



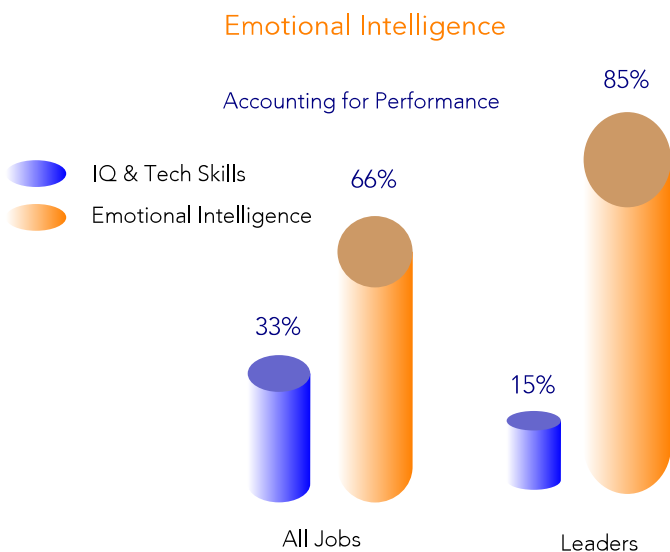
## Developing Emotional Intelligence

By the end of the century, a third of the American workforce will be "knowledge workers", people whose productivity is marked by adding value to information - whether as market analysts, writers, or computer programmers. Peter Drucker, the eminent business maven who coined the term "knowledge worker", points out that such worker's expertise is highly specialised, and that their productivity depends on their efforts coordinated as part of an organisational team ... While people have always worked in tandem, notes Drucker, with knowledge workers, "teams become the work unit rather than the individual himself". And that suggests why emotional intelligence, the skills that help people harmonise, should become increasingly valued as a workplace asset in the years to come.

Daniel Goleman, "Emotional Intelligence: Why it can matter more than IQ", pp. 159 - 160.

Emotional Intelligence (EQ) and its selection and development is not another passing fad, rather it is a crucial element in the skill set of organisations as they seek competitive advantage in the new global economy. This has been shown to be the case in a raft of studies including that of Sternberg and Williams (Yale University) and that of Kelley and Caplan in their study of "star performers" at Bell Laboratories.

As many research studies have shown, EQ plays an important part in explaining successful performance in many aspects of life and in many work roles: much more than technical skills and knowledge and IQ combined. (See diagram to left.)



An exciting development in recent years is the technological breakthrough in being able to measure emotional intelligence. This forms a crucial part of our training program on EQ: we measure every participants' EQ so that we can identify each person's strengths and weaknesses and target the training program accordingly.

EQ, unlike IQ, is not static and people can increase their EQ through appropriate training. That's why our training programs are able to see a rise in the organisation's EQ. Training for improvement in EQ involves improving performance over the following range of competencies:

### Intrapersonal Components

- ▶ Self-Regard
- ▶ Emotional Self-Awareness
- ▶ Assertiveness
- ▶ Independence
- ▶ Self-Actualisation

### Adaptability Components

- ▶ Reality Testing
- ▶ Flexibility
- ▶ Problem Solving

### General Mood Components

- ▶ Optimism
- ▶ Happiness

### Interpersonal Components

- ▶ Empathy
- ▶ Social Responsibility
- ▶ Interpersonal Relationships

### Stress Management Components

- ▶ Stress Tolerance
- ▶ Impulse Control

Our EQ training can be readily blended with our online training packages making for a complete blended training approach.