



# The Business Case for Emotional Intelligence

*Abundant studies demonstrate the performance edge EQ provides over technical skills alone. Top job performance requires strong technical skills & strong emotional and interpersonal skills, or EQ.*



## Profitability

- ✦ Star executives add 127% more to bottom line than average executives
  - Equal on technical skills
  - Stronger in EQ skills
- ✦ Star computer programmers add 300% more to bottom line than average computer programmers
- ✦ High EQ CEO's create higher profits than lower EQ CEO's
  - Empathetic – hear others well
  - Self-Regard
  - Assertive
- ✦ Climate and leadership: *study of 3,871 leaders*
  - Climate controls 30% of profitability
  - Leadership style controls 50-70% of climate
  - High EQ styles increase climate and profit
  - Low EQ styles decrease climate and profit
- ✦ Dentists-Higher EQ creates more practice success (*international study by Ackley*)
  - Assertiveness
  - Reality Testing
  - Self actualization
  - Emotional self awareness

## Retention

- ✦ Air Force Recruiters selected for technical *and* EQ skills
  - Retention increased to 96% from 50% (*when selected on technical skills only*)
  - Savings of \$3M/year
- ✦ Division presidents selected for technical *and* EQ skills
  - Turnover reduced from 50% to 6%
  - Performance beat target by 20%

## Production

- ✦ Manufacturing superintendents
  - Productivity goals exceeded by \$250,000
  - Production increased 17%
  - Lost time accidents down 50%

## Sales

- ✦ MetLife: Sales success in first two years
  - Stronger sales people higher in optimism achieved 37% higher sales
  - Equal training in other sales skills
- ✦ National insurance company
  - Higher EQ sales staff + 211% in sales
  - Equal in technical skills and training

## Executive Career Derailment

- ✦ Center for Creative Leadership study showed derailment caused by
  - Inflexibility
  - Poor team skills
  - Poor relationship skills