



Higher levels of emotional intelligence are associated with better performance in the following areas:

Participative Management reflects the importance of getting buy-in at the beginning of an initiative. It is an extremely important relationship-building skill in today's management climate in which organizations value interdependency within and between groups. Of all the skills and perspectives measures on Benchmarks, participative management had the largest number of meaningful correlations with measures of emotional intelligence. In other words, managers who are seen as good at listening to others and gaining their input before implementing change are likely to be assessed as good at cooperating with others, able to find pleasure in life, able to foster relationships, control impulses, and understand their own emotions and the emotions of others.

Putting People at Ease gets at the heart of making others relaxed and comfortable in your presence. From the perspective of direct reports, putting people at ease was related to impulse control, which is defined as the ability to resist or delay the impulse to act. This finding suggests that being able to behaviorally put people at ease has to do with controlling your own impulses with regard to anger or other emotions. Boss ratings of putting people at ease are related to happiness, suggesting that your disposition is related to how comfortable others are in your presence.

Self-Awareness describes those managers who have an accurate understanding of their strengths and weaknesses. Ratings on self-awareness were related to impulse control and stress tolerance. If you find that you explode into anger easily, it is likely that others don't see you as very self-aware. In addition, it appears that others may draw conclusions about your self-awareness from how you handle difficult and challenging situations. If you get anxious, others may interpret this as a lack of self-awareness.

Balance Between Personal Life and Work measures the degree to which work and personal life activities are prioritized so that neither is neglected. High ratings from bosses on these behaviors were associated with the emotional intelligence measures of social responsibility, impulse control, and empathy. Giving your bosses the impression that you are balanced is connected with your feelings of being able to contribute to a group, controlling your impulses, and understanding the emotions of others. High ratings from direct reports are also associated with impulse control.

Straightforwardness and Composure, which refers to the skill of remaining calm in a crisis and recovering from mistakes, is related to several emotional intelligence measures. Not surprisingly, ratings from bosses, peers, and direct reports on this scale are related to impulse control. Direct report ratings are also associated with stress tolerance, optimism, and social responsibility. Boss ratings are related to happiness. Thus it appears that being rated highly on straightforwardness and composure has to do with controlling impulses during difficult times, being responsible toward others, and having a satisfied disposition.

Building and Mending Relationships is the ability to develop and maintain working relationships with various internal and external parties. Ratings from bosses on this scale were related to only one measure of emotional intelligence: impulse control. This is not surprising because poor impulse control manifests itself as an inability to control hostility and explosive behavior. Obviously, this tendency will not translate into strong relationships with bosses. Similarly, scores on stress tolerance are related to direct report ratings. Difficulties handling stress may reveal themselves to direct reports as problematic relationships or the stress may result from troubled relationships with direct reports.

Boss ratings on Doing Whatever It Takes, which has to do with persevering in the face of obstacles as well as taking charge and standing alone when necessary were related to two of the emotional intelligence scales: independence and assertiveness. People who are high on independence tend to be self-reliant and autonomous. Although they may ask for input from others, they are not dependent on it. Assertiveness has to do with expressing feelings, thoughts, and beliefs in a nondestructive manner. People high on this scale are not shy about letting others know what they want. Direct report ratings are associated with independence and optimism. Optimism has to do with looking at the brighter side of life. This constellation of relationships suggests that doing whatever it takes requires emotional intelligence in the sense of being able to go after what you want, being able to persevere in getting what you want, and seeing that a bright future is possible.

Direct report ratings of Decisiveness are related to assessments of independence. Decisiveness has to do with a preference for quick and approximate actions over slow and approximate ones. Independence has to do with the ability to be self-directed and self-controlled in one's thinking. It does not seem at all surprising that people who rate themselves as independent thinkers would be viewed by their direct reports as decisive.

Another interesting relationship has to do with peer ratings of Confronting Problem Employees, the degree to which a manager acts decisively and fairly when dealing with problem employees, and the emotional intelligence measure of assertiveness. Assertive people are able to express their beliefs and feelings in a nondestructive manner. These results suggest that being able to do this is helpful when it comes to dealing with problematic performance situations.

Change Management is the final Benchmarks scale to be connected with emotional intelligence. This skill has to do with the effectiveness of the strategies used to facilitate change initiatives. Ratings from direct reports are associated with measures of social responsibility. In other words, the ability to be a cooperative member of one's social group is associated with perceptions of effectiveness in introducing change. Peer ratings of change management are related to interpersonal relationship abilities. Apparently, the ability to establish satisfying relationships has a connection to how well peers judge your ability to institute change.

EQ Leadership