

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.

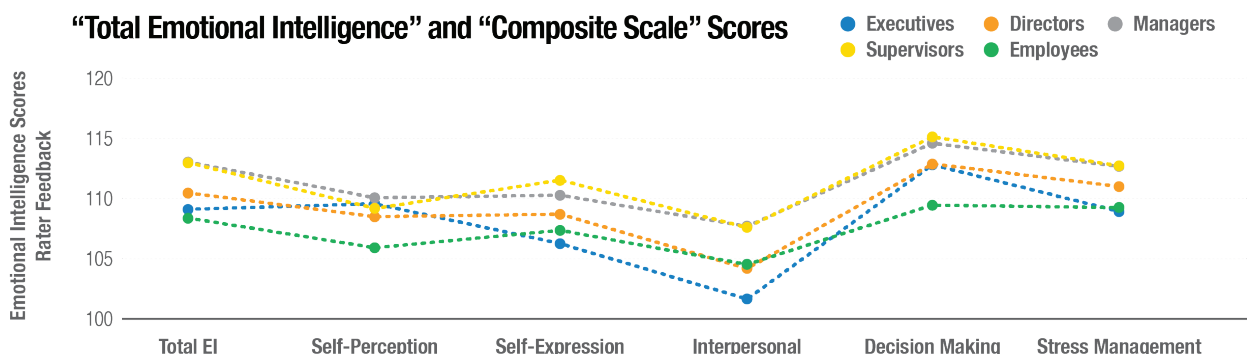
While the rater-feedback suggests that Employees may be more emotionally intelligent than they realize (higher rater-feedback scores than the corresponding self-report scores, which can be found in the previous article), it also suggests that the Executives may be over-estimating their emotional intelligence (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).

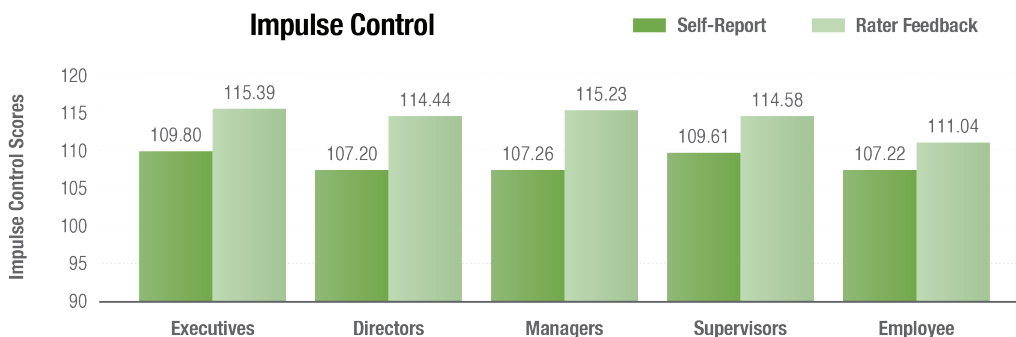
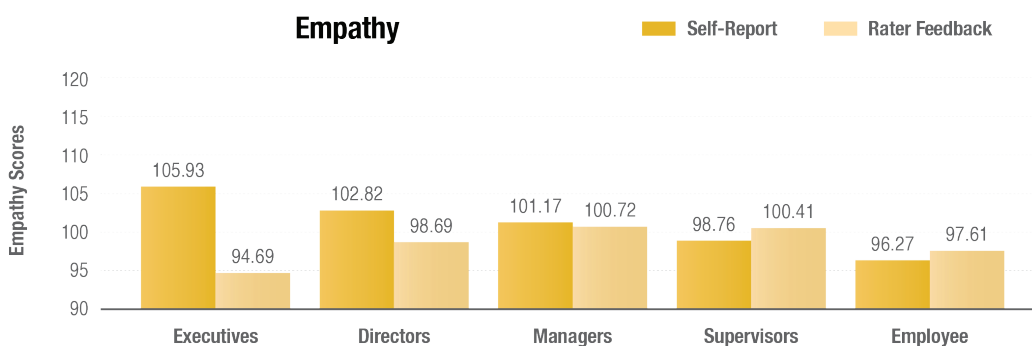


Figure 3. "Empathy" subscale scores (self-report scores and rater-based feedback compared).



About the Author
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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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