

04 | EMOTIONAL INTELLIGENCE CHALLENGES: HOW CAN THEY IMPROVE?



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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 articles, I explored the results for the group as a whole and the strengths of the OG&E group. In this article, I will examine the challenges this group faces and provide suggestions on strategies for action.

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



EMOTIONAL INTELLIGENCE IN THE ENERGY SECTOR

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

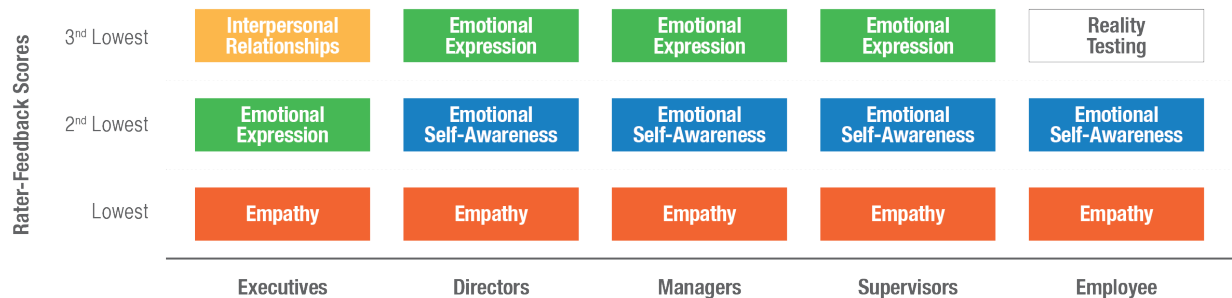
did I choose not to share them? If I had shared my thoughts, how would that have benefitted the team or the project? If they are given a second opportunity to express their opinion, the individual should hold themselves accountable for contributing.

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).



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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