



Eqi and The Bottom Line

Overview

Much of the work to date in Eqi has been in the area of personal development and although there has been some great examples in the literature of Star Performer profiling we have not seen too many pieces of research in how Ei can contribute to the bottom line performance of the organisation, that is until now.

Dr Stephen Langhorn recently completed his Doctoral thesis which specifically examined the impact of Emotional competencies on key performance outputs of service organisations, and Geetu Bharwaney was delighted to be involved in this major piece of research.

The Key Outputs

The research work examined the role of Ei in three distinct areas of performance in the service sector, General Management, front-line team member and the customers themselves.

Using the Bar-on Eqi, Dr Langhorn assessed the emotional competence of a large population of General Managers and examined the relationship of those competencies to the key performance outputs they were tasked to deliver. The findings revealed significant relationships between:

- ◆ General Manager Eqi and Profit Growth generation
- ◆ General Manager Eqi and Employee Satisfaction
- ◆ General Manager Eqi and Customer Satisfaction

Again using the Bar-on Eqi, the relationships of the front-line team member emotional competencies and the *emotional* expression of the service experience by the customer were examined.

This revealed some fascinating significant relationships between:

- ◆ Team Member Eqi competencies and customer perceptions of overall service quality
- ◆ Team Member Eqi competencies and perceptions on the quality of the personal interactions in service experiences

The Implications

We have reported many times on the real benefits of providing personal development plans for management using the Eqi, however this is the first time we have seen tangible relationships between the Eqi components and some of the critical performance outputs of organisations. This evidence must add weight to the introduction of Ei more deeply into the business world, which can mutually benefit the well being of the individual and the commercial success of the enterprise.