



MRG®

# **Emotional Intelligence, Leadership and MRG Questionnaires**

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# What is Emotional Intelligence?

“Emotional intelligence, simply said, is the ability to sense and use emotions to more effectively manage ourselves and influence positive outcomes in our relationships with others.” – EQ at Work

## Goleman Model

Personal Competence:  
how we manage ourselves

Social Competence:  
how we handle relationships



# Emotional Competence Model

## Personal Competence

### Self-Awareness

Knowing one's internal states, preferences, resources, and intuitions.

### Self-Regulation

Managing one's internal states, impulses, and resources.

### Motivation

Emotional tendencies that guide or facilitate reaching a goal.

## Social Competence

### Empathy

Awareness of others' feelings, needs and concerns.

### Social Skills

Adeptness at inducing desirable responses in others.

# Personal Competence

## Self-Awareness

Knowing one's internal states, preferences, resources, and intuitions.

**Emotional Awareness:** Recognizing one's emotions and their effects.

**Accurate Self-Assessment:** Knowing one's strengths and limits.

**Self-Confidence:** A strong sense of one's self-worth and capabilities.

## Self-Regulation

Managing one's internal states, impulses, and resources.

**Self-Control:** Keeping disruptive emotions and impulses in check.

**Trustworthiness:** Maintaining standards of honesty and integrity.

**Conscientiousness:** Taking responsibility for personal performance.

**Adaptability:** Flexibility in handling change.

**Innovation:** Being comfortable with novel ideas, approaches, and new information.



# Personal Competence

## Motivation

Emotional tendencies that guide or facilitate reaching goals.

**Achievement Drive:** Striving to improve or meet a standard of excellence.

**Commitment:** Aligning with the goals of the group or organization.

**Initiative:** Readiness to act on opportunities.

**Optimism:** Persistence in pursuing goals despite obstacles and setbacks.

# Social Competence

## Empathy

Awareness of others' feelings, needs and concerns.

**Understanding Others:** Sensing others' feelings and perspectives, and taking an active interest in their concerns.

**Developing Others:** Sensing others' development needs and bolstering their abilities.

**Service Orientation:** Anticipating, recognizing, and meeting customers' needs.

**Leveraging Diversity:** Cultivating opportunities through different kinds of people.

**Political Awareness:** Reading a group's emotional currents and power relationships.

# Social Competence

## Social Skills

Adeptness at inducing desirable responses in others.

**Influence:** Wielding effective tactics for persuasion.

**Communication:** Listening openly and sending convincing messages.

**Conflict Management:** Negotiating and resolving disagreements.

**Leadership:** Inspiring and guiding individuals and groups.

**Change Catalyst:** Initiating or managing change.

**Building Bonds:** Nurturing instrumental relationships.

**Collaboration and Cooperation:** Working with others toward shared goals.

**Team Capabilities:** Creating group synergy in pursuing collective goals.

# How do you measure EQ?

EQ Map – Cooper & Orioli

Q-Metrics at <http://www.qmetricseq.com>

Emotional Competence Inventory (ECI) – Goleman & Boyatzis

Hay/McBer Emotional Intelligence

Services at <http://www.EISglobal.com>

Emotional Intelligence Quotient Inventory (EQ-I) - Bar-On

Multi-Health Systems, Inc. at <http://eqi.mhs.com/>

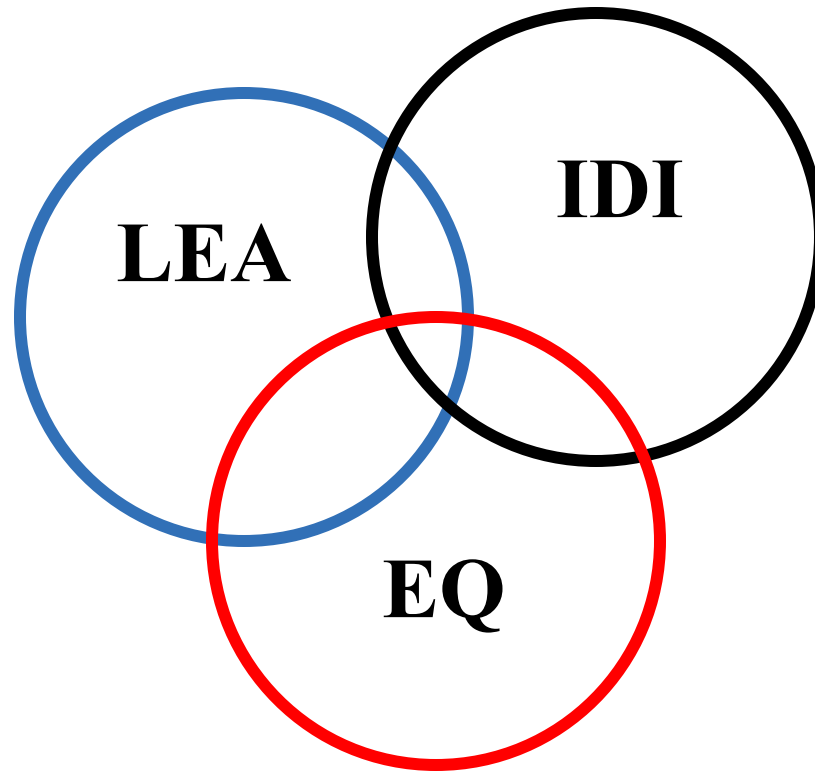
The Multifactor Emotional Intelligence Scale (MEIS) – Mayer & Salovey

Charles J. Wolfe Associates at <http://www.cjwolfe.com>





# EQ and MRG Questionnaires



# Self-Awareness: Knowing one's internal states, preferences, resources, and intuitions.

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<p><b>Emotional Awareness:</b> Recognizing one's emotions and their effects.</p>	<p>The LEA is not designed to assess internal emotional awareness. It is designed to assess observable and modifiable leadership behaviors. The closest mapping here would be a gap analysis between self and observer assessments, with smaller gaps suggesting (possibly) greater self-awareness.</p>		
<p><b>Accurate Self-Assessment:</b> Knowing one's strengths and limits.</p>			
<p><b>Self-Confidence:</b> A strong sense of one's self-worth and capabilities.</p>			

# Self-Regulation: Managing one's internal states, impulses, and resources.

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<b>Self-Control:</b> Keeping disruptive emotions and impulses in check.	Restraint		
<b>Trustworthiness:</b> Maintaining standards of honesty and integrity.			Irreproachability
<b>Conscientiousness:</b> Taking responsibility for personal performance.			
<b>Adaptability:</b> Flexibility in handling change.	Innovative	22. Fast learner (learns new material quickly, adapts rapidly to new challenges, constantly expands his/her understanding of new things).	Maneuvering
<b>Innovation:</b> Being comfortable with novel ideas, approaches, and new information.	Innovative	22. Fast learner (learns new material quickly, adapts rapidly to new challenges, constantly expands his/her understanding of new things).	Creating

**Motivation:** Emotional tendencies that guide or facilitate reaching goals.

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<b>Achievement Drive:</b> Striving to improve or meet a standard of excellence.	Production		Excelling
<b>Commitment:</b> Aligning with the goals of the group or organization.	Cooperation Authority		Belonging
<b>Initiative:</b> Readiness to act on opportunities.	{Strategic, Man. Focus, Production, Persuasive}	10. Business Aptitude (understands how to make a business successful, exploits business opportunities, is skillful in business dealings).	Maneuvering
<b>Optimism:</b> Persistence in pursuing goals despite obstacles and setbacks.	Production Control		Enduring

# Empathy: Awareness of others' feeling, needs and concerns.

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<b>Understanding Others:</b> Sensing others' feelings and perspectives, and taking an active interest in their concerns.	Empathy	1. Sensitivity to other people's feelings. 21. Insight into people (understands others' motivations and behavior, is able to read people, understands why people do what they do).	
<b>Developing Others:</b> Sensing others' development needs and bolstering their abilities.	Man. Focus Delegation	12. Ability to develop people (allows room for mistakes, stimulates growth, challenges positively, delegates authority).	
<b>Service Orientation:</b> Anticipating, recognizing, and meeting customers' needs.	{Empathy, Excitement, Persuasive, Control, Outgoing}	11. Ability to build relationships with customers (has a strong customer focus, seeks customer input, creates solutions for customers).	Giving
<b>Leveraging Diversity:</b> Cultivating opportunities through different kinds of people.		18. Ability to work with diverse people (people from different backgrounds, cultures, belief systems, life styles).	
<b>Political Awareness:</b> Reading a group's emotional currents and power relationships.		2. Understanding of how to use organizational resources (able to build alliances, sophisticated about organizational dynamics, has many contacts).	



# Social Skills: Adeptness at inducing desirable responses in others.

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<b>Influence:</b> Wielding effective tactics for persuasion.	Persuasive	3. Capacity to get people enthusiastic and involved (gets people on his/her side, is persuasive and inspiring).	
<b>Communication:</b> Listening openly and sending convincing messages.	Communication Persuasive Consensual	6. Willingness to listen. 8. Straightforward, open communicator.	
<b>Conflict Management:</b> Negotiating and resolving disagreements.	{Cooperation, Strategic, Communication, Management Focus}	20. Ability to turn around difficult, perhaps volatile leadership situations.	
<b>Leadership:</b> Inspiring and guiding individuals and groups.	{Excitement, Persuasive, Strategic, Production, Management Focus}	3. Capacity to get people enthusiastic and involved (gets people on his/her side, is persuasive and inspiring). 4. Credibility with management and ability to inspire confidence with superiors 5. Credibility and ability to inspire confidence with peers and direct reports. 14. Overall effectiveness as a leader/manager.	Controlling

## Social Skills: (cont.)

Emotional Competence Framework	Leadership Effectiveness Analysis™		Individual Directions Inventory™
	LEA Sets	Part B Rating Scales	
<b>Change Catalyst:</b> Initiating or managing change.		7. Ability to see the big picture perspective (strategic orientation, sees interconnections between his/her own objects and those of the company, anticipates problems).	
<b>Building Bonds:</b> Nurturing instrumental relationships.	Empathy		Giving Receiving Belonging Expressing
<b>Collaboration and Cooperation:</b> Working with others toward shared goals.	Consensual Cooperation	13. Ability to get things done through people (delegates effectively, sets high standards, organizes efforts well).	Belonging
<b>Team Capabilities:</b> Creating group synergy in pursuing collective goals.	Cooperation Consensual Authority Empathy	17. Capacity to contribute to team performance (willing and able to act as a team player, complements the efforts of others).	

# What EQ Measures that MRG Instruments Do Not...

EQ assessments most directly assess an individual's emotional understanding of him or herself (insight) – and his/her ability to manage personal issues effectively.

EQ assessments most directly assess an individual's facility with interpersonal relationships – “reading” people and working with them to achieve a desirable outcome.



# What MRG Instruments Measure that EQ Does Not...

EQ instruments do not assess what an individual actually does in a leadership role. [LEA]

EQ instruments do not assess an individual's emotional drivers. (What are they motivated to achieve? What is important to them?).  
[IDI]

# Conclusions

While there is considerable overlap, each instrument (EQ, LEA, IDI) measures something distinctly different – and each can make a unique contribution to both assessment and executive coaching.

EQ measures personal attributes that are important for interpersonal effectiveness. Since these attributes can be difficult to modify, EQ may play a greater role in selection than in development.

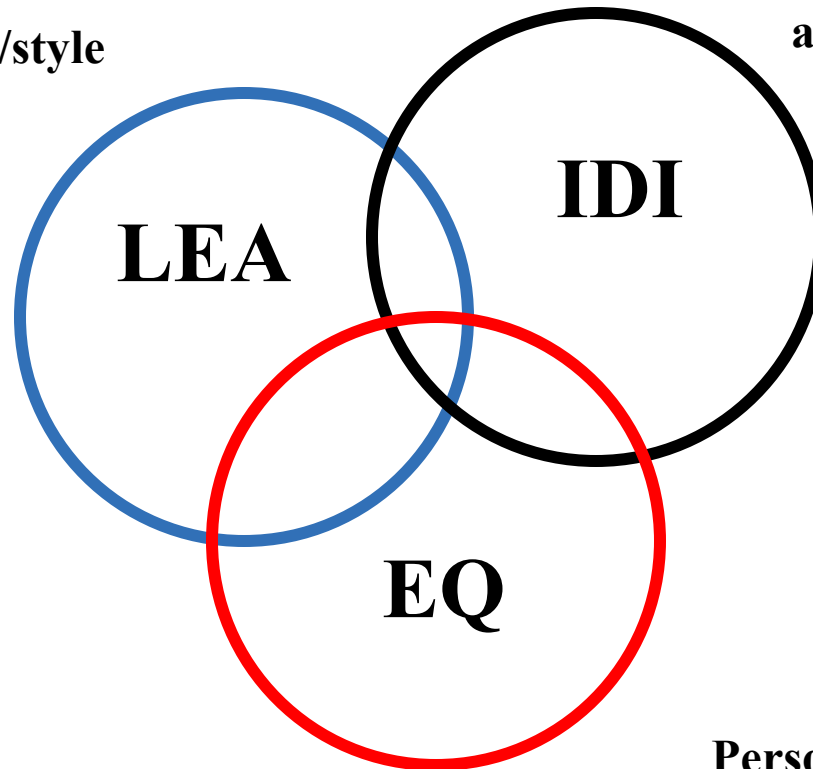
The LEA measures the leadership behaviors that an individual is currently displaying in a particular role. It was specifically developed to measure behaviors that can be modified through developmental efforts.

The IDI measures an individual's emotional drivers – what he/she are motivated to experience and achieve. It provides unique information that can be useful in helping an individual architect a work situation (and life) that is most likely to produce satisfaction. It can also be used to gauge person-organization fit to some degree.

# An Assessment Model

**Leadership  
approach/behaviors/style**

**Personal Motivators – what  
an individual is attracted to**



**Personal insight and  
interpersonal effectiveness**

# Learning More About EQ

Consortium for research on emotional intelligence in organizations <http://www.eiconsortium.org/>

Internet EQ Directory  
<http://www.eq.org/>