

01 | EMOTIONAL INTELLIGENCE SELF-REPORT SCORES: HOW DO THEY SEE THEMSELVES?



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In this four-part series, I will examine the role of Emotional Intelligence (EI) in leadership development at an energy company.

I'd like to open this series of articles by posing some questions for you, the reader, to reflect upon.

- Consider the different roles in your organization (such as Executives, Managers and Employees): Who would rate themselves as the most emotionally intelligent? Would the Managers rate themselves as emotionally intelligent as the Executives?
- Would the ratings from others (such as Peers and Direct Reports) agree?
- What would be the one facet of emotional intelligence that you would like to see developed within your organization?

Oklahoma Gas & Electric Company™ (OG&E™) asked these questions, amongst others, when designing their leadership development program. Part of the program includes examining EI competencies using the EQ 360® (a 360 degree assessment of EI based on the Emotional Quotient Inventory 2.0® model). Multi-Health Systems™ (MHS™), publisher of the EQ 360, assisted by examining their most recent results, in order to provide further direction in shaping the program.

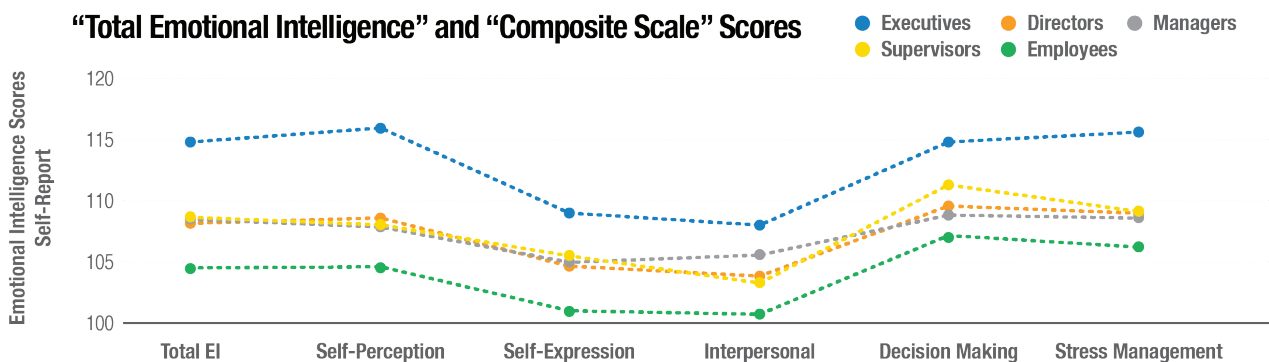
This series of articles will explore the EQ 360 results of the group, as well as suggest strategies for harnessing the strengths of the group or developing competencies which present challenges.

This article examines the self-report emotional intelligence scores. In other words, we will examine how they see themselves leveraging

EI. The group is divided into five categories: Executives (n = 15), Directors (n = 50), Managers (n = 77), Supervisors (including Foremen, n = 100), and Employees (those who did not fall into any of the previous categories, n = 37).

As seen in Figure 1, self-report scores for each group fell in the Average (90-109) or High (110 or above) ranges. Employees rated themselves lower in Total EI than the other groups, while Executives rated themselves higher in Total EI than the other groups. This pattern is consistent across each of the Composite Scales (Self-Perception, Self-Expression, Interpersonal, Decision Making and Stress Management), though all subgroups felt that their Decision Making and Stress Management competencies were more developed than their Self-Expression and Interpersonal competencies.

Figure 1. "Total Emotional Intelligence" and "Composite Scale" scores (self-report).



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Each of the five composite scales consist of 3 subscales (creating 15 subscales in total). OG&E identified two subscales of particular interest: Impulse Control (part of the Decision Making composite) and Empathy (part of the Interpersonal composite). They identified Impulse Control as an important attribute for leaders to possess, while Empathy is a focus within their leadership development program.

All self-report ratings of Impulse Control (Figure 2) and Empathy

(Figure 3) fell within the Average range (90-109), though the Impulse Control scores were higher overall. This suggests that leaders within OG&E are able to harness Impulse Control as a strength, though Empathy may be an area for development. These results will be explored further throughout the series.

It is important to keep in mind that this article only presents the results from the self-report component of the EQ 360. Does the feedback from

the raters agree? Perhaps the group feels that they're not very empathic, but others think that they are. In the next article, I will present the results of the rater-based feedback.

Figure 2. "Impulse Control" subscale scores (self-report).

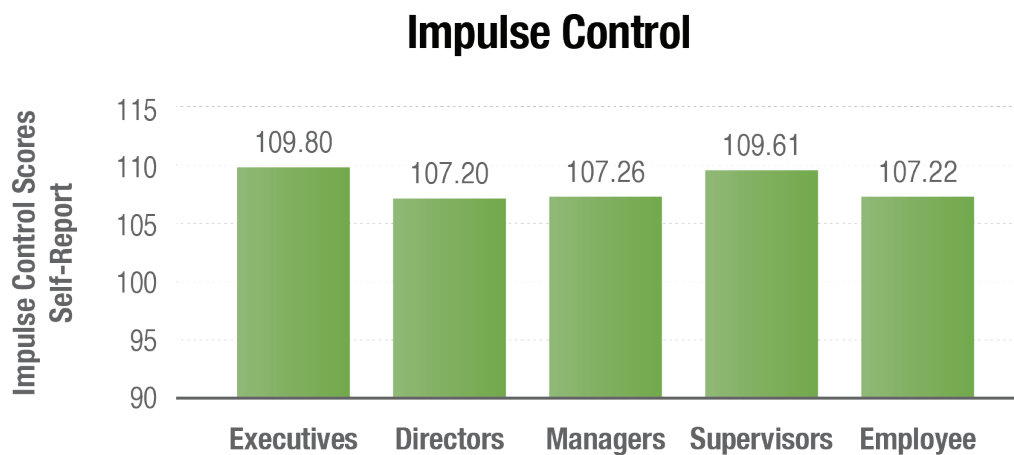
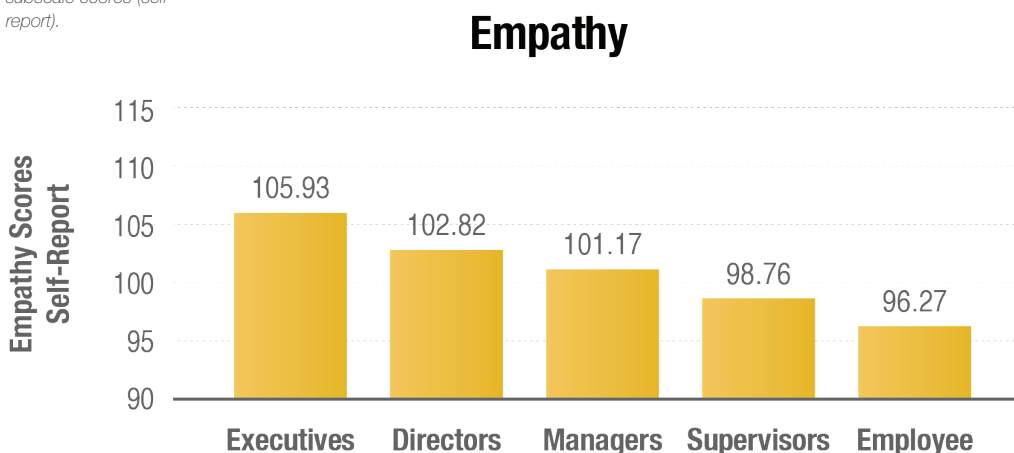


Figure 3. "Empathy" subscale scores (self-report).



About the Author

- Justin M. Deonarine



Justin Deonarine is a Research Analyst on the Research and Development team for the Talent Assessments Division of Multi-Health Systems Inc. (MHS). Justin's work at MHS includes custom analyses for a variety of organizations, including those in the music industry and reality television. Additionally, Justin was the lead researcher in the development of the Leadership EQ 360 Report (a leadership-based report of the EQ 360). He has co-authored a textbook chapter on emotional intelligence, as well as published articles around various topics (including emotional intelligence, risk appetite, innovation and leadership development). Justin's professional interests include predicting and improving human performance.

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02 | EMOTIONAL INTELLIGENCE RATER-FEEDBACK SCORES: WHAT DO OTHERS SEE?

TALENT ASSESSMENT

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As part of their leadership development efforts, Oklahoma Gas & Electric Company™ (OG&E™) administered the EQ 360® (a 360 degree Emotional Intelligence (EI) assessment) to individuals across a variety of roles, and Multi-Health Systems™ (MHS™), publisher of the EQ 360, examined the results of the assessments. In the previous article, I explored the self-report results for the group. In this article, I will delve into the rater-feedback scores (from groups such as Peers and Direct Reports), and explore how these ratings agree with the self-assessment scores.

The group of people being rated is divided into five categories: Executives (175 raters), Directors (594 raters), Managers (916 raters), Supervisors (including Foremen, 1108 raters), and Employees (those who did not fall into any of the previous categories, 388 raters). As observed in Figure 1, rater-

feedback scores for each group fell within the Average (90-109) or High (110 and above) ranges. However, the Executive and Employee groups received lower ratings than the other groups.

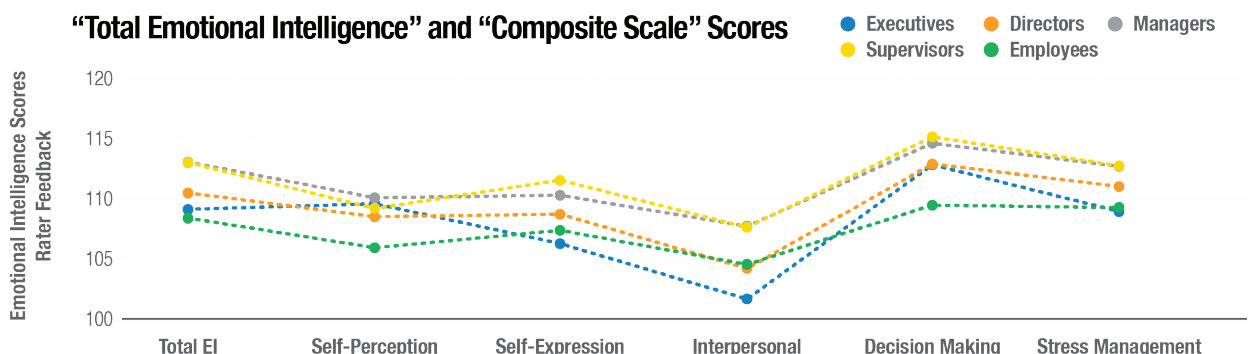
While the rater-feedback suggests that Employees may be more emotionally intelligent than they realize (higher rater-feedback scores than the corresponding self-report scores, which can be found in the previous article), it also suggests that the Executives may be over-estimating their emotional intelligence (lower rater-feedback scores than the corresponding self-report scores). Both of these findings suggest that there are awareness gaps within each group, providing ample opportunity for leadership development.

The Executive group possesses an awareness gap in their Interpersonal composite (self-report score =

108.00, rater score = 101.70). This composite scale includes competencies such as Interpersonal Relationships, Empathy and Social Responsibility. Leadership development efforts can be focused towards these competencies, helping the executive team to connect with others in the company in a meaningful way. This meaningful connection is beneficial when trying to gain buy-in from others about new initiatives or proposals.

The Employee group possesses an awareness gap in their Self-Expression composite (self-report score = 100.68, rater score = 107.37). This composite scale includes competencies such as Emotional Expression, Assertiveness and Independence. As this group is composed of many individuals with technical expertise, they may be able to identify risks and benefits unseen to others. Clear communication of these observations can provide

Figure 1. "Total Emotional Intelligence" and "Composite Scale" scores (rater-based feedback).



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opportunity for innovation or risk prevention. This group feels that they are less expressive than their raters believe, creating an awareness gap. Individuals within the group may be unaware of this strength and should work towards harnessing it to their own satisfaction.

As mentioned in the previous article, OG&E had identified two subscales of interest: Impulse Control (part of the Decision Making composite) and Empathy (part of the Interpersonal composite). While the self-report scores were in the Average range,

what do the rater-based scores suggest?

The rater-feedback scores of Impulse Control (Figure 2) were in the High range (110 and above). All scores were above their respective self-report rating also, suggesting that others are perceiving each group to be less impulsive than they feel they are.

The rater-feedback scores of Empathy (Figure 3) all fell in the Average range (90-109), corresponding with the self-report

scores. However, there is a large discrepancy between the self-report and rater-feedback scores for the Executive group, providing support for the awareness gap in the Interpersonal composite. This indicates that perhaps the executives are not demonstrating Empathy as effectively as they believe they are.

In the next article, I will delve into the strengths of the group, and how they can harness these strengths for continued success.

Figure 2. "Impulse Control" subscale scores (self-report scores and rater-based feedback compared).

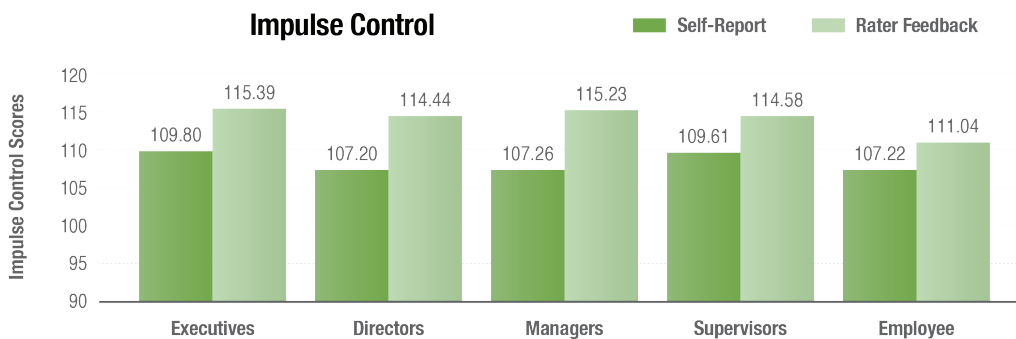
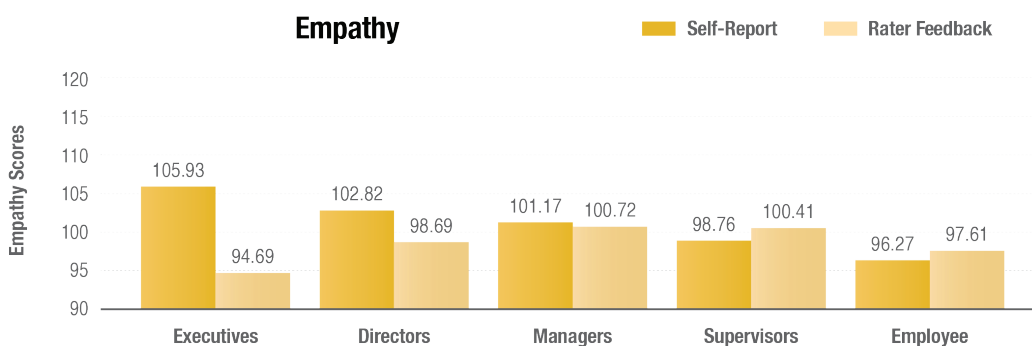


Figure 3. "Empathy" subscale scores (self-report scores and rater-based feedback compared).



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03

EMOTIONAL INTELLIGENCE STRENGTHS: WHAT COMPETENCIES CAN THEY HARNESS?



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As part of their leadership development efforts, Oklahoma Gas & Electric Company™ (OG&E™) administered the EQ 360® (a 360 degree emotional intelligence assessment) to individuals across a variety of roles. Multi-Health Systems™ (MHS™), publisher of the EQ360, examined the results of the assessments, revealing both strengths and areas for development for OG&E.

In the previous articles, I explored the results for the group as a whole, as well as two subscales of interest (Impulse Control and Empathy). In this article, I will further delve into the strengths of the OG&E group.

In order to determine the strengths of the group from both the self-report and rater-feedback scores, the top three subscale scores were determined for five categories (Executives, Directors, Managers, Supervisors and Employees). Areas of strength were identified based on the subscales which appeared most frequently within the top three scores for each group. The results of this analysis can be seen in Figures 1 and 2.

Based on both self-report and rater-feedback scores, the top strengths of the group include Problem Solving, Impulse Control and Self-Actualization. The average rater-feedback scores are in the High range (110 and above). The average self-report scores are in the Average range (90-109), though they are very close to the High range (Problem Solving = 109.95, Impulse Control = 108.22 and Self-Actualization = 109.42). Social Responsibility and Flexibility also presented themselves as potential areas of strength, though their overall scores were not as high as the previous three subscales.



Figure 1. Highest three scores for each of the five groups (self-report scores).



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Figure 2. Highest three scores for each of the five groups (rater-feedback scores).

Rater-Feedback Scores	Group				
	Executives	Directors	Managers	Supervisors	Employee
Highest	Impulse Control	Impulse Control	Impulse Control	Problem Solving	Flexibility
2 nd Highest	Self-Actualization	Problem Solving	Problem Solving	Impulse Control	Impulse Control
3 rd Highest	Social Responsibility	Self-Actualization	Flexibility	Flexibility	Problem Solving

HOW CAN OGE CONTINUE TO HARNESS THESE STRENGTHS FOR CONTINUED SUCCESS?

Problem Solving: Those who possess a high Problem Solving score are often able to tackle problems head-on without being overwhelmed or distracted by their emotions. This skill contributes towards various leadership traits (such as the ability to innovate), and is correlated with transformational leadership behaviours. Tackling problems head-on enables a leader to set the tone for responsiveness and efficiency throughout the organization. Leaders should continue to reframe problems and approach situations in new ways, spurring creativity within their teams.

Impulse Control: Individuals who score high in this subscale are, more often than not, composed and restrained (rather than impulsive). However, there is disagreement between the self-report and rater-feedback scores (as seen in Figure 2 of the second article). The group reports a lower score in Impulse Control compared to the rater-based feedback. This suggests that the individuals within the group may be unaware of this strength and should further work towards harnessing this strength to their own satisfaction.

Self-Actualization: A high score in this subscale suggests that members of the group find their work meaningful. They will often set challenging goals for

themselves, motivate themselves to reach these goals, and are passionate about their role within OG&E. This trait is tied into many leadership competencies, such as authenticity, willingness to coach others, providing a meaningful vision for others to follow, and the ability to innovate. Leaders should continue to find ways to ensure that their talents are being optimally leveraged, and should expect the same from their team. This will work towards creating an atmosphere where employees can accomplish great feats in their careers.

In the next article, I will explore the emotional intelligence traits which can be further developed.

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04 | EMOTIONAL INTELLIGENCE CHALLENGES: HOW CAN THEY IMPROVE?



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In order to determine the top three challenges of the group, the lowest three scores were determined for five categories (using both

self-report and rater-feedback scores): Executives, Directors, Managers, Supervisors and Employees. Challenges were determined by identifying the subscales that appeared most frequently amongst the lowest scores for each group. The results of this analysis can be seen in Figures 1 and 2.

Based on both self-report and rater-feedback scores, this group faces fairly unanimous challenges with Empathy, Emotional Expression and Emotional Self-Awareness. Prior to the analysis of the EQ 360 results by MHS, OG&E had identified Empathy as an area for development and had started to tailor part of their program accordingly. As a result, it was unsurprising to find that Empathy

was one of the most prevalent challenges.

Interpersonal Relationships arose as another challenge (largely in the self-report ratings), though only the raters for the Executives agree with these ratings. The raters for the Directors and Supervisors did not identify Interpersonal Relationships as a challenge, suggesting that these groups may be better than they believe at maintaining healthy work-relationships. It is important to keep in mind that these scores are still within the Average range (90-109), suggesting that these emotional intelligence competencies are still displayed within the workplace (though there is still room for development in the frequency or quality of use).

Figure 1. Lowest three scores for each of the five groups (self-report scores).

Self-Report Scores	Executives	Directors	Managers	Supervisors	Employee
3 rd Lowest	Empathy	Empathy	Emotional Self-Awareness	Interpersonal Relationships	Emotional Self-Awareness
2 nd Lowest	Interpersonal Relationships	Interpersonal Relationships	Empathy	Empathy	Empathy
Lowest	Emotional Expression	Emotional Expression	Emotional Expression	Emotional Expression	Emotional Expression



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WHAT STRATEGIES CAN OG&E PROPOSE TO HELP DEVELOP THESE EMOTIONAL INTELLIGENCE COMPETENCIES?

Empathy: Leaders should take some time to understand each of their team members, ideally before their next team meeting. Determine the needs and expectations that each individual brings to the meeting, as well as which issues they may be sensitive towards.

Emotional Expression: Individuals should identify a few recent instances where they chose not to express their thoughts and feelings. They should ask questions such as: What were these emotions? Why

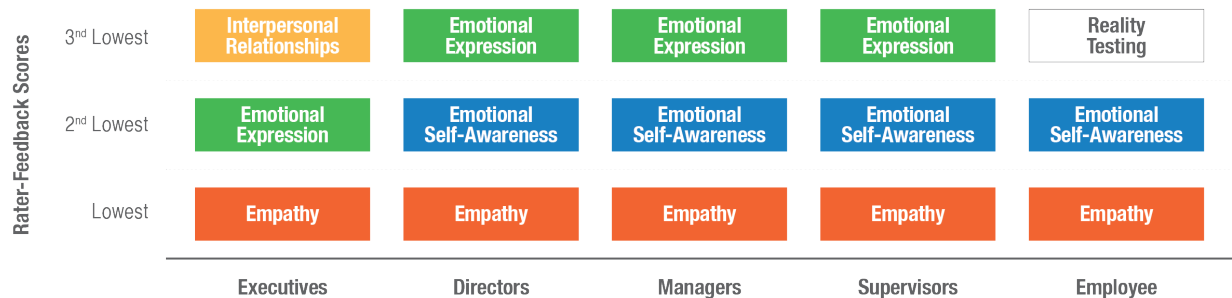
did I choose not to share them? If I had shared my thoughts, how would that have benefitted the team or the project? If they are given a second opportunity to express their opinion, the individual should hold themselves accountable for contributing.

Emotional Self-Awareness: Individuals should seek to understand how their emotions have impacted others in the past (either positively or negatively). They can ask for feedback from a trusted colleague or their manager. This knowledge will help the individual monitor situations where they may be influenced by their emotions, as well as alter their emotions

accordingly.

OG&E's team possesses a number of EI strengths (such as Problem Solving, Impulse Control and Self-Actualization) which will help contribute to their continued success as an organization. Also, they have now identified competencies in which to focus their leadership development efforts. MHS wishes OG&E success in their leadership development efforts, and will continue to provide support in the future. We would also like to thank Mike Brown and Dr. Pete Hammett (of OG&E) for their feedback and insights.

Figure 2. Lowest three scores for each of the five groups (rater-feedback scores).



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