

Developing Emotional Intelligence

Studies show success of programs designed to increase EI

The McClelland Center
 116 Huntington Avenue
 Boston, MA 02116-5712
 (617) 425-4500
www.haygroup.com

The McClelland Center, the research division of the Hay Group, is dedicated to expanding the capability of clients and consultants through the study of behavior and its impact on performance.

Named for its founder, Harvard psychologist David McClelland, The Center explores such topics as leadership and organizational climate and their effect on business results.

For more information about DFAS, please contact Connie Schroyer Ph.D., Hay Group, Arlington, VA (703) 841-3100

For more information, about Hay Brazil, please contact Sergio Ozer, Hay Group, Sao Paulo, Brazil (55) 11 3040-6100

For more information, please contact Mary Fontaine Ph.D., General Manager, The McClelland Center for Innovation and Research (617) 425-4553.

While recent research has shown the importance Emotional Intelligence plays in effective leadership, a big question remained: How quickly and effectively can leaders who lack key EI competencies develop them?

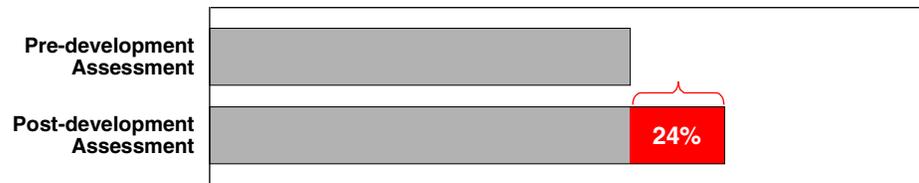
New studies by the Hay Group show that managers and executives can effectively enhance critical Emotional Intelligence competencies through a combination of workshops and ongoing personal development.

Hay researchers studied the EI developmental efforts of two groups: 19 managers from the US government’s Defense and Finance Accounting Services (DFAS); and a group of 20 Brazilians—10 managers from a large beverage organization and 10 consultants from Hay Brazil.

The participants of both groups were first assessed using the *Emotional Competence Inventory (ECI)*, a 360-degree tool. They then attended a 5-day *Mastering Emotional Intelligence (MEI)* workshop in 3 sessions spread out over several months. These workshops were designed to help participants better understand the concepts of EI and create a personal plan for enhancing key EI competencies. The workshops followed the principles of behavior change identified by the Consortium for Research In Emotional Intelligence. Development plans were tied to a personal vision and participants were provided on-going support between sessions. After 10 to 12 months, both groups were reassessed. The results showed significant development on the part of both manger groups.

- On average, the DFAS group showed a dramatic 24% improvement on each of the 20 competencies. Scores were significantly higher upon reassessment on 19 of 20 competencies.
- The Brazilian managers from the beverage organization showed a substantial 20% average overall improvement on each competency.
- The Brazilian consultants showed only a 7% overall average improvement. Unlike the other groups, however, they participated in order to learn to *deliver* the workshop, rather than to personally *develop* the EI competencies.

EI Competencies Increased 24% after EI Development Program



Conclusions

The studies show how Emotional Intelligence can be enhanced through an effective developmental effort. They point to the importance of an objective, thorough assessment, a clear, step-by-step learning process, and ongoing personal development. The lack of growth by the group of consultants also demonstrates the need for a committed and sustained personal effort to develop these competencies.