



MAPIEN RADAR WHITEPAPER SERIES #4

The Value of Emotional Intelligence Assessments

Emotional Intelligence



Emotional intelligence (EI) is broadly defined as the ability to recognise, understand, and influence the emotions of oneself and others.

It is a concept that is growing in both popularity and focus today, with organisations increasingly appreciating the value that EI and EI assessments provide in determining an individual's likely success and performance across various roles.

It is particularly important for aspects of roles that require considerable interpersonal interaction &/or people management, whereby strong EI provides benefits in terms of relationship development, collaboration, and teamwork.

Further to the leadership, influence, and interpersonal elements, strong EI also provides an unbeatable advantage in highly stressful, emotional, or overwhelming situations that require focused emotional management and control.



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EMPLOYEES WITH GREAT EMOTIONAL INTELLIGENCE BUILD STRONG WORKING RELATIONSHIPS, REDUCE TEAM STRESS, & HELP MOTIVATE OTHERS.

THEIR STRONG INTERPERSONAL SKILLS CAN HELP THEM CREATE PRODUCTIVE RELATIONSHIPS WITH CUSTOMERS AND CO-WORKERS ALIKE, IMPROVING REVENUE STREAMS AND OVERALL TEAM PRODUCTIVITY

Criteria Corp ^[1]

Why use Emotional Intelligence Assessments?



El assessments typically explore the concept of EI across 4 levels: ^[2]

- 1 Perceiving emotions**
Accurately identifying emotions present within a situation, both in terms of others and of oneself.
- 2 Reasoning with emotions**
Leveraging emotions to enhance decision-making and reasoning, considering and including likely emotional reactions & perspectives to arrive at a more well-rounded conclusion.
- 3 Understanding emotions**
Recognising the underlying meaning of an emotion, and why and how they change across time, both for oneself and for others.
- 4 Managing emotions**
Responding appropriately to one's own emotions and those of others, in terms of processing and regulating personal reactions, and influencing (& leveraging) the emotions of others.

Perhaps not surprisingly then, there are considerable benefits in terms of relationships & teamwork to employing people with strong EI.

Indeed, these individuals are typically highly attuned to understanding how they and others may feel in response to a decision, situation, or event. This provides opportunities for that individual to communicate empathy and consideration towards others in response to challenges, stressors, and frustration in the workplace. This is also likely to support the individual to appropriately navigate emotionally-charged or tense interactions with others when required. As such, although it is important in many contexts and roles, EI is also particularly important within leadership.

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RESEARCH HAS FOUND THAT INDIVIDUALS WITH STRONG LEADERSHIP POTENTIAL ALSO TEND TO BE MORE EMOTIONALLY INTELLIGENT, SUGGESTING THAT A HIGH [EMOTIONAL INTELLIGENCE] IS AN IMPORTANT QUALITY FOR BUSINESS LEADERS AND MANAGERS.



Further to the relationship elements, EI is also a crucial component in managing emotional reactions, and with emotional regulation overall. Roles and industries that benefit significantly from these include the emergency services, emergency health and nursing staff, and roles that require a mixture of strong emotional regulation in addition to strong interpersonal influencing skills, like security personnel, site and process safety roles, and emergency/first responders.

Given the fact that most roles to a certain degree feature interaction with others, problem solving under pressure, and elements of emotional self-management, assessing for emotional intelligence would be a very good choice in the vast majority of scenarios.



How should Emotional Intelligence be assessed?

Emotional intelligence, its nature, and its component parts at the most foundational level has been hotly debated in research and practitioner circles for many years^[4] (however this has settled a little in the last few years). The crux of this debate is fairly complex and academic in nature, but essentially boils down to the fact that some researchers and practitioners see statistical overlap with other human cognitive factors like general mental ability and personality, and that EI shouldn't be measured separately. Others feel that EI is a set of skills that is clearly and distinctly unique and applied, and provides a further rich dimension to consider.

Mapien's view is clearly in favour of assessing for EI. While the academic argument that EI can be predicted nicely by some personality factors and general mental ability is clearly and statistically valid, the truth of the matter is that EI is a knowledge and skill set. Like leadership capability, emotionally intelligent behaviour is not an innate skill; it takes development, practice, and feedback to improve. In this way we see that general mental ability and personality can help predict the 'potential' for emotional intelligence, but actually measuring it directly as a skill or behavioural ability is more important.

It is for this reason that we strongly recommend the use of an 'ability' based EI assessment, rather than a personality based one. In selecting your assessments and providers, and making sure that you are using the most beneficial and valuable assessments, Mapien recommends that you confirm whether the EI assessment is behaviour and scenario based, rather than indirectly measured via personality and other avenues.

When to use Emotional Intelligence Assessments

It is Mapien's view that EI assessments are used, as a minimum, within the recruitment and selection processes for roles that have a strong focus on people-management and/or stakeholder engagement, or for those roles with uniquely stressful elements where safely executing the correct behaviours under pressure is critical.

With this in mind, given the broad benefits from a behavioural regulation and interpersonal effectiveness perspective, almost every role imaginable would benefit from strengthened EI, from checkout operators, to hospitality managers, to airfield security, to the highest reaches of organisational leadership.

As with all psychometrics, it is noted that ideally EI assessments are not used in isolation, but rather integrated with various other sources of information, such as interviews, ability assessments, and behavioural-style assessments, to arrive at a more holistic understanding of an individual and their likely 'fit'.

References

[1] <https://www.criteriacorp.com/blog/how-and-why-to-measure-emotional-intelligence>

[2] MSCEIT branch model:
<https://doi.org/10.1016/j.paid.2010.10.010>

[3] <https://www.verywellmind.com/iq-or-eq-which-one-is-more-important-2795287>

[4] http://eqi.org/real_ei.htm



Connect with us!

If you would like to further discuss psychometric assessments, and how they may benefit you &/or your workplace, please contact us:

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