

EQ at Work

What Organizations Need to Know

According to Robert Hogan, PhD, “Career success depends on the ability to successfully interact with others, build and maintain relationships, and manage one’s social environment.” Our decades of research confirm employability has strong ties to EQ—the emotional quotient, also called emotional intelligence.

You have questions about EQ? We have answers.

- What Is EQ?
- Why Is EQ Important in the Workplace?
- How Does EQ Differ Among Demographic Groups?
- How Does EQ Differ Across Occupations?
- How Is EQ Assessed?
- How Can EQ Be Improved?

► What Is EQ?

Emotional intelligence is the ability to identify and manage one’s own and others’ emotions.

The link between emotional intelligence and employability, the ability to gain and maintain a desired job, is nearly inextricable. Psychologists have studied EQ for more than 70 years, but it has been gaining prominence within organizations since the 1990s. When it comes to employability, talent with high emotional intelligence will likely thrive.

Nevertheless, according to Dr. Hogan, there is a significant gap between academic research on occupational performance and the realities of the hiring process. In other words, whereas cognitive ability or IQ may show how a job candidate is likely to solve problems, it is EQ that indicates the interpersonal skills that are increasingly essential to workplace success. Those who lack the ability to build effective relationships are destined to fail—no matter how smart they are.

Our behaviors, values, and judgment, which stem from our personality, affect the trust we build, the culture we shape, and the decisions we make—and therefore our engagement and performance at work. Particularly for leaders, the relationship between EQ and employability can speak to the way that perception and reputation affect social interaction.

► Why Is EQ Important in the Workplace?

Organizations value emotional intelligence in employees because even in the most independent and least people-facing roles imaginable, emotion influences how we act and are perceived at work. Survey data from Pew Research Center indicate that “nurturing unique human skills” is essential for businesses to thrive in the next decade.¹



People with higher EQ scores have these four advantages at work:

1. They perceive what others feel and why they behave in certain ways.
2. They are rewarding to deal with and hard to provoke.
3. They remain calm in stressful situations and handle pressure well.
4. They are enthusiastic and optimistic about work.

Emotional intelligence influences our effectiveness at leading people. Leaders with high EQ will be able not only to perceive emotions and respond with situationally appropriate emotions, but they will also be able to regulate their own emotions and influence the emotions of others. In nearly every occupation, EQ is an advantageous skill to nurture and develop.

► **How Does EQ Differ Among Demographic Groups?**

Emotional intelligence encompasses a wide range of dimensions that virtually everyone can improve. Generally, EQ varies slightly across gender, ethnicity, and age, favoring females, minority groups, and older adults.² These trends in EQ are so broad, however, that demographics make poor predictors of emotional intelligence.

Emotional intelligence is determined by personality; to understand how personality impacts emotional intelligence, we need to understand that every personality has two distinct sides:

- Bright-side personality describes people's everyday strengths and weaknesses when they are at their best.
- Dark-side personality describes people when they are stressed, bored, or inattentive to their behavior.

The Hogan Personality Inventory (HPI), which assesses bright-side personality, and the Hogan Development Survey (HDS), which assesses dark-side personality, provide an overview of emotional competencies related to job performance.

► **How Does EQ Differ Across Occupations?**

In today's job advertisements, qualities such as empathy, collaboration, and interpersonal sensitivity appear in many, many lists of required skills for diverse roles—and for good reasons. In any job requiring interaction with others, emotional intelligence is beneficial; however, EQ is a particularly necessary skill for managers and leaders from an organizational perspective.

Leaders with high EQ can contribute to employee engagement.³ High EQ can also predict employee job satisfaction.⁴ Finally, leaders of remote and hybrid workers require high EQ to facilitate belonging and offer support.⁵ Thus, emotional intelligence must remain a primary consideration for organizations in hiring or promoting managers.



► How Is EQ Assessed?

Because emotional intelligence is a function of personality, it can be measured using well-validated and reliable psychometric assessments.

The Hogan EQ Model, based on HPI and HDS data, is a scientifically validated tool to measure six key competencies of emotional intelligence: awareness, detection, regulation, influence, expression, and empathy. The six competencies of EQ may be grouped in terms of function (columns) and relationship to self (rows).

Hogan EQ Model	Emotional Perception: The ability to perceive and interpret emotional states	Emotional Control: The ability to alter the emotional states of oneself and others	Emotional Sharing: The ability to respond appropriately to situational demands
Intrapersonal	Awareness: The degree to which a person seems in touch with his or her own emotions	Regulation: The degree to which a person seems able to maintain positive emotional states	Expression: The degree to which a person seems able to effectively communicate desired emotional states
Interpersonal	Detection: The degree to which a person seems aware of others' emotions and thoughts	Influence: The degree to which a person seems able to intentionally affect others' moods, thoughts, and behaviors	Empathy: The degree to which a person seems able to feel what others are feeling

The Hogan EQ report provides an overall EQ score, six competency subscores with pros and cons, and a summary of likely behaviors with discussion points for development conversations. The EQ report is relevant for all organizations and requires no certification to interpret.

► How Can EQ Be Improved?

Interpersonal skills can be improved through strategic self-awareness and coaching. According to Trish Kellett, director of the Hogan Coaching Network, “The starting point for any coaching process is to narrow down the characteristics that are driving problem behaviors.”

By assessing EQ, organizations can provide employees, managers, and leaders with the self-awareness they need to develop strong interpersonal skills and boost their emotional intelligence, which will in turn boost organizational success. For instance, a manager with a below average subscore in Empathy will learn to recognize the leadership pros and cons of this result: decisiveness and confidence in making unpopular decisions may be offset by an appearance of insensitivity toward others' problems or needs. “Self-awareness is the keystone of success in the workplace,” Kellett added. “By understanding our natural strengths and weaknesses, we can learn to compensate for those behaviors.”



With adequate coaching, those methods of compensation can become second nature. Behavioral changes don't rewrite personality from scratch, but over time, those ingrained behavioral tendencies can affect how we view the world and other people. In short, coaching and development can improve the six emotional intelligence competencies, as well as how we perceive, control, and share emotions.

► About Hogan Assessments

The international leader in personality insights, Hogan Assessments produces valid, reliable personality assessments grounded in decades' worth of research. More than 75% of the Fortune 500 use Hogan's talent acquisition and development solutions to hire the right people without bias, boost productivity, reduce turnover, and promote diversity and inclusion.

To learn more, visit absolutetalents.com or call + 66.64.245.1954

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