Emotional Intelligence in HRM

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Emotional intelligence involves being sensitive to other people's emotions, facilitating improved performance based on its knowledge.

Main characteristics Emotional intelligence (Goleman):

1. Self-Awareness
2. Self-regulation
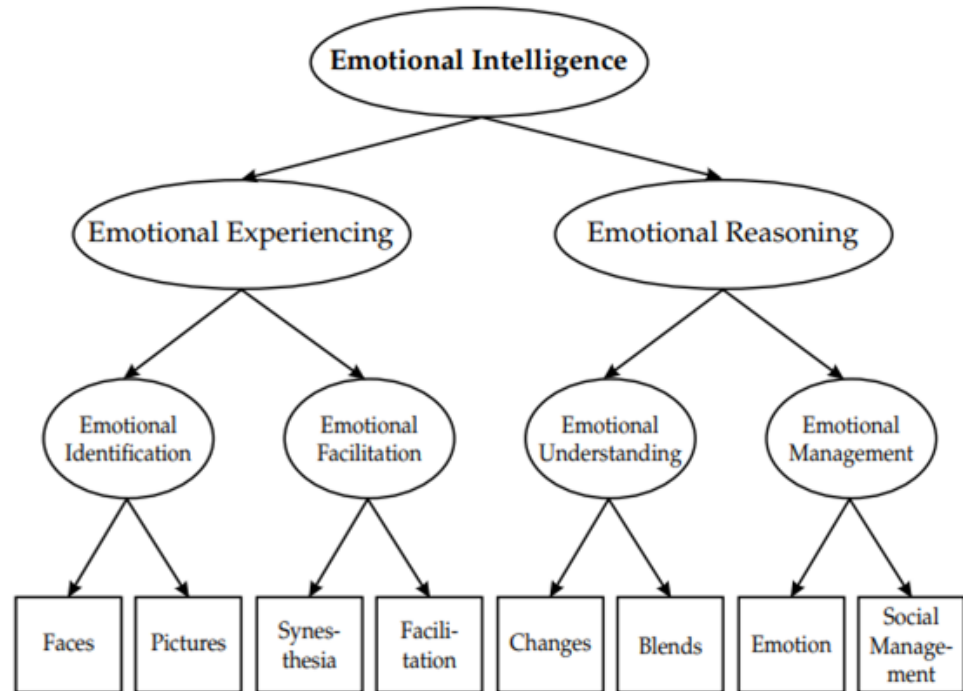3. Internal motivation
4. Empathy
5. Social Skills

Measurement of Emotional Intelligence - Models

The performance test approach	Self-report approach	Peer-report approach
Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT)	Wong and Law Emotional Intelligence Scale (WLEIS)	WEIP-3
Wong's Emotional Intelligence Scale (WEIS)	The Bar-On EQ-i	
Levels of Emotional Awareness Scale	Emotional Competence Inventory	

Mayer–Salovey–Caruso Emotional Intelligence Test

1. Aspects to measure
2. Where can be used
3. Limitations

How Bar-On model was developed?

Charles Darwin (1892)

Emotional Quotient Inventory (the EQ-i) (1980s)

The EI Personal Factor model (2005) - Bar-on Reuven

The EI Personal Factors Model[a] EI scales	EI subscales	Adaptability and identity metacompetencies[b]
1. Intrapersonal functioning	1. Emotional self-awareness	I Self-assessment
	2. Assertiveness	A Dialogue skills
	3. Self-regard	I Being willing to modify self-perceptions as change occurs
	4. Self-actualization	A Eagerness to accept new challenges in unexplored territory
		I Engaging in a variety of personal development activities
	5. Independence	I Exploring, communicating and acting on personal values
2. Interpersonal skills	6. Empathy	A Openness to new and diverse people and ideas
	7. Interpersonal relationships	I Actively seeking out relationships that evoke learning
	8. Social responsibility	I Rewarding subordinates for personal development work
3. Adaptability	9. Problem solving	I Seeking, hearing and acting on personal feedback
	10. Reality testing	A Exploration
	11. Flexibility	A Flexibility
4. General mood	12. Happiness	
	13. Optimism	I Being open to diverse people and ideas
5. Stress management	14. Stress tolerance	A Comfort with turbulent change
	15. Impulse control	

Notes: A = Adaptability metacompetency; I = Identity metacompetency.
Sources: [a]Bar-On (1997), [b]Briscoe and Hall (1999)

The relationship between the Bar-On model and:

- physical health;

- psychological health;

- social interaction;

- performance in the workplace;

- self-actualization.

How to use the Bar-on model in a business environment:

- Using emotional intelligence to identify high potential in managers.

- A synthesis of leadership and emotional intelligence

- The Impact of Emotional Intelligence on Workplace Behaviour

Limitations

- Self-evaluate of the respondents.

"emotional intelligence : can companies really feel their way to success?"
-Lauren Garris.

| high emotional intelligence | → | productivity, engagement levels, turnover and absenteeism rates, market share. |

ex) AT&T ; 20 percent more productive.

❏ 4/5 large companies ; promote emotional intelligence in their organizations
❏ Can we improve our emotional intelligence?   it is _possible_ !!
       emotional intelligence levels are firm, but not rigid
ex) Coca-Cola ; exceeded their performance targets by 15 percent.

Conclusion

- No 100% effective model
- Emotional intelligence is being implemented in companies
- Future improvements may lead to success

Sources

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THANKS!

Any questions?