



APS Interest Group for Coaching Psychologists (QLD)

Enhancing Emotional Intelligence via
Coaching: Evidence from the field

Presented by

Dr Benjamin Palmer

Director of Research & Development, Genos

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Agenda

- What is EI - The Genos EI model
- How is it assessed - The Genos EI measure
- The evidence – Industry research findings
- Products and practical application tools
- How this may fit and add value to the type of work your involved in

Research articles

Palmer, B. R., Walls, M., Burgess, Z., & Stough, C. (2001). Emotional intelligence and effective leadership, *Leadership and Organisational Development Journal*, 22, 5-10.

Palmer, B.R., Gardner, L., & Stough, C. (2003a). Measuring emotional intelligence in the workplace. *Emotional Intelligence in Organisations*, Published by ICCM ISBN: 0-86396828-7

Palmer, B.R., & Stough, C. (2001). The measurement of emotional intelligence. *Australian Journal of Psychology*, 53, 85.

Stough, C., Palmer, B.R., Walls, M., & Burgess, Z. (2001). Emotional intelligence and effective leadership. *Australian Journal of Psychology*, 53, 85.

Palmer, B.R., Gardner, L., & Stough, C. (2003b). The relationship between emotional intelligence, personality and leadership. *Australian Journal of Psychology*, 55, p140-145.

Palmer, B.R., Gignac, G., Manocha, R., & Stough, C. (in press). A psychometric evaluation of the Mayer-Salovey-Caruso Emotional Intelligence Test. *Intelligence*.

Palmer, B.R., Gignac, G., Manocha, R., & Stough, C. (submitted). Psychometric analyses of the emotional intelligence measure by Schutte et al. *Personality and Individual Differences*.

Palmer, B.R. (2004). An analysis of the relationships between various models and measures of emotional intelligence.

Palmer, B.R., Gignac, G., Bates, T., & Stough, C. (2003). Examining the structure of the Trait Meta-Mood Scale. *Australian Journal of Psychology*, 55, p154-159.

Palmer, B.R., Donaldson, C. & Stough, C. (2002). Emotional intelligence and life satisfaction. *Personality and Individual Differences*, 33, 1091-1100.

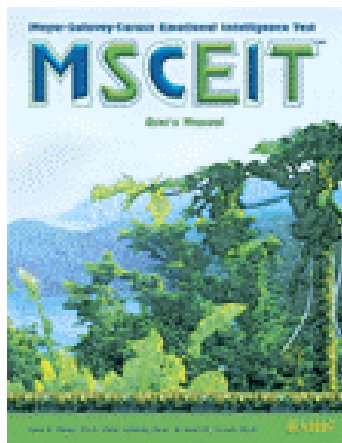
Palmer, B.R., Manocha, R., Gignac, G., & Stough, C. (2003). Examining the factor structure of the Bar-On Emotional Quotient Inventory with an Australian general population sample. *Personality and Individual Differences*, 35, 1191-1210.

When we began...

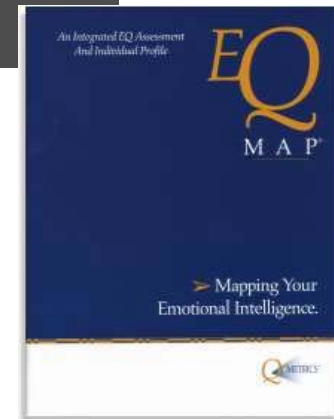
1998 – a number of different models and measures of EI had been conceptualised



Emotional
Intelligence
Questionnaire
ACER



*Emotional Competence
Inventory (ECI)*



genos
emotional intelligence

Definitions

“The term ‘emotional intelligence’ does not yet appear in dictionaries; as such, its definition is still an unsettled issue as are the boundaries of this new domain”. Dr. Reuven Bar-On (1997)

At the outset we wanted to establish the most definitive dimensions of the emotional intelligence construct, and build a measure to assess them that was specific for occupational applications

Establishing Genos Model

To identify the most definitive dimensions of EI we performed a large factor analytic study involving six of the predominant models and measures of EI

1. MSCEIT (Mayer, Salovey, & Caruso, 1999)
2. Bar-On EQ-i (Bar-On, 1997)
3. TMMS (Salovey et al., 1995)
4. TAS-20 (Bagby, Taylor & Parker, 1994)
5. EI scale by Schutte et al. (1998)
6. EI scale by Tett et al., (1997)

Emotional intelligence

- Emotions influence our thoughts and the decisions we make...
 - deciding not to hire someone because “*something just didn’t feel right*”
 - Who’s going to ask the boss for more resources or a pay rise when the boss is having “*a bad day*”?
- Emotions also play a large role in our outward displays and behaviours, they help define...
 - Our tone of voice
 - Our body language
 - Our facial expressions

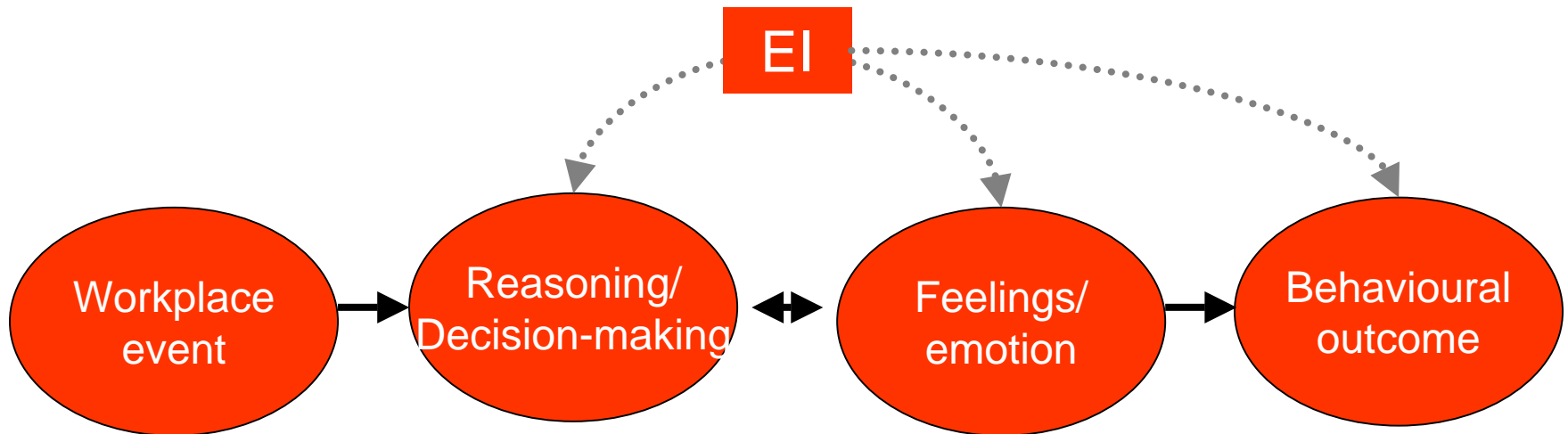
Emotional intelligence

- Because our emotions play a large role in both our thoughts and behaviours, in the workplace emotions are a defining factor of how we act and perform at work.



Emotional intelligence

- When applied to the workplace EI involves thinking “intelligently” about our own and others’ emotions and how they influence our thoughts and behaviours at work.



- Emotional intelligence is comprised of five specific capabilities...

Establishing the Genos model

- Five definitive factors of EI were identified
 1. Recognizing and expressing one's own emotions
 2. Understanding others' emotions
 3. Emotional reasoning
 4. Managing emotions (self & others)
 5. Controlling Emotions (self)

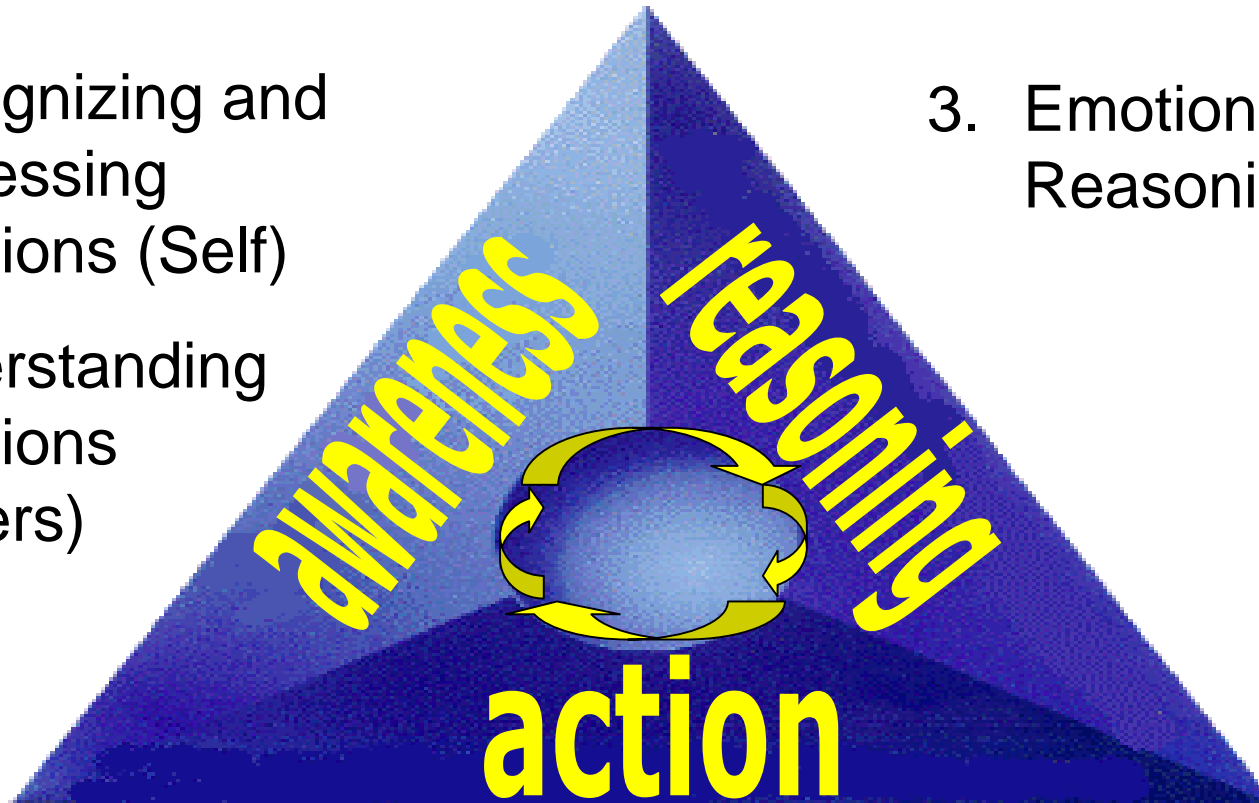
We operationalize these as “*capabilities*” to do with emotions and the processing of emotional information.

Emotional Intelligence

1. Recognizing and Expressing Emotions (Self)

2. Understanding Emotions (Others)

3. Emotional Reasoning



4. Managing Emotions

5. Controlling Emotions



The evidence...

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Research Findings (Genos EI)

- Emotional Intelligence is related to:
 - Leadership success
 - Successful leadership styles (i.e., transformational as apposed to transactional leadership)
 - Subordinate ratings of leadership effectiveness
 - Salary, number of direct reports, Level of management/ leadership.
 - Around 36% of the variance in Australian leadership success appears to be accounted for by EI
- (Gardner & Stough, 2002; Palmer, Gardner & Stough, 2003)

Research Findings (Genos EI)

- Emotional Intelligence & Performance (Self-Ratings of EI; Supervisor ratings of Performance)
 - Innovation & Creativity ($r = .35$, 12%)
 - Teamwork Effectiveness ($r = .38$, 15%)
 - Customer service ($r = .35$, 12%)
 - Organisational Commitment ($r = .47$, 22%)(Palmer, Gardner & Stough, 2003).

Research Findings (Genos EI)

- Emotional Intelligence and other workplace variables:
 - Absenteeism ($r = -.54$, 29%)
 - Job Satisfaction ($r = .49$, 24%)
 - Index of Occupational Stress ($r = -.43$, 18%)

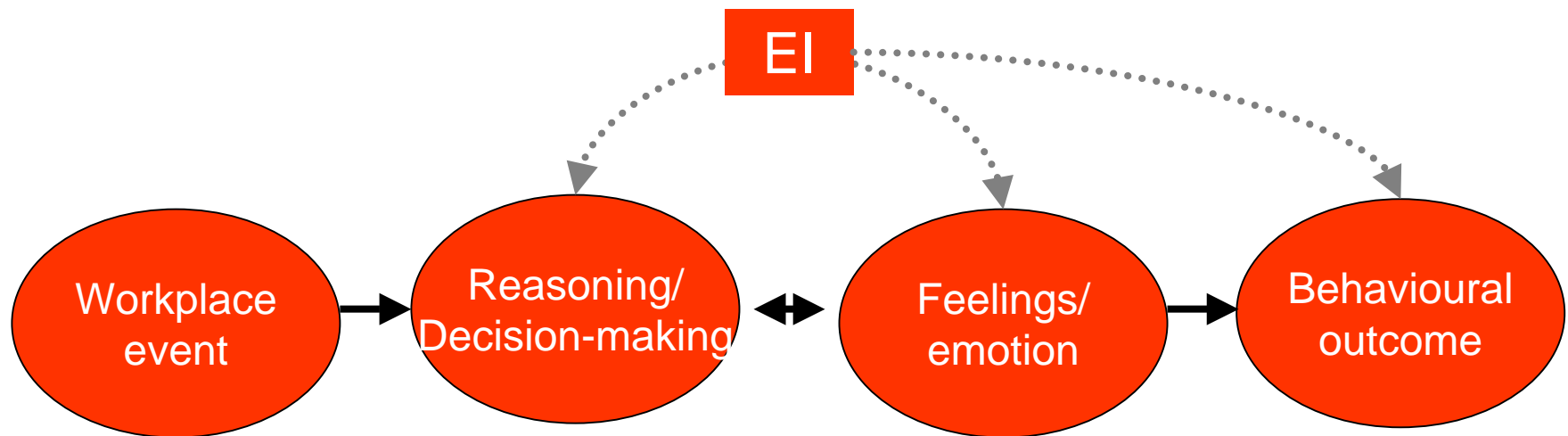
(Palmer et al., 2003)

What does the research say

- Can Emotional Intelligence be enhanced?
- What does that translate to?

Genos enhancement methodology

- EI involves thinking “intelligently” about our emotions and how they impact on our thoughts and behaviours



Genos enhancement methodology

- This approach involves...
- Cognitive restructuring – helping people identify different ways of thinking in the workplace
- Behavioral restructuring – helping people find differently ways of doing things

Genos enhancement methodology

- Assisting people...



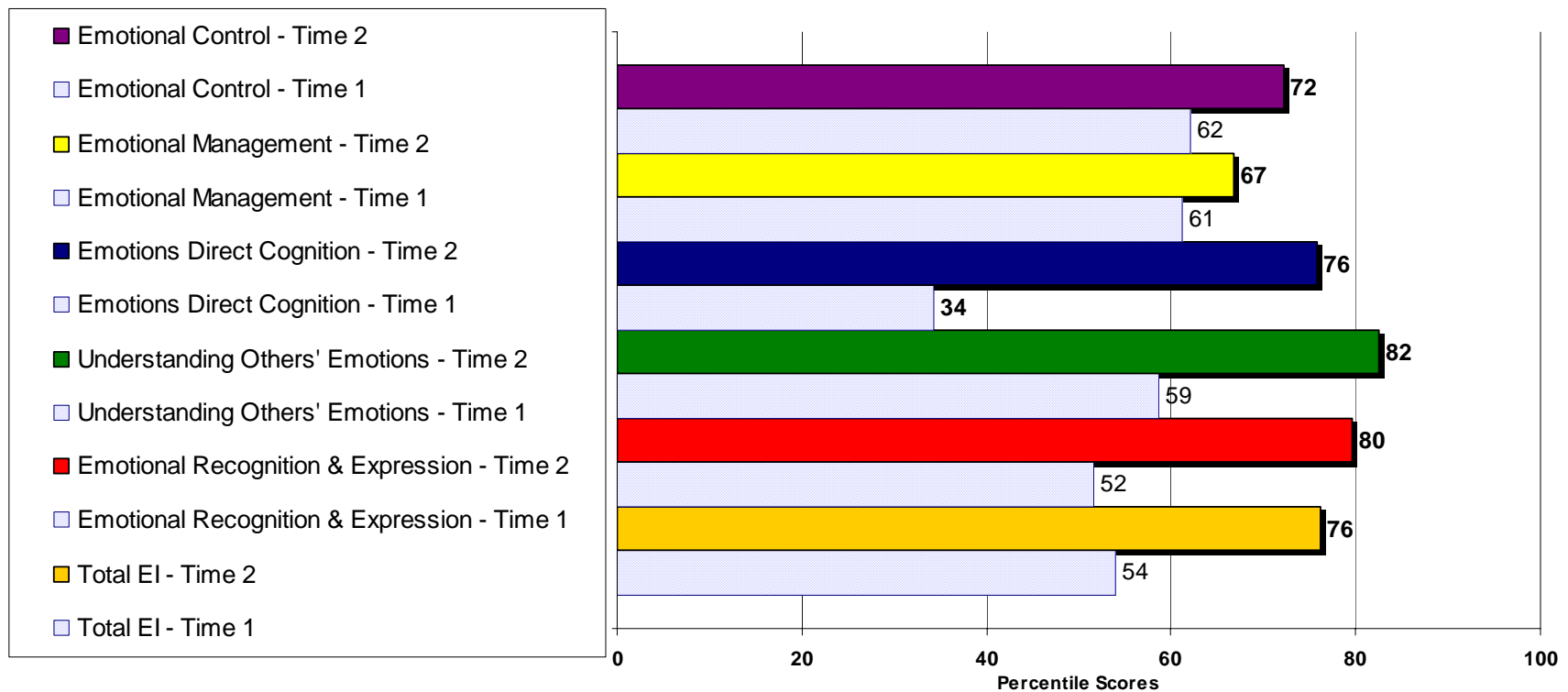
Continued...

- All 8 modules involve learning material and behavioral rehearsal activities
- Can be conducted at the individual and group level
- Evaluated with pre and post assessment

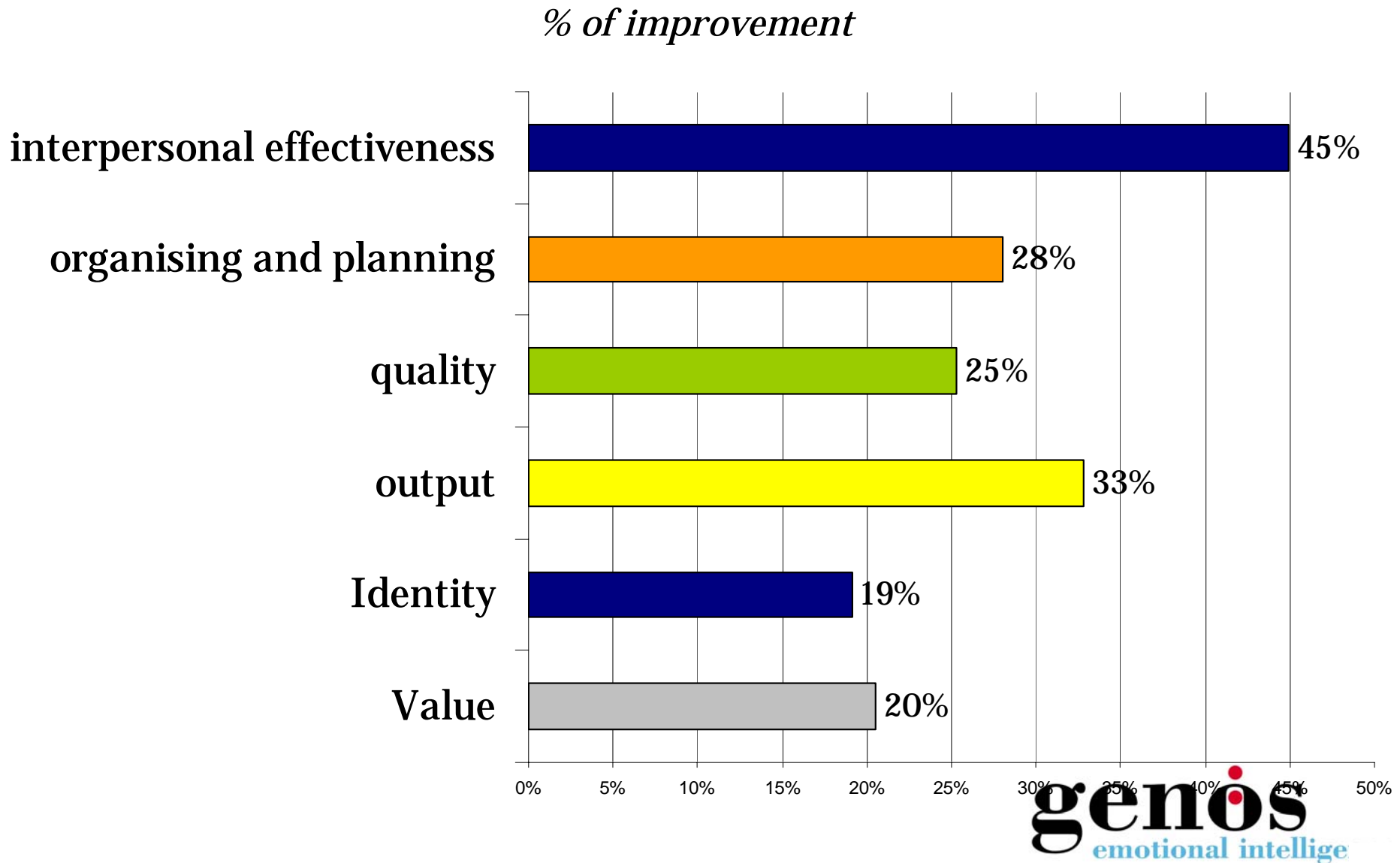
Genos EI Development Case Study

Large Australian Retailer – Executive development program

- ❑ 35 senior executives
- ❑ EI assessment – pre and post the program
- ❑ 1 full-day and two ½ day group workshops on EI
- ❑ 9 one-on-one EI coaching sessions
- ❑ A total of 34hrs per person invested over a 3 month period



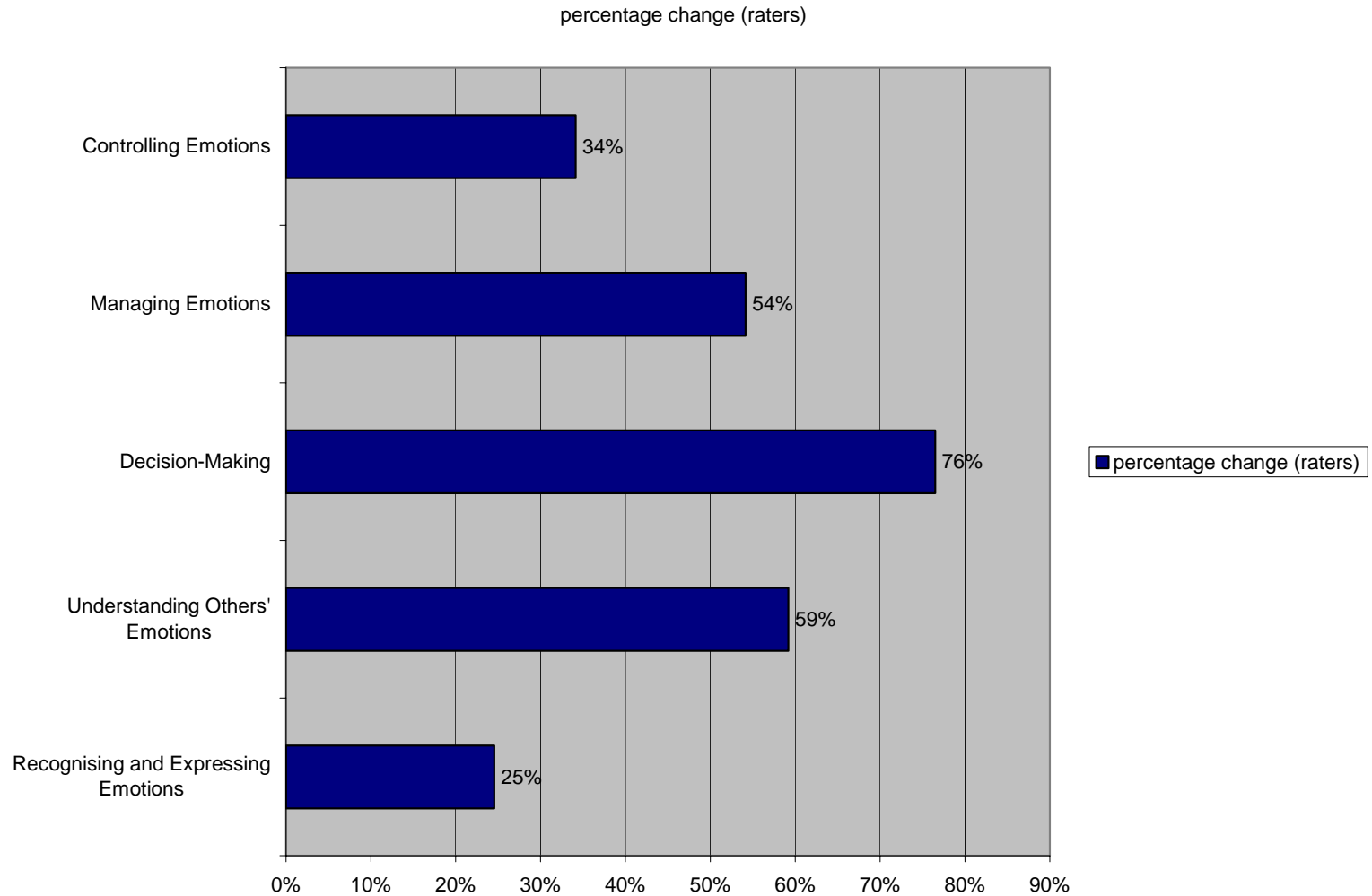
ROI – Ratings from 350 staff members pre and post the program; Leadership enhancement leads to improved employee satisfaction, output and quality effectiveness



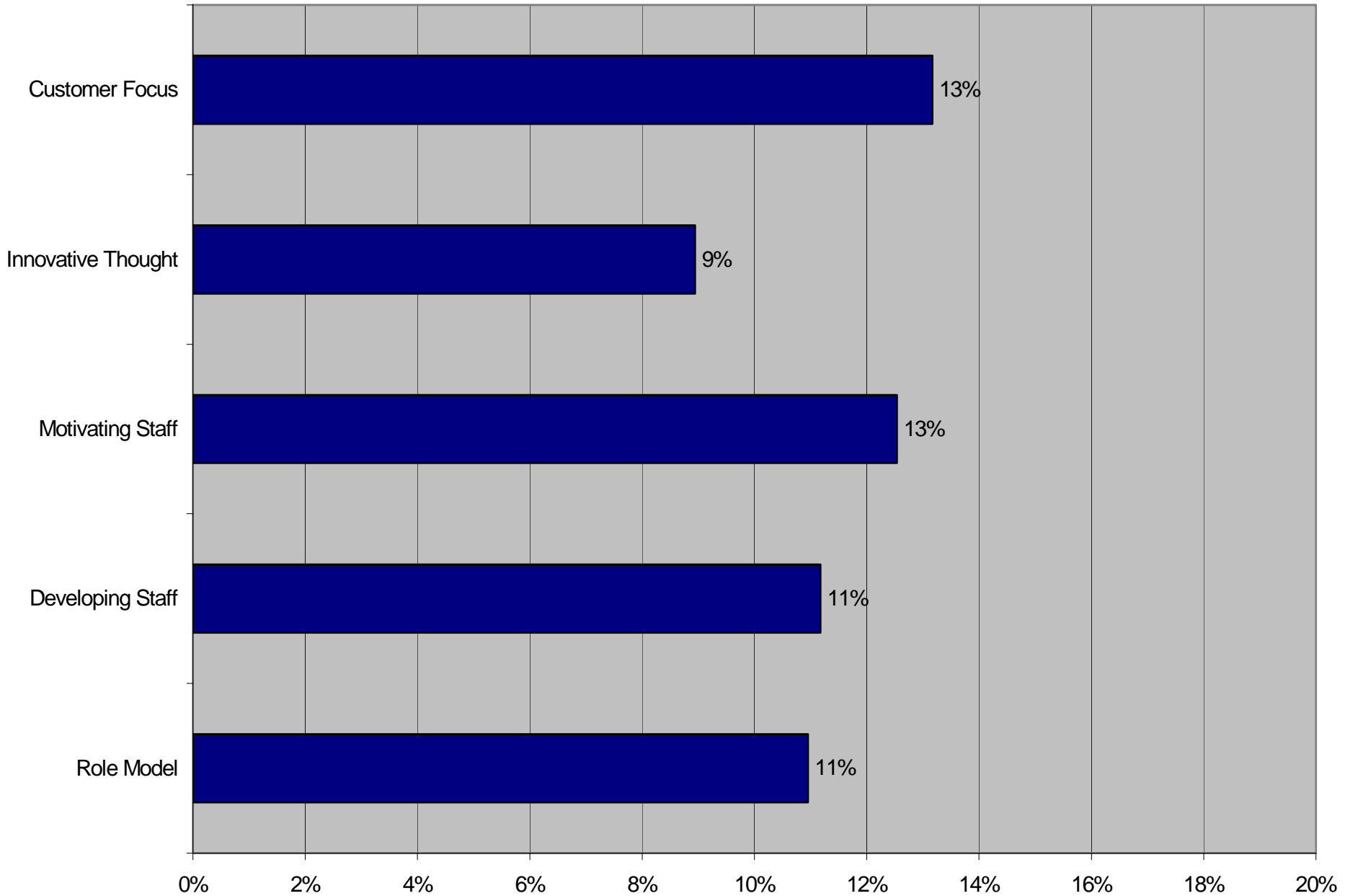
Future Leadership – Program Overview...

- 10 Finance Executives
- Briefing session
- Pre-assessment (EI and Leadership)
- 7 one-on-one coaching sessions
 - Self-awareness and communication
 - Awareness and understanding others
 - Decision-making
 - Managing Emotions (self-others)
 - Influencing Others EI
- Post-Assessment (EI and Leadership)
- One-on-One review session
- Group Results Debrief

Percentage of Change (Raters Perspective)



% Change in Leadership Effectiveness





Questions

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