

EMOTIONAL INTELLIGENCE

Emotions Drive People. People Drive Performance.

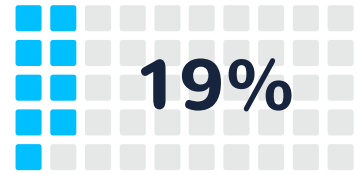
WHAT SETS SUPERIOR PERFORMERS APART?

Emotionally Intelligent Competencies (EQ)



Achievement, Cooperation, Empathy, Flexibility, Impact, Influence, Motivation, Teamwork

Cognitively Intelligent Competencies (IQ)



Analytical thinking, Conceptual thinking, Information seeking

VS.

EQ has **2x** the power of IQ to predict performance and is a better predictor than **employee skill, knowledge, or expertise.**

WORKPLACE PRODUCTIVITY



of productivity is predicted by the presence of **useful feedback, choice in work, seeing the value of the work, and having a positive climate.**

LEADERSHIP & MANAGEMENT EFFECTIVENESS

RESTAURANT MANAGERS WITH HIGHER EQ CREATE:



Greater annual profit growth

Increased guest satisfaction



Higher employee retention

EQ Skills → Mood → Job Satisfaction → Retention & Performance

SALES - WHAT'S IT WORTH?

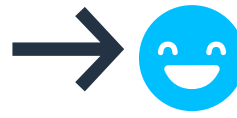
Salespeople who are **positive, happy,** and who perceive the **"best"** in situations with low levels of anger, negativity, and the like will obtain **the highest performance levels.**

Companies investing in emotional intelligence training outsell their competition:



- Sanofi-Aventis over \$24 million annually
- L'Oreal over \$2.5 million annually
- MetLife 37% higher annually

A LEADER'S POSITIVE MOOD INFLUENCES THE TEAM'S MOOD



THE TEAM'S MOOD DRIVES PERFORMANCE



97% of employees surveyed said they could be more productive.

49% said they could increase productivity by **50% or more** when working for someone who demonstrated a **positive mood** in the workplace

ABSENTEEISM AND TURNOVER

A hospital with turnover of **28%** implemented an **emotional competence and stress reduction program** and cut turnover by



People don't leave companies. They leave leaders.

-Richard Leider

In the public-sector, those with **HIGHER emotional intelligence** found it easier to handle the perception of organizational politics and had **LOWER absentee rates**.

EMPLOYEE ENGAGEMENT

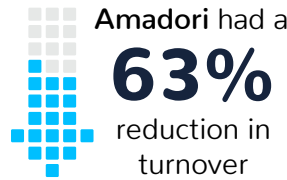
At three plants at Amadori, a major McDonald's supplier in Italy, the level of **employee engagement** was **directly correlated** with the plant performance and

76%

of the variation in employee engagement was predicted by managers' EQ scores.



EMOTIONALLY INTELLIGENT LEADERS ENGAGE AND INFLUENCE MORE EFFECTIVELY!



WORKPLACE CHALLENGES

89%

of managers identified EQ as "highly important" or "essential" to meeting their organizations' top challenges: **people problems**.

CUSTOMER RETENTION

Studies conducted to learn why customers left vendors showed that

70%



of the reasons were related to **emotional and relationship factors**

At a manufacturing plant,



Formal grievances were reduced from an average of **15/year to 3/year**, and the plant exceeded productivity goals by **\$250,000** after the supervisors received training in emotional competencies.

RETURN ON INVESTMENT

Sanofi-Aventis pharmaceutical company made **\$6** for every **\$1** they invested in the emotional intelligence training they provided their salespeople, who increased their EQ by an average of **18%**.



EMPLOYEE SELECTION

The US Air Force saved **\$190 million**



by selecting Pararescue Jumper candidates based on certain **emotional intelligence skills** and then successfully retaining them through to completion of the extremely demanding training course.

For sales representatives at a computer company, those hired based on their emotional competence were

90% more likely to

FINISH their training than those hired on other criteria.

