school, they do better on standardized tests and help create a safe, comfortable classroom atmosphere that makes it easier to learn.

## **How EQ has helped companies**

~Emotional leadership is the spark that ignites a company's performance, creating a bonfire of success or a landscape of ashes." (Primal Leadership, Goleman).

Research has shown that a critical mass of EI capabilities has significant benefits to the bottom line by as much as 28%. There is no question that there is a link between a company's success and the emotional intelligence of its leaders.

Breakthroughs in brain research also show how leaders' moods and actions have enormous impact on those they lead. A leader's emotions can either energize or deflate an entire organization. Strong leaders make people feel good in bad times by helping them deal with negative emotions and by nourishing their positive ones so they can do what they have to do. (Emotional Intelligence, Goleman)

A leader's mood has the ability to inspire, arouse passion and enthusiasm and to keep people motivated and committed. Leaders who possess EI are adept at inducing desirable responses in others and are able to capture the "discretionary energy" of employees, which can impact the organization's performance as measured by revenues and profits.

~Experienced partners in a multinational consulting firm were assessed on the EQ competencies. The partners who had boosted their EQ delivered \$1.2 million more profit from their accounts than did other partners – a 139 percent incremental gain (Boyatzis, 1999)

~The Air Force saved \$3 million annually by using emotional intelligence screens to select recruiters and increased their ability to predict successful recruiters by nearly three-fold lowering costs of turnover. These gains resulted in the Government Accounting Office submitting a report to Congress, which led to a request that the Secretary of Defense order all branches of the armed forces to adopt this procedure in recruitment and selection. (The GAO report is titled, "Military Recruiting: The Department of Defense Could Improve Its Recruiter Selection and Incentive Systems," and it was submitted to Congress January 30, 1998. Richard Handley and Reuven Bar-On provided this information.)

~At L'Oreal, sales agents trained in emotional intelligence significantly outsold salespeople without training. On an annual basis, salespeople selected on the basis of emotional competence sold \$91,370 more than other salespeople did for a net revenue increase of \$2,558,360. Salespeople trained in emotional intelligence also had 63% less turnover (Spencer & Spencer, 1993; Spencer, McClelland, & Kelner, 1997).

~In a national insurance company, insurance sales agents who were weak in emotional competencies such as self-confidence, initiative, and empathy sold policies with an average premium of \$54,000. Those who were very strong in at least 5 of 8 key emotional competencies sold policies worth \$114,000 (Hay/McBer Research and Innovation Group, 1997).

~For 515 senior executives analyzed by the search firm Egon Zehnder International, those who were primarily strong in emotional intelligence were more likely to succeed than those who were strongest in either relevant previous experience or IQ. In other words, emotional intelligence was a better predictor of success than either relevant previous experience or high IQ. More specifically, the executive was high in emotional intelligence in 74 percent of the successes and only in 24 percent of the failures. The study included executives in Latin America, Germany, and Japan, and the results were almost identical in all three cultures.

~An analysis of more than 300 top-level executives from fifteen global companies showed that six emotional intelligence competencies distinguished stars from the average: Influence, Team Leadership, Organizational Awareness, self-confidence, Achievement Drive, and Leadership (Spencer, L. M., Jr., 1997).

~After supervisors in a manufacturing plant received training in emotional competencies such as how to listen better and help employees resolve problems on their own, lost-time accidents were reduced by 50 percent, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000 (Pesuric & Byham, 1996). In another manufacturing plant where supervisors received similar training, production increased 17 percent. There was no such increase in production for a group of matched supervisors who were not trained (Porras & Anderson, 1981).

~One of the foundations of emotional competence -- accurate self-assessment -- was associated with superior performance among several hundred managers from 12 different organizations (Boyatzis, 1982).

~Optimism is another emotional competence that leads to increased productivity. New salesmen at Met Life who scored high on a test of "learned optimism" sold 37 percent more life insurance in their first two years than pessimists (Seligman, 1990).

~A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them (Walter V. Clarke Associates, 1997).

~For sales reps at a computer company, those hired based on their emotional competence were 90% more likely to finish their training than those hired on other criteria (Hay/McBer Research and Innovation Group, 1997).

~At a national furniture retailer, sales people hired based on emotional competence had half the dropout rate during their first year (Hay/McBer Research and Innovation Group, 1997).

~In jobs of medium complexity (sales clerks, mechanics), a top performer is 12 times more productive than those at the bottom and 85 percent more productive than an average performer. In the most complex jobs (insurance salespeople, account managers), a top performer is 127 percent more productive than an average performer (Hunter, Schmidt, & Judiesch, 1990). Competency research in over 200 companies and organizations worldwide suggests that about one-third of this difference is due to technical skill and cognitive ability while two-thirds is due to emotional competence (Goleman, 1998). (In top leadership positions, over four-fifths of the difference is due to emotional competence.)

### **Improving EQ through neurological and psychological tools**

As a manager, it's often pretty clear why one individual is a superstar and another, just as talented, posts only mediocre performance. It's what's inside their head that makes the difference -- those inner thoughts, beliefs, fears... those bad habits and negative patterns. All the traditional education in the world is worthless when he or she runs up against their own mental walls... until now. The Grateful Ring™ curriculum takes leaders on a journey into their mind and body to discover the steps needed to increase their emotional intelligence and make a positive changes in life. In terms anyone can understand, they the neurological and psychological secrets to uncover how to change habits in their mind, boost self-confidence, how to lowering stress and how to maintain a positive attitude daily life.

Based on neurological and psychological program, this emotional intelligence program teaches the nine steps to change negative thoughts into positive thoughts, powerful awareness tools, secrets to navigating your emotional defenses, how to release the stored pain that has been holding you back from living the life of your dreams, how to deal with bullies, energy vampires, and difficult co-workers and the steps to be responsible for living a positive life.

Beta tested with adults, high-school children and first time offenders, the Grateful Ring™ curriculum teaches individuals the most important tools to EQ in a six week self guided course:

Self-awareness – the ability for students to be conscious of emotions and recognize their impact while using gut feelings to guide decisions.

Self-management – the ability for students to manage emotions and behavior and adapt to changing circumstances.

Social awareness – the ability to sense, understand, and react to the emotions of others and feel comfortable socially.

Relationship management – the ability to inspire, influence, and connect to others while managing conflict. This program is not philosophy, It is a step by step HOW TO guide to literally changing the way you think and feel. In today's economy, organizations are looking for ways to improve their productivity.

Emotional Intelligence has emerged as a resource to improve the performance of individuals and their organizations. And as research continues to document, EQ is making a difference. Objective, measurable benefits associated with EQ including increased sales, better recruiting and retention and more effective leadership are just some of the benefits for individuals with emotional intelligence certification.

About the author and creator of the Grateful Ring™ curriculum:

Jenny has a background in neurology and psychology and has studied in nine different countries. Utilizing her skills as a licensed clinical social worker and international educator, Jenny is an international speaker, published author, host of the [“the Live your Power” hour](#), writes the [Ask Jenny](#) column and is CEO of Insite Strategist. As a top change agent, Jenny been named the 2012 ABWA Neapolitan Woman of the Year, Gulfshore Business's 40 under 40, the guru of interest in Gulfshore Life and has received the Sapphire Award from Inscape Publishing. She has appeared on WINK, CBS, FOX and the Lifetime Network and published the books [Live your Power - the tools to battle your inner bully](#), [I am Brilliant](#), [Weighing your Options](#) and is a contributor to the best sellers “Thinking upside down living right side up” and “Women will save the world”. She is creator of the the I am grateful for...™ ring, the Live your Power™ program and the Grateful Ring™ curriculum. She was recently featured on the PBS Brain Power video and spoke at the Energy of Success Summit and Designing a Powerful Woman Summit. She has recorded CD's for helping professionals including: Bullying proofing your clients, 101 Quick Techniques to help children with emotional and behavioral problems, Emotional Eating: Strategies for Lifelong changes. Always giving back, she is remains the current Florida district chair for youth services for the International Kiwanis Organization.

## RECENT TESTIMONIALS

Jenny is a brilliant forerunner in the field of emotional intelligence. Her uncanny ability to translate the latest emotional intelligence research into practical tools and trainings are invaluable for companies to succeed in the global economy and athletes to break through to their next level of success. Her knack for getting teams to synergize and taking top level executives/athletes to their next level of success is truly a priceless gift.

Gene Landrum, PhD, Founder of Chuck E. Cheese, professor emeritus, author of 21 books and tennis champion

Jenny's genius in emotional intelligence is taking complex issues and breaking them into practical, step by step tools to help executives and athletes learn to become positive, success based thinkers. As everything starts with thoughts, what could be more valuable? I also want to add her invention of the "I am grateful for..." ring has been ingenious with to help with focus and a positive mindset  
Ron Klein, Senior Olympian, Inventor of the Magnetic Credit Card Strip-Validity Checking System, Developer of MLS, Voice Response and the Bond Quotation for NYSE.

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