



Traits or Intelligence?

Understanding Personality & Emotional Intelligence
Connections



Welcome



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The Kitchen Table



HRCI Information?



Another HAT?



Master Trainer,
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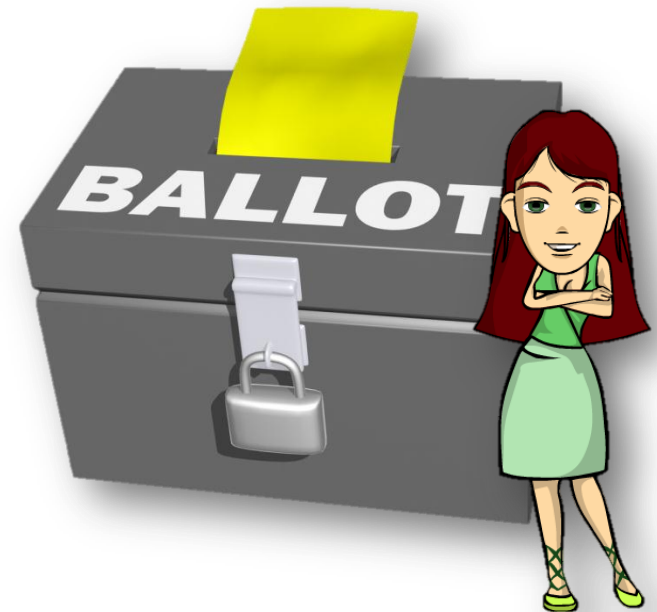


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Tell us about your EI experience

- Choose the best option!
 - None: I'm a newbie
 - I have completed an EI assessment OR read a book on EI
 - I coordinate EI processes at my organization
 - I do considerable EI work (as a researcher, facilitator, or HR professional)



FACT or FICTION?

- Indicate if the statements that follow are FACT or FICTION



FACT or FICTION?

- Most high level executives have strong EI.



FICTION

- Executives in areas that do not specifically require EI are not significantly higher in EI than others (Mayer, Salovey & Caruso, 2004)



FACT or FICTION?

- EI can be measured by a person's levels of self confidence, adaptability, optimism, and interest in serving others



UNSURE

- That depends on the model of EI you use.
- The most respected definition of EI (Mayer, Salovey, & Caruso, 2004) does not include any of those characteristics.
- Commonly used measurements of EI, however, do relate to personality traits



FACT or FICTION?

- Organizations should include an EI measurement test as part of their selection procedures.



FICTION

- El research is simply not advanced enough – use in selection could be dangerous.



Road Map

- What is EI?
- 3 models of EI
- Critique of EI
- Results of our study on EI and personality
- Can EI be trained?



What is EI?



EMOTIONAL INTELLIGENCE

INTELLIGENCE

- the ability to learn or understand from experience
- intelligent = quick to learn



Intelligence

- “Mental self-management” (Robert Sternberg)



EMOTION

- strong, generalized feeling (from e – out; movere = to move)
- has to do with expression



“cooperative combination of intelligence and emotion”



Mayer & Salovey, 2004

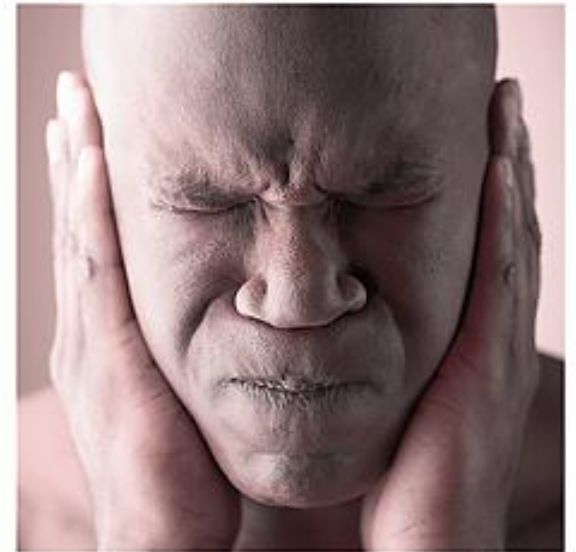
Verbal intelligence = words and text



Mathematical Intelligence = numbers



Emotional Intelligence = emotions



What is EI?

- “ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions”

ASSUMPTIONS



Learned early in life



Improved through development



Tied to evolutionary needs



The Mayer/Salovey/Caruso Model



Perception

- Ability to recognize emotions in others' facial & postural expressions.
 - How do I feel?
 - How does the other person feel?



Mayer, Salovey & Caruso, 2004

Understanding

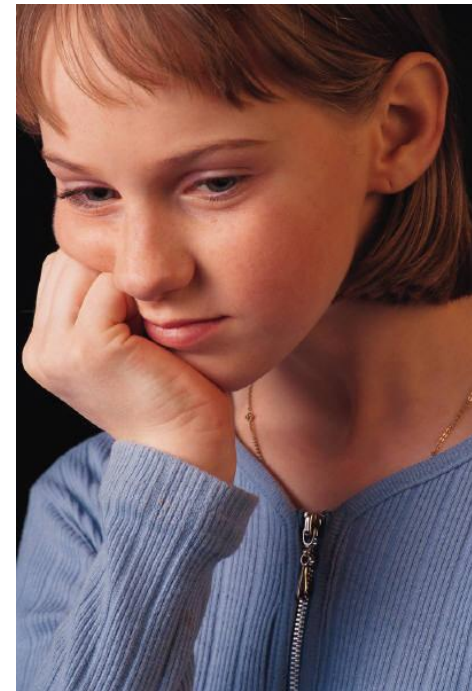
- Understanding complex emotions
- Understanding how emotions transition from one state to the other
 - What emotions are involved?
 - How will I feel afterwards?



Mayer, Salovey & Caruso, 2004

Thought Facilitation

- Ability to choose the most helpful emotion.
 - Is this mood helpful to solve this problem?
 - Does it focus my attention on the issue?
 - Does it motivate me?
 - Does it blind me?



Mayer, Salovey & Caruso, 2004

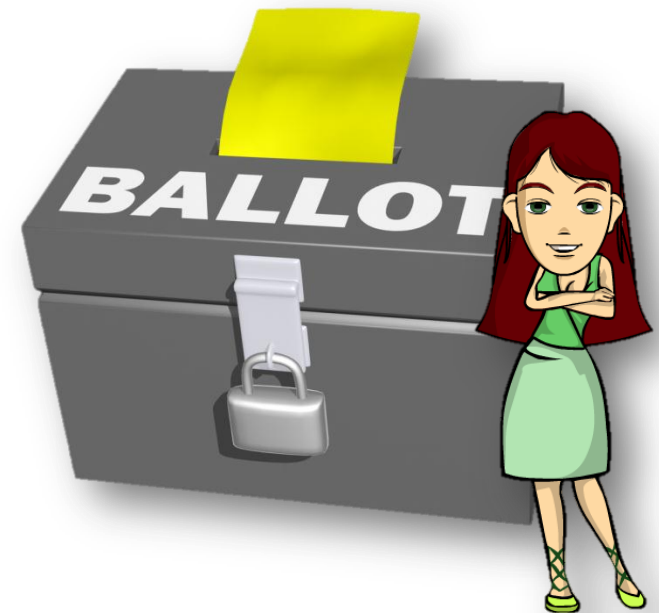
Management

- Ability to manage emotions in self and others
 - How can I control my emotions to reach a desired outcome?
 - How can I manage others' emotions?



Strengths

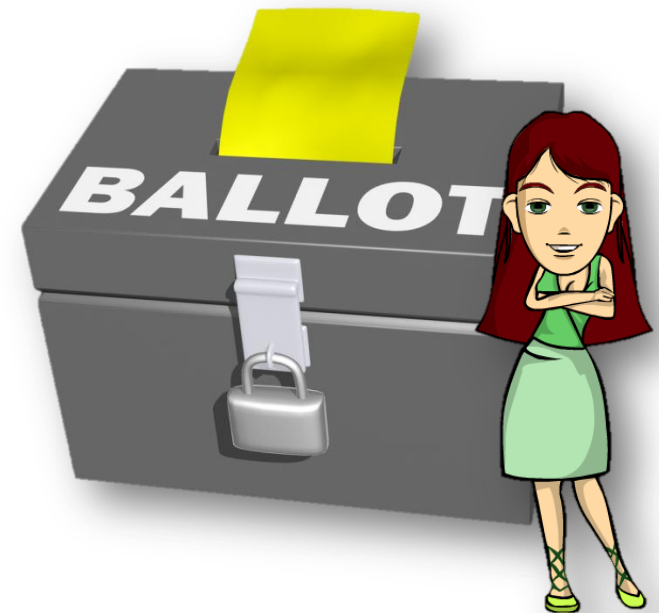
- On which of these are you strongest?
 - Perception of emotions
 - Understanding the complexity of emotions
 - Use of emotions to facilitate thought
 - Managing emotions of self and others



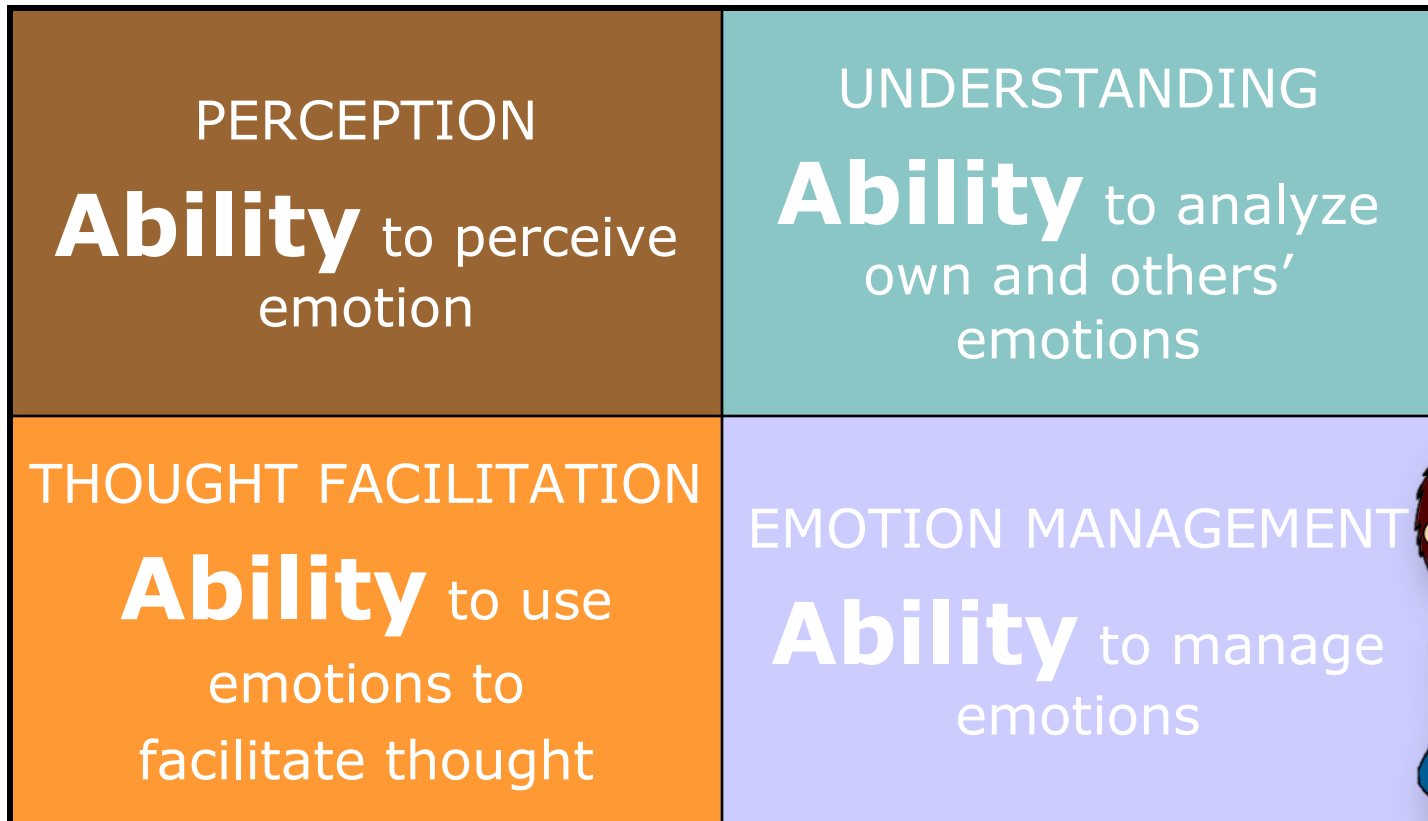
THE DEBATE surrounding EI

With which model were you **MOST** familiar before today?

- Goleman
- Bar-On
- Mayer, Salovey & Caruso
- Other



The EI Debate: Abilities



The EI Debate: Goleman

<p>SELF-AWARENESS</p> <ul style="list-style-type: none">• Emotional self-awareness• Accurate self-assessment• Self-confidence	<p>SOCIAL AWARENESS</p> <ul style="list-style-type: none">• Empathy• Organizational awareness• Service
<p>SELF-MANAGEMENT</p> <ul style="list-style-type: none">• Self-control• Transparency (integrity)• Adaptability• Achievement (drive)• Initiative and optimism	<p>RELATIONSHIP MANAGEMENT</p> <ul style="list-style-type: none">• Inspirational leadership• Influence• Developing others• Conflict management• Building bonds, teamwork

Bar-On

The Bar-On model describes EI as a cross-section of interrelated emotional and social competencies, skills and facilitators that impact intelligent behavior. – Encyclopedia of Applied Psychology

Bar-On Model Composite Scales	EI Competencies
Intrapersonal	Social Awareness and Self Expression
Interpersonal	Social Awareness and Interpersonal Relationship
Stress Management	Emotional Management and Regulation
Adaptability	Change Management
General Mood	Self Motivation



Your experiences...

- What experiences (good or bad, praises or critiques) can you share around EI?



CRITICS



Overpromising EI / undervaluing EQ

the **Big**
BANG
THEORY



“Research does not show any downside to academic intelligence; if anything, on average, high IQ individuals are a little better adjusted than those lower in IQ”

“A laundry list of desirable qualities?”



A word cloud of emotional intelligence components. The words are arranged in a cluster, with varying colors and orientations. The words include: self-confidence (red), self-awareness (purple), self-control (yellow), skills (yellow), empathy (red), social (black, vertical), optimism (dark blue), and sensitivity (black, vertical).

The tests are too subjective, the results depend on culture and beliefs



The EI Debate: Example

- I feel weird when I hug someone other than my close family:
 - Very true
 - Mostly true
 - Somewhat true
 - Mostly not true
 - Not true at all



The tests are too easy to fake



El is a competency – competencies shouldn't be measured through self report tests



People's assessments of their own competencies correlate weakly with assessments made by others



94% of college professors say their work is above average.



Is it reasonable to expect someone with LOW emotional intelligence to be aware of his/her weakness?



Bottom 25% of college students believe their performance is above average



“What we know about Emotional Intelligence,” Zeidner, Matthews, & Roberts, 2009

The constructs correlate with
personality measures



EI and Personality



What is EI?

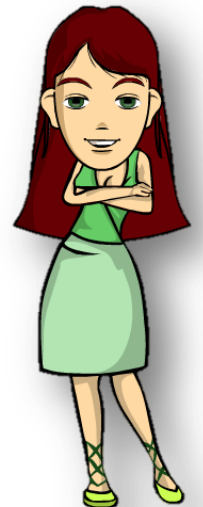
- A standard trait profile, optimistic, calm, and outgoing by nature, that sees itself as capable in most interpersonal situations, and
- A set of competencies (combinations of traits, mental abilities, memories, values, etc.) best measured **NOT** by self-report, but by other raters.

The Goleman Model & Personality

<p>SELF-AWARENESS</p> <ul style="list-style-type: none">• Emotional self-awareness• Accurate self-assessment• Self-confidence	<p>SOCIAL AWARENESS</p> <ul style="list-style-type: none">• Empathy• Organizational awareness• Service
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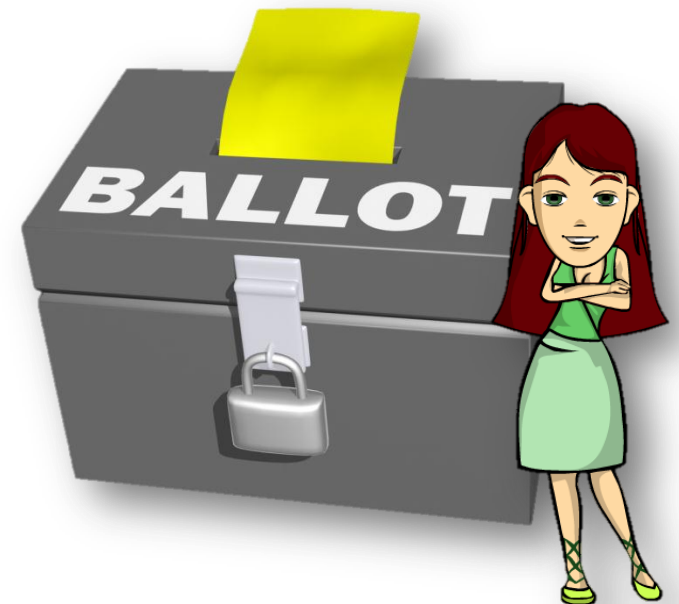
Goleman & Personality

- Sample of 190
- Took the WorkPlace and answered questions based on the Goleman model (developed by Pierce Howard)

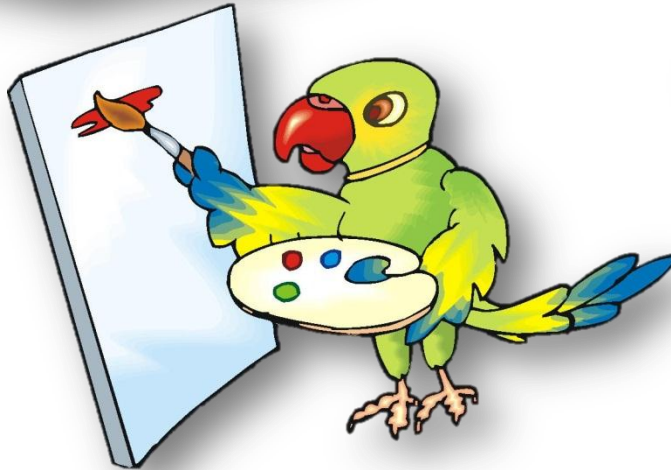


What personality traits matter?

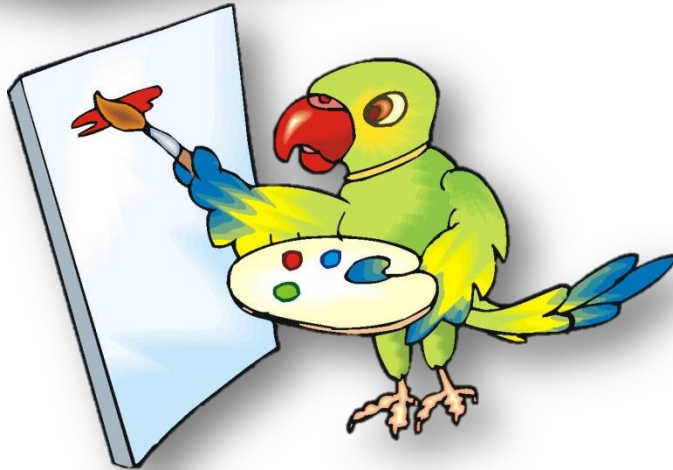
- Need for stability,
Extraversion,
Accommodation
- Need for stability,
Extraversion, Originality
- Originality, Consolidation
- All five traits



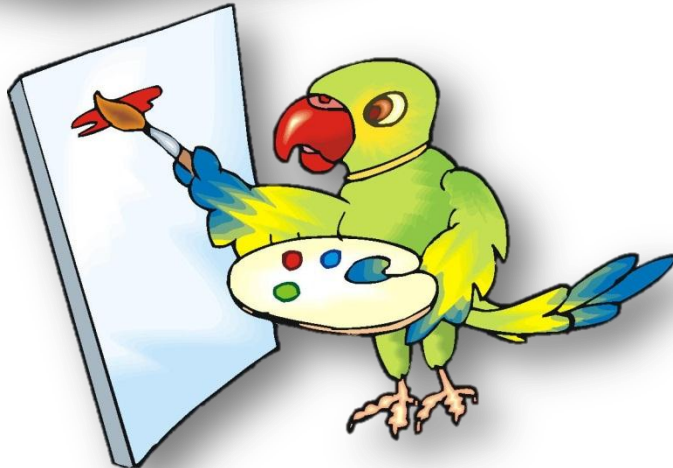
SELF AWARE



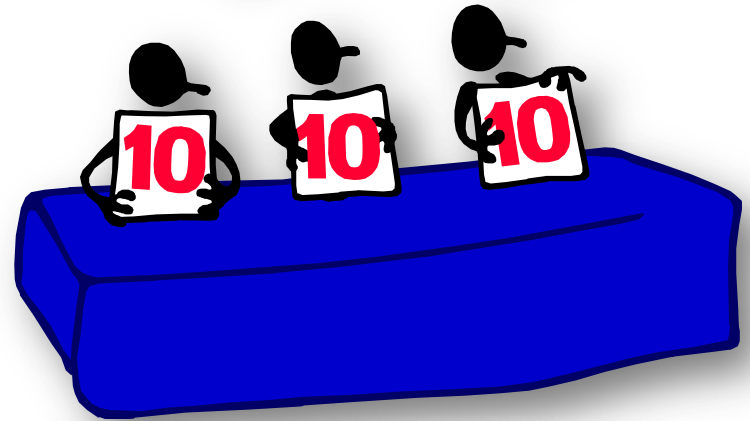
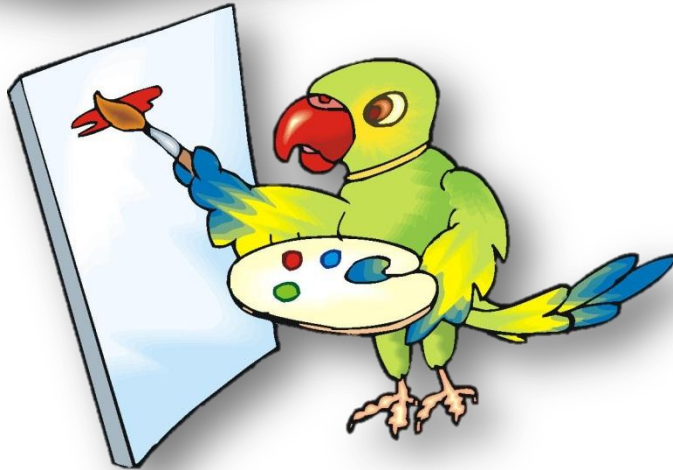
SOCIALLY AWARE



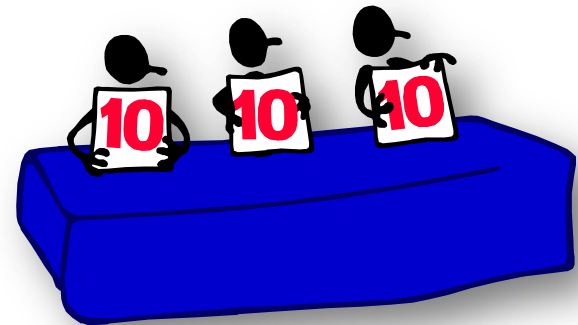
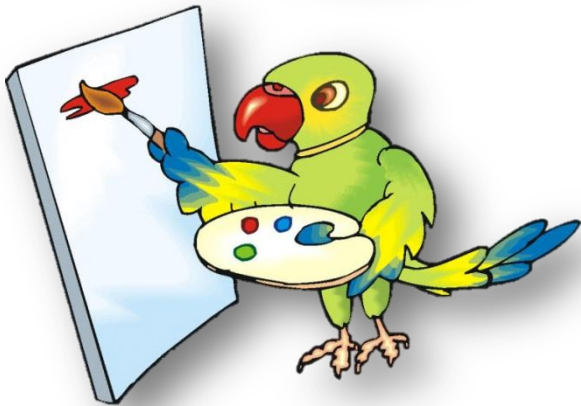
SELF MANAGE



MANAGE RELATIONSHIPS



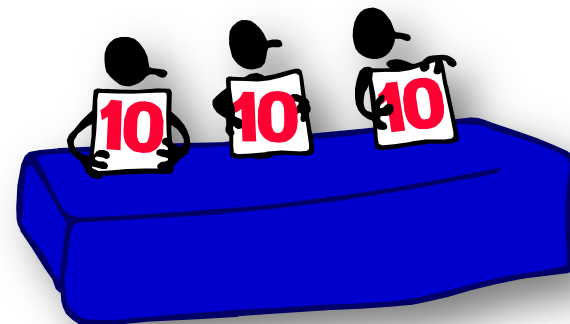
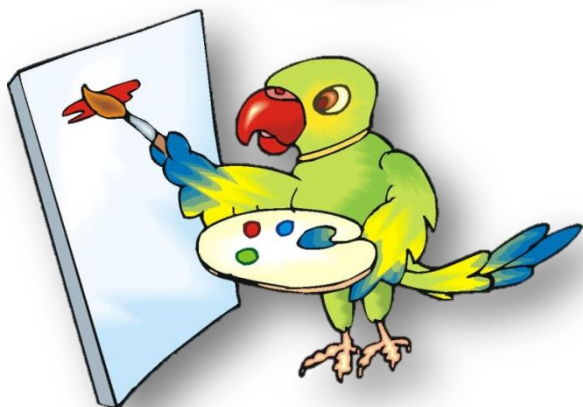
OVERALL EI



THE VERDICT



THE VERDICT



The VERDICT

- Low Need for Stability, low worry, intensity and rebound time
- High Extraversion, high sociability, activity mode and trust, very high tact
- High Originality, high imagination, complexity, and change
- Low reserve
- High perfectionism

The Bar-On Model & Personality

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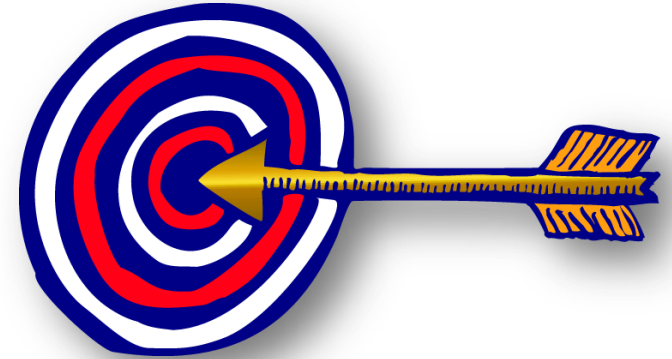


Now, the Bar-On

- Data set contributed by Performance Partners, Williamsville, NY.
- Sample of 111
- Took the WorkPlace and the Bar On EQ-I

Supertrait Trait

Bar-On is measuring:



Note: All 21 Bar-On scales load strongly and in the same “direction”, this points to a lack of discriminant validity, i.e. all 21 are measuring the same thing in terms of traits

EXCEPTIONS



Modest positive correlation with
Originality, problem solving orientation?



Modest negative correlations with Accommodation



Happier people lower in Accommodation



Intrapersonal (positive, expressive self-concept)
EQ also slightly lower in Accommodation



In summary...



IN SUMMARY

Of the five “composite scales”:

- Stress Management = Adaptability (N--E++O+C++)
- Intrapersonal = General Mood (N--E++O+A-C++)
- Interpersonal (N--E++C++)

Intrapersonal: (high self esteem) *sociable, proud, assertive, ambitious*



Interpersonal: (social skills) *sociable* (duh!), *concentrating*
(listening?)



Stress Management: (maintain self control)
cool/less warm, imaginative (reframer, PSer), concentrating



Adaptability: (flexible, coping) *cool, sociable, imaginative, ambitious, concentrating*



General Mood: (positive mood, contentment)
sociable, imaginative, assertive, ambitious



**Can you estimate EQ from a
personality assessment?**



Using the Bar-On Study Results...



We have estimated our EI (using the Bar-On model) considering our WorkPlace scores



Our WorkPlace Scores



$$43 = N = 65$$

$$60 = E = 59$$

$$50 = O = 66$$

$$41 = A = 37$$

$$61 = C = 58$$



Note: Estimates of Bar-On are based on all 28 WorkPlace traits. Only showing supertraits here.

Our Bar-On Estimates

Overall Average:	54	Somewhat Natural
Self-Regard	59	Natural
Emotional Self-Awareness	51	Somewhat Natural
Assertiveness	56	Natural
Independence	56	Natural
Self-Actualization	56	Natural
Empathy	48	Somewhat Natural
Social Responsibility	51	Somewhat Natural
Interpersonal Relationship	58	Natural
Reality Testing	57	Natural
Flexibility	44	Draining
Problem Solving	56	Natural
Stress Tolerance	57	Natural
Impulse Control	52	Somewhat Natural
Happiness	58	Natural
Optimism	57	Natural

Overall Average:	51	Somewhat Natural
Self-Regard	52	Somewhat Natural
Emotional Self-Awareness	63	Natural
Assertiveness	52	Somewhat Natural
Independence	42	Draining
Self-Actualization	62	Natural
Empathy	54	Somewhat Natural
Social Responsibility	48	Somewhat Natural
Interpersonal Relationship	48	Somewhat Natural
Reality Testing	55	Somewhat Natural
Flexibility	54	Somewhat Natural
Problem Solving	53	Somewhat Natural
Stress Tolerance	35	Draining
Impulse Control	42	Draining
Happiness	47	Somewhat Natural
Optimism	56	Natural



Can you train for EI?

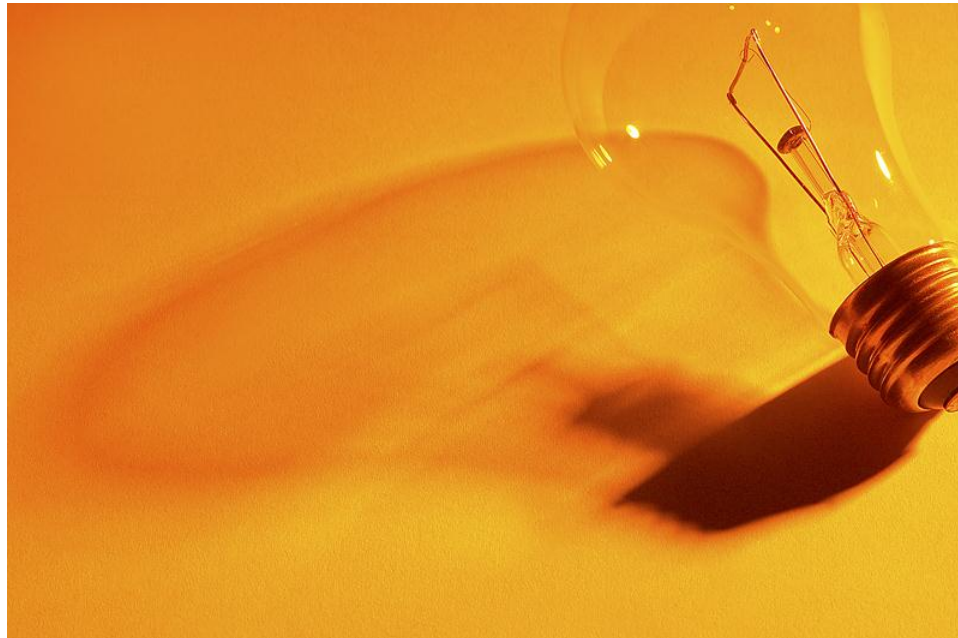


Ability or Mixed Model?



Can you train for EI?

- ABILITY – probably
- MIXED (involving personality) – probably not



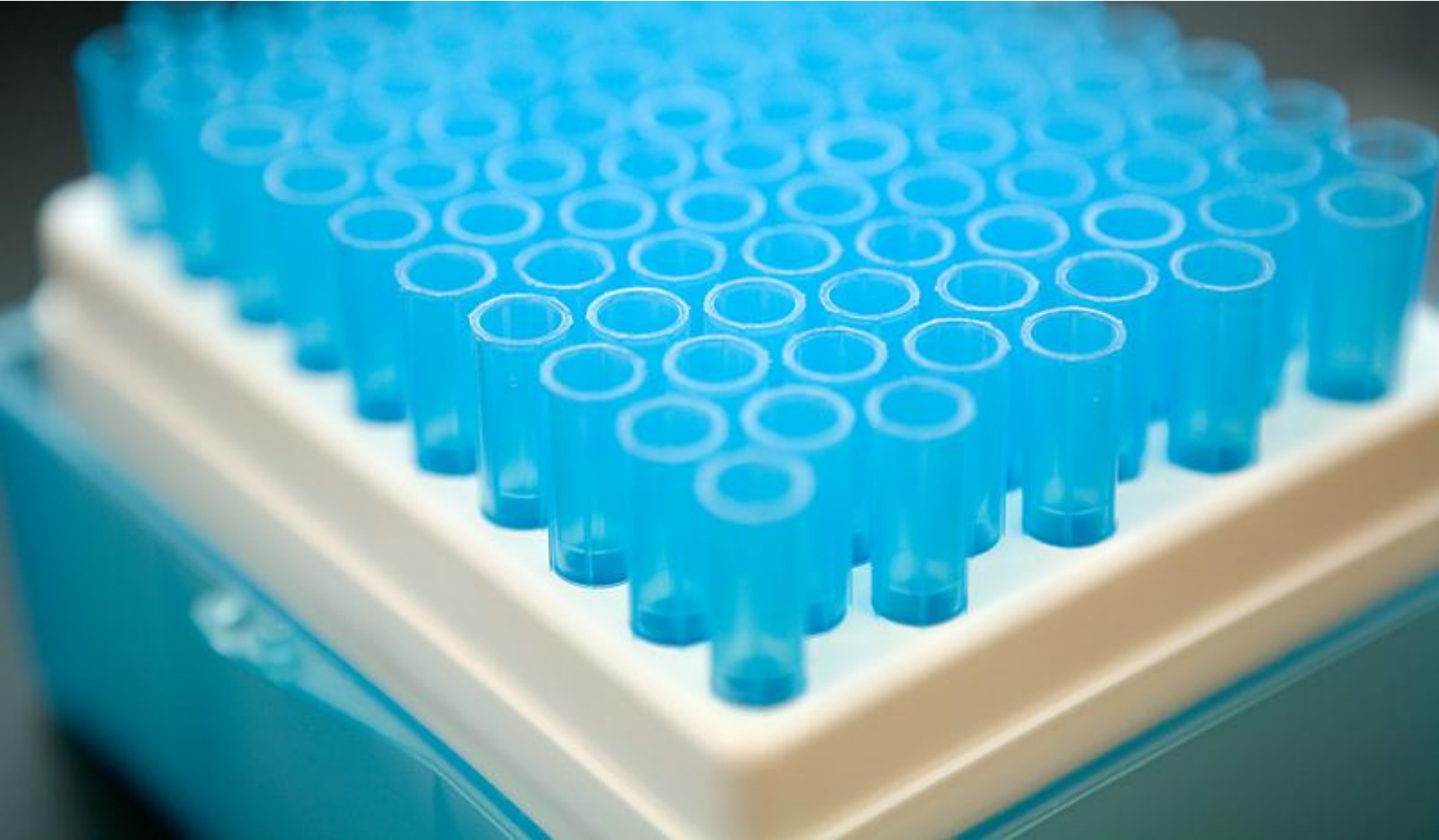
“Personality traits are difficult to change, and the likelihood of changing 20 to 40 years of day to day behavioral patterns as the result of some e-learning module or a five-day training program seems highly suspect.”



The **BOTTOM LINE**...



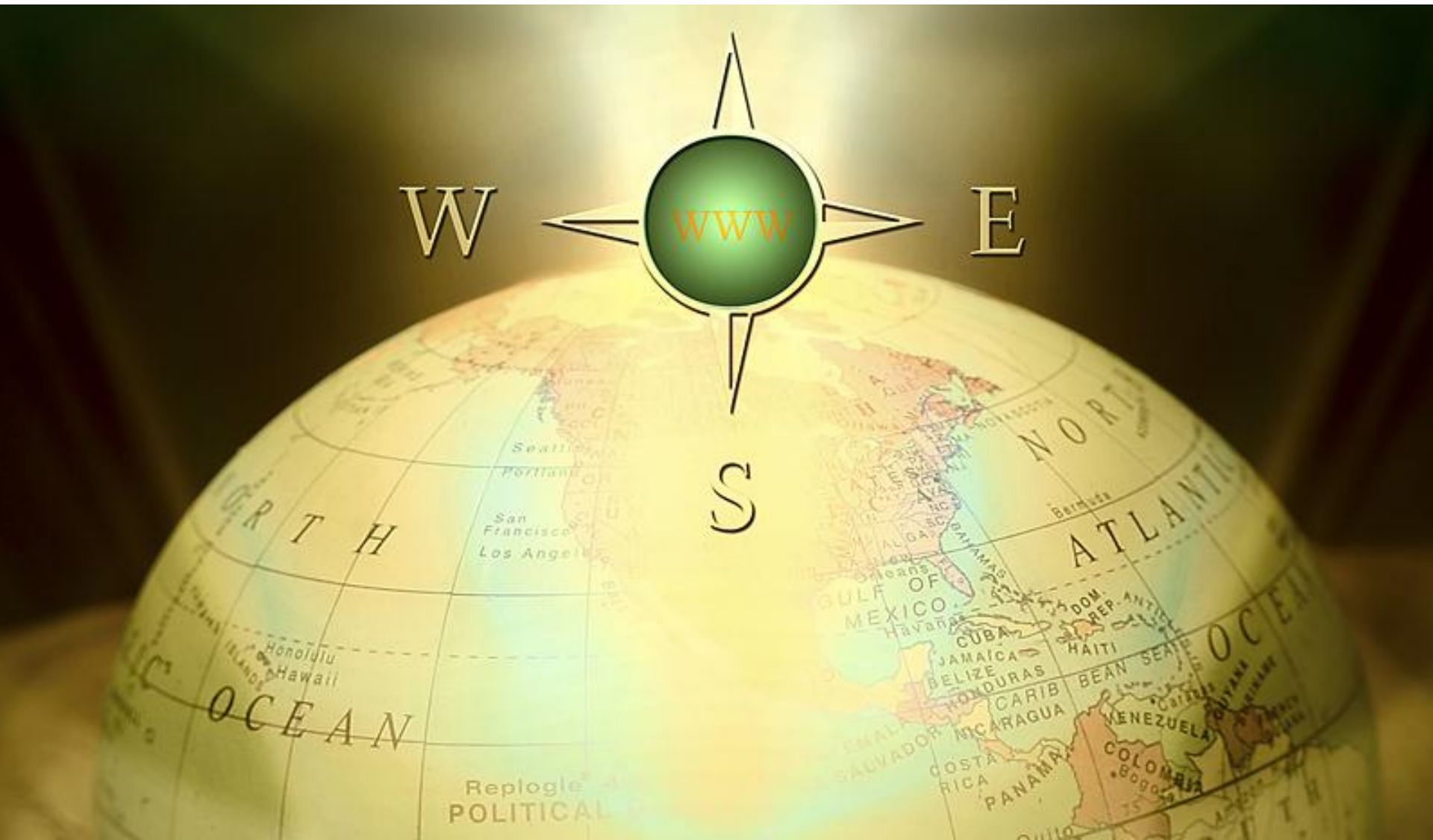
Research still needed



Focus on **ABILITY** rather than **TRAIT**



Use a 360 instrument



THANK YOU

The **Center for Applied Cognitive Studies** is a leader in applying the Five-Factor Model of Personality to work and educational settings. Our primary assessment, the WorkPlace Big Five Profile™ 4.0, is uniquely designed to optimize:

- Workplace Communication and Teambuilding
- Job Analysis & Selection
- Leadership Development & Succession Planning
- Executive Coaching



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Upcoming Big Five Certification

- **Date:** October 22-24
- **Where:** Charlotte, North Carolina
- **Contact:** Ruchi Shah, rshah@centacs.com

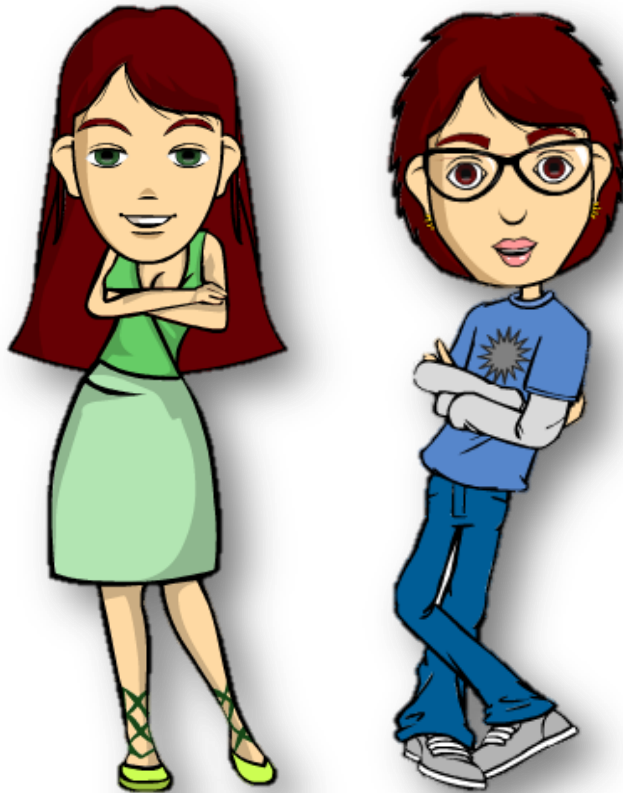


The Strategic Side of Compensation

- **Date:** November 14, 2012
- **Speaker:** Julie Caspar
- **Time:** 12 pm CDT
- **Register at:**
<http://www.theeffectivenessgroup.com/the-strategic-side-of-compensation.html>
- **1 STRATEGIC HRCI credit**



Thank you!



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