

Does Developing Emotional Competency in Your Corporate Family® Really Improve Productivity and Profitability?

For almost two decades, the team at LEADon® has been studying and measuring the impact of Emotional Quotient (EQ) and Emotional Competency in the workplace. Hundreds of leaders and their teams from organizations (Corporate Family®) across the United States and Europe have participated in specific training in the concept of EQ, and many have taken LEADon's unique assessment tool, the DECQ® (Developing Emotional Competency Questionnaire), in order to identify personal strengths and weaknesses in the twenty-five characteristics that comprise EQ.

LEADon's findings are consistent with other researchers in the field of Emotional Competency: many projects fail in organizations due to interpersonal challenges, often between leaders and their subordinates. (Cote & Miners, 2006; Standish Group International, 2009). Discovering strengths and weaknesses when it comes to Emotional Competency, however, not only improves individual performance but also increases team dynamics and organizational outcomes.

Is it possible to identify those twenty-five essential EQ characteristics in an easy, readily-implemented format? With the DECQ®, you and your team can discover the interpersonal and intrapersonal skill sets directly related to your performance, and then you can implement strategies that will improve your individual, team, and organizational EQ abilities that will dramatically impact your productivity and profitability.

What is EQ?

Emotional Quotient is a term that defines how individuals understand their own emotions and how they interact with others in their personal and professional lives. There are two major categories of "intelligence" that comprise EQ:

Intrapersonal (Personal) Intelligence

This is the ability to form an accurate, internal model of oneself and to be able to use that model to function effectively in life.

Interpersonal (Social) Intelligence

This includes the ability to understand other people: what motivates them, how they work, and how to work cooperatively with them.

In both Intrapersonal and Interpersonal Intelligence, there are a total of twenty-five specific characteristics that encompass your entire EQ profile. For instance, Accurate Self-Assessment and Trustworthiness would be under the category of Intrapersonal Intelligence. Developing Others and Political Awareness would be identified under the Interpersonal Intelligence category.

How are the 25 Characteristics of EQ Measured?

LEADon, Inc. has developed the only self-report assessment in the world for identifying the twenty-five characteristics that comprise EQ. This unique tool, the Developing Emotional Competency Questionnaire (DECQ®), has been proven both valid and reliable by statistical analysis to empirically measure EQ (Wilke, 2014). The DECQ®'s one-hundred online questions take about twenty-five minutes to complete, and detailed reports are quickly provided to individuals, teams, and their Corporate Family®. The findings reveal many interesting details, including a snapshot of strengths and weaknesses in all twenty-five categories of EQ.

The results of the DECQ® then allow the team at LEADon® to create strategic action plans to address areas of concern not only for each employee but also for teams and the entire organization. Over time, we are also able to re-test individuals, teams, and Corporate Family® participants with the DECQ® to measure growth and determine those areas that need continued intentional effort.



How Can Improving EQ Help You?

LEADon® believes that every organization is a Corporate Family® comprised of men and women with specific strengths and weaknesses. Because of the variety of intrapersonal and interpersonal skill sets within an organization, individual and team performances will naturally be impacted by specific levels of Emotional Competency in individuals, teams, and organizations. Fortunately, the personal EQ levels of each team member are not fixed as they are in IQ. In fact, significant research has proven that EQ can change and improve when specific strategies are implemented over time.

In addition, research has also shown that organizations and businesses of all types can be assisted by applying EQ principles to create more efficient and effective employees (Druskat & Druskat 2006). This means that as a leader you can impact the bottom line in two specific ways:

1. By Improving Operational Efficiency:

In 2008, CIBA (an international chemical company) generated sales of \$5.2 billion by focusing on developing company-wide Emotional Quotient, and over two years **productivity increased by 18%** while simultaneously **reducing complaints by 73%** (Bradberry & Greaves, 2005).

2. By Building a High Performance Team:

A 2010 study looked into the extent that Emotional Quotient “soft skills” impacted work performance. After following a group of 418 leaders, researchers discovered a strong correlation between EQ and performance (Freedman, Morrison, & Olsson, 2010).

The Bottom Line:

In EQ studies, when comparisons are made between high performers and average performers, **85% of the difference in the level of performance is attributed to superiority in Emotional Quotient** (Cherniss & Goleman, 2001). Therefore, the ability to measure and develop EQ within your Corporate Family™ is essential for its overall success, especially in competitive environments.

In our work with organizations, the team at LEADon has witnessed the impact of developing Emotional Competency, which research has demonstrated for almost two decades. Improving the EQ and Corporate Family™ leadership skill sets of yourself and your team members makes all the difference between surviving and thriving—and, as we like to say, EQ beats IQ every time!

“The Magic”

Peter’s email spoke volumes: “Thank you for taking time to work with me and our team members. Our organization has never run so smoothly, and I believe the work we did with EQ made all the difference. Thanks Doc!”

The fact that Peter wrote LEADon® an email at all was a major accomplishment as far as we were concerned. When his business partner, Jeff, originally asked our team to do an assessment of their Corporate Family®, we discovered that communication was one of the chief areas of breakdown. Jeff was an intuitively strong interpersonal leader, but Peter had some serious rough edges when it came to his social interactions—which were frequently curt and sometimes rude. Peter’s savvy business acumen had helped the partners develop their startup business into a thriving organization with over three-hundred employees. Yet now Peter’s interpersonal weaknesses were impacting the Corporate Family® negatively, and even Jeff was beginning to grow frustrated because he had to pick up the slack with their employees.

After determining that improving Emotional Competency would help both Jeff and Peter as well as the entire organization, both executives and their leadership team took LEADon’s self-report assessment called the DECQ® (Developing Emotional Competency Questionnaire). The results of their individual self-reports were returned to each leader so they could discover their own strengths and weaknesses in the twenty-five characteristics that comprise EQ. Those reports also included an assessment of their team and their entire Corporate Family®.

The LEADon® team assisted each leader in creating a personalized Corporate Family® strategic plan to improve areas of concern, and Peter was among the first to ask for specific coaching to develop in the components of Self-Control, Team Capabilities, Communication, and Empathy—four of his lowest EQ categories. Even Jeff, with his strong interpersonal skill sets, discovered that he had some areas that could be addressed too—including Conscientiousness and Adaptability.

The great news is that their Corporate Family® is now thriving. The leadership team decided to implement Emotional Competency development throughout the entire organization, so now all employees are working on improving their individual and team EQ. Both Peter and Jeff are pleased with the increased performance levels of their Corporate Family® team members, and they’re looking forward to adding more Emotionally Competent employees as part of their strategic growth plan.

Steve Wilke, Ph.D.



Dr. Wilke and his team at LEADon® have dedicated themselves to equipping executives as well as Corporate Family® members and leaders of all types in order to improve their performance through internal and intentional leadership. In particular, Dr. Wilke assists companies that want to enhance their corporate culture and equip employees with the Corporate Family® leadership skills necessary for success in today's global economy.

The author of several books, Dr. Wilke also serves as a media consultant on Mental Health and Leadership issues. He resides with his family in Southern California.

Founded in 1998, LEADon® is a highly respected organization focusing on improving executive, team, and corporate performance through internal and intentional leadership.

The LEADon® team includes professionals with expertise in Individual, Organizational, and Systems Psychology, Psychological and Organizational Assessment, Educational Leadership, Business and Management, Law Enforcement, and Non-Profit Organizations.

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Jared Wilke, Psy.D, is a clinical psychologist who has worked in multiple roles with the LEADon® Team over many years including the Director of Social Media, facilitated research and development of our products and now adds the role of consultant as a Principal of LEADon Inc. He continues to hone his expertise in the disciplines of psychology and leadership with his work coaching and mentoring executives and leaders, developing high performing teams and corporate families. Equipping others to realize and reach for their potential and to exceed expectations are among

his primary objectives. In addition, his publications and professional presentations include his work with the Corporate Family® Model of Leadership Development. Dr. Wilke has a private practice in Southern California where he assists families, couples, and individuals.

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