

Clients' Ei World

Clients we have worked with in the last 12 months include a number of global consulting firms, major financial services institutions and the following organisations:

- An Post
- AstraZeneca
- BAE SYSTEMS
- Big Food Group
- Bolton Metropolitan Council
- Department for Education and Skills (DfES)
- Egg Banking
- Greater London Authority
- GWR Radio Group PLC
- Great Lakes Manufacturing (UK) Ltd
- Hilton Group
- HSBC
- Home Office
- IBM
- Laurel Pub Group
- Lloyds TSB
- Ministry of Defence (MOD)
- Prudential
- St Mary's School
- St Regis Paper Co.
- Serco Learning
- T-mobile
- Whitbread

Practitioners' Ei World

Ei World has a wealth of support for people working to bring Emotional Intelligence into their organisations and clients.

Resource Centre

We provide online and paper-based scoring of major Emotional Intelligence measures on either a bureau service or through supplying appropriate software. We offer Emotional Intelligence assessment tools using the same pricing as established test publishers; all products are supplied with support for the effective administration of assessments. We also have an extensive reference library of all publications associated with Emotional Intelligence.

Programmes and Licensing

We now have 6 main offerings that we can either implement directly or license you to implement within your organisation.

- **EQ and YOU** – a one-day workshop to introduce Emotional Intelligence, including EQ assessment for individuals and/or teams.
- **Strategic Business Planning** – a management team process, including review of Emotional Intelligence functioning.
- **Personal Ei Programme** – this is our flagship EQ development programme and is designed for you to work on your own EQ development or to offer to your clients and organisations.
- **Leadership through Emotional Intelligence** – a 2 or 3-day leadership programme, including EQ assessments.

- **EQ coaching** – a structured one-to-one coaching programme designed to develop individual EQ, with evidence-based results and the option of physiological monitoring.
- **Team EQ development** – based on an appropriate mix of the other programmes.

All of these programmes require accreditation in one or more Emotional Intelligence measures. We now have over 110 qualified users of the BarOn EQi™ and 16 practitioners licensed to run our programmes. These numbers are growing.

BarOn EQi™, MSCEIT™ and EQ-360™ are registered trademarks of Multi Health Systems Inc.

The BarOn EQi™ (Emotional Quotient Inventory) is a self-report measure of Emotional Intelligence authored by Dr Reuven BarOn.

The MSCEIT™ (Mayer-Salovey-Caruso Emotional Intelligence Test) is an ability measure of Emotional Intelligence authored by Dr Jack Mayer, Dr Peter Salovey and Dr David Caruso.

The EQ-360™ (BarOn Emotional Quotient-360) is a multi-rater measure of Emotional Intelligence authored by Rich Handley and Dr Reuven BarOn.



"growing our international alliances"

Pictured (clockwise from top left): Dr Steve Stein, JP Pawliw-Fry, Esther Orioli, Chuck Wolfe, Dr Peter Salovey, Dr Jack Mayer, Josh Freedman, Lea Brovedani, Dr Reuven BarOn, Geetu Bharwaney

2004 Events

For further information on the events mentioned, please check www.eiworld.org

for outlines, dates and enrolment arrangements:

Annual Conference – Ashridge, 11/12 August 2004

BarOn EQi™ Accreditation

MSCEIT™ Accreditation

EQ-360™ Accreditation

Personal Ei Programme

- Targeting interventions to address the gaps between the success profile and the individual's competencies.

By matching people and success profiles, this can lead to the following benefits:

- a) Reduction in staff turnover, saving considerable sums in recruitment and training costs.
- b) Increased productivity and effectiveness by avoiding frequent retraining and integration of new colleagues.

- c) Avoidance of friction and disruption to teams caused by mismatched individuals.

By collecting this data, practitioners are more easily able to answer the question, "what does it take to be successful?"

If your organisation has a graduate recruitment scheme or talent management programme, please contact us to share your perspectives. (For an initial discussion please contact Kate Sullivan at ksullivan@eiworld.org).

Expanding the use of EQ tools for growing high potential people

We are seeking to expand the use of EQ tools in graduate recruitment and talent management.

We advocate the use of EQ assessment as part of selection and ongoing talent management of high potential individuals.

This includes:

- Researching the success profile of someone effectively functioning in a particular role.
- Using that profile to influence development programmes.



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Perspectives on Emotional Intelligence

By Geetu Bharwaney (formerly Orme)
Founder & Managing Director, Ei World

Welcome to the second edition of our newsletter.

The field of Emotional Intelligence is maturing into four distinct areas:



In organisations: Emotional Intelligence is affecting talent management, succession planning, leadership development and selection.

In education: Emotional literacy is emerging as a subject within curriculum development.


Among practitioners: The ability to assess and develop Emotional Intelligence is beginning to be recognised as a leading edge skill.

In academia: Emotional Intelligence is underpinning new developments in psychology, social sciences and neurobiology.

2004 will see the collection of more hard-hitting data showing the connection between Emotional Quotient (EQ) and high performance.

In summary, Emotional Intelligence and its measurement (Emotional Quotient – EQ) is starting to be the language of success. I predict that within the next few years, individuals will be more concerned about their Emotional Intelligence (and their EQ) rather than their cognitive intelligence (and their IQ).

“Emotional Intelligence is the ability to cope effectively with life – it is an array of emotional, personal and social competencies”



Who we are...

Ei World

A leading centre for the Research and Development of Emotional Intelligence.

We help organisations and individuals transform themselves.

We bring authenticity, integrity and passion to everything we do.

Please note: Ei(UK) has changed its name to Ei World reflecting the growing level of international activity and scope.



Doing much at Doolittle

We are fully installed in our new premises, on the outskirts of North London in Bedfordshire. The purchase of our first freehold property, Doolittle Mill at Ampthill, has been an important development for the company, and it is a great pleasure to host our programmes in our own venue.

We are delighted to say that through a close working relationship with Flitwick

Manor (part of the Menzies group), we host workshops which include overnight accommodation. The rooms are comfortable; there is excellent food and an intimate atmosphere.









Clients have described our learning environment as bright, comfortable, welcoming and conducive to focusing on what is important.

We now host all our public programmes

here and an increasing number of client workshops. Recent investment in computer technology has created a wireless working environment so clients coming here for coaching, are able to stay in touch with the world outside Doolittle (if they want to...).

On days when we are not fully using our facilities, they are available for hire for your own meetings and workshops. Please let us know your needs.

In this issue...

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Emotional Intelligence – more than the sum of its parts



By Dr Carina Fiedeldey-Van Dijk

Could the profile below right fit that of your boss? It might explain why he snapped at you last week and

why his colleagues seldom know what's going on, even though the firm is meeting its targets.

Or could the profile show the EQ person of your project team? While each person takes responsibility for their role to ensure that tight deadlines will be met, there is often heated debate.

Or perhaps it portrays the top performers in the school band that you are teaching? Whilst these talented pupils love music and play their instruments with passion, they struggle to get along with other members, affecting member retention.

Emotional Intelligence can be assessed and profiled, whether you want to:

- Develop employees in the food sector to optimise service quality.
- Enhance the awareness of emotional strengths among educators to facilitate better teaching skills.
- Identify what constitutes star performance in a financial services environment.
- Identify what distinguishes high performing partners in a global consulting firm.

An increasing number of our clients had the foresight to go beyond individual EQ reports – they discovered there was more! Good research design and focused statistical analysis enables one to:

- Develop performance against set requirements.

It is possible to describe the requirements for a job by selecting and weighting different EQ components. In the example profile provided, the individual's high level of independence and relatively low score on interpersonal relationship may indicate that his previous promotion was based on his effectiveness in the role of specialist.

- Statistically pool strengths and development areas.

The team leader managing a heated debate knew from further research that low levels of empathy in the team are highly associated with high levels of happiness

and self-regard, and moderate levels of social responsibility. This enabled her to focus the debate on the task to be accomplished through leveraging each member's expertise.

- Investigate similarities within various job levels and types when creating new teams.

The manager and his team participated in EQ development, where they learned about themselves and their colleagues. In future the recruiting team will give preference to recruiting peers with similar EQ strengths (those proven to be profitable for the section) and team members with complementary strengths.

- Determine whether age, gender, or experience play a key role in performance.

The children's EQ attributes were statistically compared across grade level, gender and the type of instrument the children played. The music teacher used her insights gained from the combined results to decide how to place them in the band, which musical pieces they would play and who would play what parts.

Whatever the context you are working in, we can add research value to your EQ profiles.

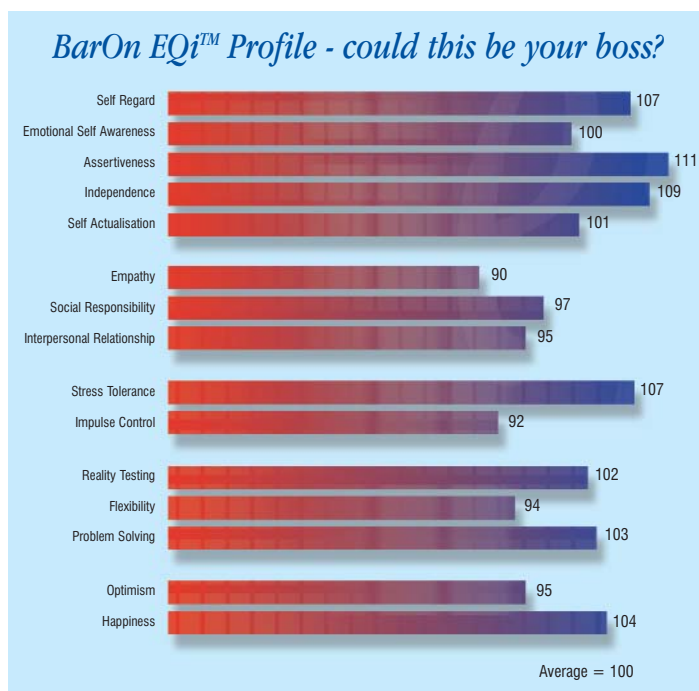
Research guidelines

In the first edition of this Newsletter we listed some research guidelines offered by Dr Reuven BarOn. In this edition, Dr Carina Fiedeldey-Van Dijk suggests the following tips:

1. Set a baseline for comparison. Understanding the context of the numbers we use is vital: what the range is and what is minimally acceptable. Similarly, for example, a 10% improvement is a meaningful achievement only if it is found to be statistically significant once the test requirements have been met.

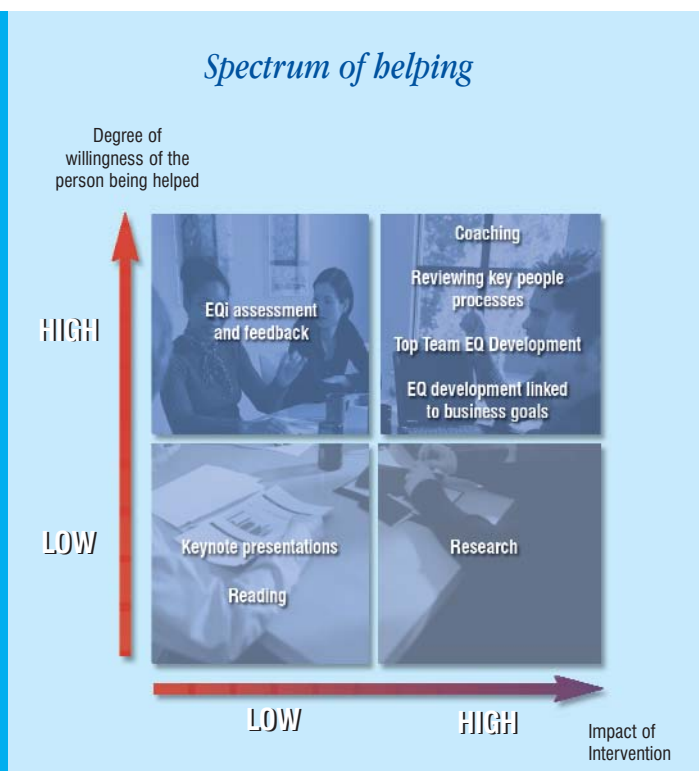
"Research builds a business case for EQ which is relevant to your context"

2. Think outside of the box – be creative, look for links not discovered before. Your project is only as good as your creativity allows.
3. Avoid YES/NO type response formats – offer scaled metrics as answers in your questionnaires wherever you can. Many statistical tests require the use of interval measurements, such as the Likert scale.
4. Ensure that your claims, and interpretation of findings have theoretical or empirical backing. Use credible references. Keep your descriptions close to the original wording of the measures you used – use language critically.
5. Never lose track of the overall perspective. Judge every action, every variable of your project by the end result you hope to achieve. Ensure your conclusions and recommendations can be executed.



Bringing Emotional Intelligence to your organisation - where to start?

Many clients ask us where to begin once you have read background information. The Spectrum of Helping, depicted on the right, shows a number of different starting points, depending on the degree of openness of your client group (internal or external) and the skill of the key people involved in implementing this work.



Published Work

Books
Orme, G (2001) 'Emotionally Intelligent Living'. Crown House Publishing, Carmarthen. - a book written to make the topic of emotional intelligence accessible to a wider population. All author royalties pledged to help fund work in education, health and voluntary sectors.

Journal articles
Bharwaney, G (2004). Wellbeing... Learned Skill or God's Will? Competency & Emotional Intelligence, Winter 2003/04. Vol. 11, No. 2, pp 38-47.

Feelings drive performance



Dr Alan Watkins, a member of the Ei World team, explains the role of emotions and feelings as drivers of performance.

His physiological monitoring and coaching programme has been experienced by a number of our clients as part of EQ development.

"What drives behaviour and therefore performance is how people feel more than how they think. Because of the way human beings are constructed feelings can dominate the mental landscape all day. In contrast overcoming our feelings simply by thinking about them is much more difficult. If thoughts could dominate feelings we could simply think our way out of a problem, but usually we cannot. For example, if we are worried and someone tells us "don't worry" it does not usually help, even though we know intellectually that this advice is true.

So to deliver enhanced performance we need to understand how people really feel. Comprehending the complexity of human feelings requires sophisticated skills, which usually have to be taught. Most executives simply do not bother. Or as one Board Member of a FTSE top 10 organisation said to me "this company has corporate autism. It has absolutely no idea about how its people feel on a regular basis and what's more it does not even see people's feelings as relevant to the business."

Ironically even if executives recognise feelings are important to business success this does not normally translate to

implementing training to address feelings in organisations. Even if it did and people were skilled enough to understand how others felt this may still not be enough to produce sustainable improvements in performance. There is something still deeper that we need to know if we are to get a real grip on human performance - and that is emotion.

Now most observers, including many scientific "experts" in the field do not realise that feelings and emotions are separate phenomena. In fact many do not yet realise that feeling and thinking are different.

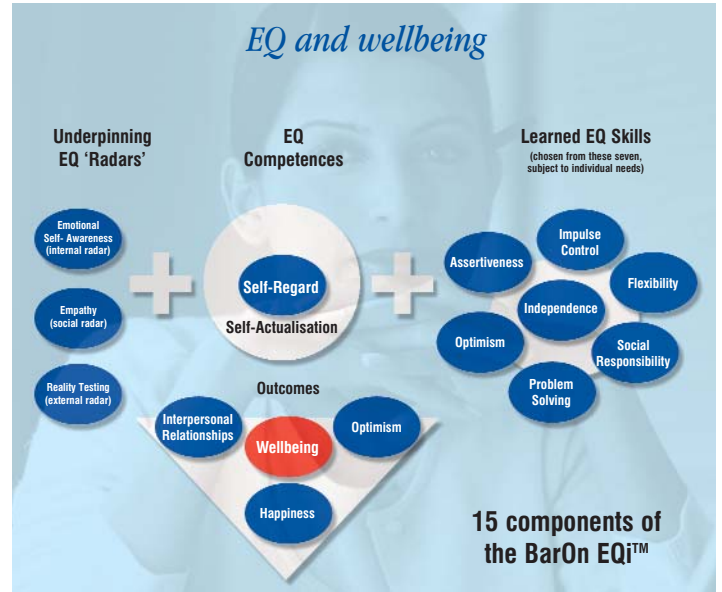
But if we are to help people achieve sustainable world-class performance then we need to understand their emotional state and how their raw emotional energy can be harnessed.

Emotions are the raw materials that make up feelings. Feelings are what happen when we become aware of this raw emotional energy. So everyone has emotions but not everyone has feelings.

The ability to tune into the emotional energy and actually experience or "feel it" requires us to become intelligent - emotionally intelligent. So the first step in becoming emotionally intelligent is to become aware of our emotions - to actually feel them. Not think about them but actually feel them.

But it would be negligent and possibly dangerous to teach people this self-awareness without then teaching them what to do with this awareness. People need to be taught how to manage their emotional state."

What are the optimal ways of assessing employee health?



Cathy Paddock, a member of the Ei World team, summarises some of our current thinking around employee health.

Organisations need to address two important questions here:

- How do we measure 'optimal health' in a work context?
- If someone is not experiencing optimal health, can we really expect them to perform at their best?

It is our view that there are strong links between wellbeing and the set of abilities known as 'Emotional Intelligence'.

We would advocate that the themes of Self Regard, Self Actualisation and the three radars of Emotional Self-Awareness (internal radar), Empathy (social radar) and Reality Testing (external radar) along with specific skill development (of between two and seven EQ components) are what leads to wellbeing, reflected in Interpersonal Relationships, Optimism and Happiness. The diagram above presents a template for EQ development to achieve wellbeing.

1. EQ directly or indirectly addresses many drivers of wellbeing from leading research in various disciplines.
2. EQ-related research can therefore inform interventions seeking to improve individual wellbeing. EQ practitioners, in turn, can learn from these dimensions of wellbeing to develop interventions that have the potential to enhance EQ.
3. The concept of 'Organisational wellbeing' can benefit from parallels with individual wellbeing with regards to definitions, measures and predictors. The EQ dimensions - slightly reinterpreted - may prove useful for looking at both individual and organisational wellbeing.
4. Maybe we can develop an 'Organisational EQ' that will build organisations that maximise the potential for the wellbeing of the individuals working in them.
5. At a minimum, organisations should take individual wellbeing more seriously and use known measures to assess Emotional Intelligence as well as known methods to improve it. Ultimately, wellbeing should be a key measure of an organisation's performance and rank equally with other "bottom line" indicators such as profitability and productivity.

New Organisational Health Consultation Group

Ei World is inviting interested parties to join an informal Consultation Group, which will meet in April 2004 for the first time. Its aims are to:

- help refine the definition of "organisational wellbeing" beyond the current limited perspective.
- further develop the concept of "organisational physiology Indicators".
- investigate the notion of "organisational EQ".
- deepen the understanding of the linkages between various disciplines' approach to wellbeing and develop more holistic and effective interventions.

- research how to tailor potential wellbeing and/or EQ interventions to the needs of individuals and organisations.
- investigate piloting some of these ideas with committed organisations.

Please email Kate Sullivan (ksullivan@eiworld.org) if you are interested in participating in the group. Information will be available through our website at www.eiworld.org. We are also planning to incorporate themes of the "healthy organisation" into a two-day conference at Ashridge Management College, Hertfordshire, UK, scheduled to take place on 11-12 August 2004. Visit www.eiworld.org for details.

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Orme, G & Ashton, A (2003). **Ethics - a foundation competency. Industrial and Commercial Training.** Vol. 35, No. 5, pp 184-190.

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Orme, G (2003) **Emotional Intelligence - perspectives and people.** Competency & Emotional Intelligence. Vol. 10, No. 4, pp 43-48.

Orme, G & Langhorn, S (2002 / 2003). **Lessons learned from implementing EQ programmes - the cutting edge of emotional intelligence interventions.** Competency & Emotional Intelligence. Vol. 10, No. 2, pp 19-25.

Orme, G & Ashton, C (2002). **Ethics - a Foundation Competency Autumn 2002.** Competency & Emotional Intelligence. Vol. 10, No. 1, pp 19-25.

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Orme, G & Cannon, K (2001b). **Everything you wanted to know about implementing an EQ programme - 4: Assuring the highest standards.** Competency & Emotional Intelligence. Summer 2001. Vol. 8, No. 4, pp 19-24. Translated into Spanish during 2001.

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Orme, G & Cannon, K (2000b). **Everything you wanted to know about implementing an EQ programme - 2: Design.** Winter 2000. Vol. 8, No. 2, pp 18-25. Translated into Spanish during 2001.

Orme, G (2000). **The World of Emotional Intelligence.** Competency & Emotional Intelligence. Summer 2000. Vol. 7, No. 3, pp 23-27.

Published Work