

*"Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth."*  
[Mayer and Salovey]

A study comparing **OUTSTANDING MANAGERS** with **AVERAGE MANAGERS** found that **90% OF THE DIFFERENCE WAS ACCOUNTED FOR BY EQ**

Exposure to a traditional **LEADERSHIP SKILLS DEVELOPMENT** does not correlate with **IMPROVEMENTS IN EQ OR CAREER SUCCESS.**

Exposure to **COGNITIVE-BASED CURRICULUM** **+** **=** **IMPROVEMENTS IN EQ OR CAREER SUCCESS.**

A study found that the most important factor to predict **WHETHER OR NOT** a person **TOOK** THE **LEAD WITHIN HIS OR HER TEAM** was an individual's **EMOTIONAL INTELLIGENCE**.




even when taking **IQ AND PERSONALITY** into account.



A study at PepsiCo found that company units headed by **MANAGERS WITH**

**WELL-DEVELOPED**  
EMOTIONAL INTELLIGENCE SKILLS

15%-20%  
OUT PERFORM  
YEARLY REVENUE TARGETS

**MANAGERS WITH**

**UNDERDEVELOPED**  
EMOTIONAL INTELLIGENCE SKILLS

15%-20%  
UNDER PERFORM  
YEARLY REVENUE TARGETS

A study of UC of Berkeley PhDs over 40 years found that

**EQ WAS FOUR TIMES MORE POWERFUL**

**THAN IQ** in predicting who achieved **SUCCESS IN THEIR FIELD**

IQ SCORES among young people and adults

**HAS FALLEN**

while average IQ SCORES HAVE JUMPED approximately

**25 POINTS**

In a worldwide study of what COMPANIES  
WERE LOOKING FOR in hiring new employees,

**67%** of the most desired **EQ**  
**ATTRIBUTES WERE** **COMPETENCIES**

**33%** OF ATTRIBUTES **OTHER**  
WERE **COMPETENCIES**

A study that looked at the successes and failures of eleven American presidents showed that **THE KEY QUALITY** that distinguished the successful from the unsuccessful.

They choose their battles **WISELY**, **WIN/WIN ASSERTIVELY** when necessary, and display the **COURAGE** to confront sticky situations with **CONFIDENCE**.

They are able to recognize and **UNDERSTAND THEIR OWN MOODS, EMOTIONS AND DRIVES** as well as their effect on others. They have the ability to **ALIGN PEOPLE**, bringing them together to work toward a common goal.

They are able to **UNDERSTAND THE EMOTIONAL MAKEUP** of other people and the skills it takes to treat people according to their emotional reactions.

Research indicates **SYMBOLIC MANAGEMENT TECHNIQUES** such as the use of stories, inspirational speech, and rituals effectively **AROUSE INDIVIDUALS TO INSPIRE THEM** to perform according to team values and goal behaviors.

Emotionally intelligent leaders **CONSTRUCTIVELY RESOLVE CONFLICTS** and establish a relationship of **COOPERATION AND TRUST** between members, thus contributing to the **COLLECTIVE MOTIVATION OF TEAM MEMBERS**.

Several studies show that managers' EI positively accounts for **DIFFERENCES IN TEAM OUTCOMES AND TEAM ATTITUDES**, such as group satisfaction, cohesiveness and effectiveness.

Managerial EI is positively related to **EMPLOYEE PROFIT PERFORMANCE**.

Leaders in positive affective states **MAY ENERGIZE THE PEOPLE THEY LEAD**, causing them to approach tasks actively and enthusiastically, as they have high levels of confidence in their ability to succeed.

Leaders with high EQ help to **ELIMINATE DISAGREEMENTS AND CONFLICT THROUGH EXCELLENT COMMUNICATION** to achieve the highest synergy within a team, enhancing its internal harmony and goal achievement.

A Gallup study found that **EMPLOYEES WHO HAD MANAGERS WITH HIGH EQ** were **4 TIMES LESS LIKELY TO LEAVE** than those **WHO HAD MANAGERS WITH LOW EQ**.

A study found that **69%** of the managers whose workers reported high engagement could be considered **EMOTIONALLY INTELLIGENT**.

A study found that **MORE THAN 70%** OF AN EMPLOYEE'S VIEW OF THE **ORGANIZATIONAL CLIMATE** of a company directly results from their **MANAGER'S EMOTIONAL INTELLIGENCE**.

A study found that **EXECUTIVES WHO LACKED EMOTIONAL INTELLIGENCE** were rarely rated as outstanding in their annual performance reviews, and their **DIVISIONS UNDERPERFORMED** by an average of almost **20%**.

The infographic consists of five horizontal rows, each featuring an icon on the left and text on the right. The rows are: 1. A heart with two plus signs next to it, followed by the text 'EQ TENDS TO INCREASE incrementally with age, without deliberate interventions'. 2. A thumbs-up hand icon, followed by the text 'Maintaining a **POSITIVE ATTITUDE**'. 3. A sad face with a sweat drop icon, followed by the text 'Staying cool and **MANAGING STRESS**'. 4. A hand with the index and middle fingers extended (the 'rock on' or 'V' sign), followed by the text 'Developing **RESILIENCY** in the face of adversity'. 5. A hand with the index and thumb extended (the 'L' sign), followed by the text 'Being **ASSERTIVE** and being able to express difficult emotions when necessary'. At the bottom, a separate box contains a graduation cap icon and the text 'While no program can get someone from 0 to 100%, a **WELL-DESIGNED COACHING INTERVENTION CAN ACHIEVE IMPROVEMENTS OF 25%**'.

- EQ TENDS TO INCREASE** incrementally with age, without deliberate interventions
- Maintaining a **POSITIVE ATTITUDE**
- Staying cool and **MANAGING STRESS**
- Developing **RESILIENCY** in the face of adversity
- Being **ASSERTIVE** and being able to express difficult emotions when necessary

While no program can get someone from 0 to 100%, a **WELL-DESIGNED COACHING INTERVENTION CAN ACHIEVE IMPROVEMENTS OF 25%**

[illegible]