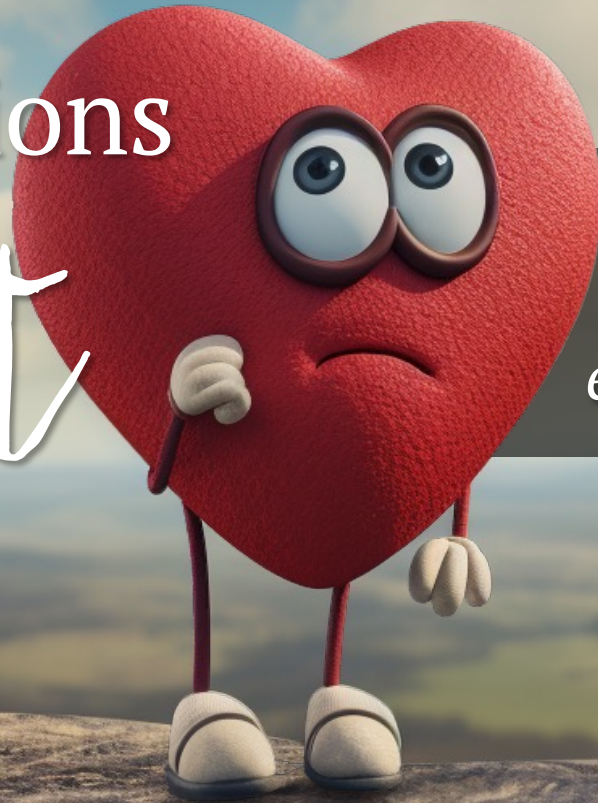


# Limitations of the heart



*Widening the  
aperture on  
emotional intelligence.*

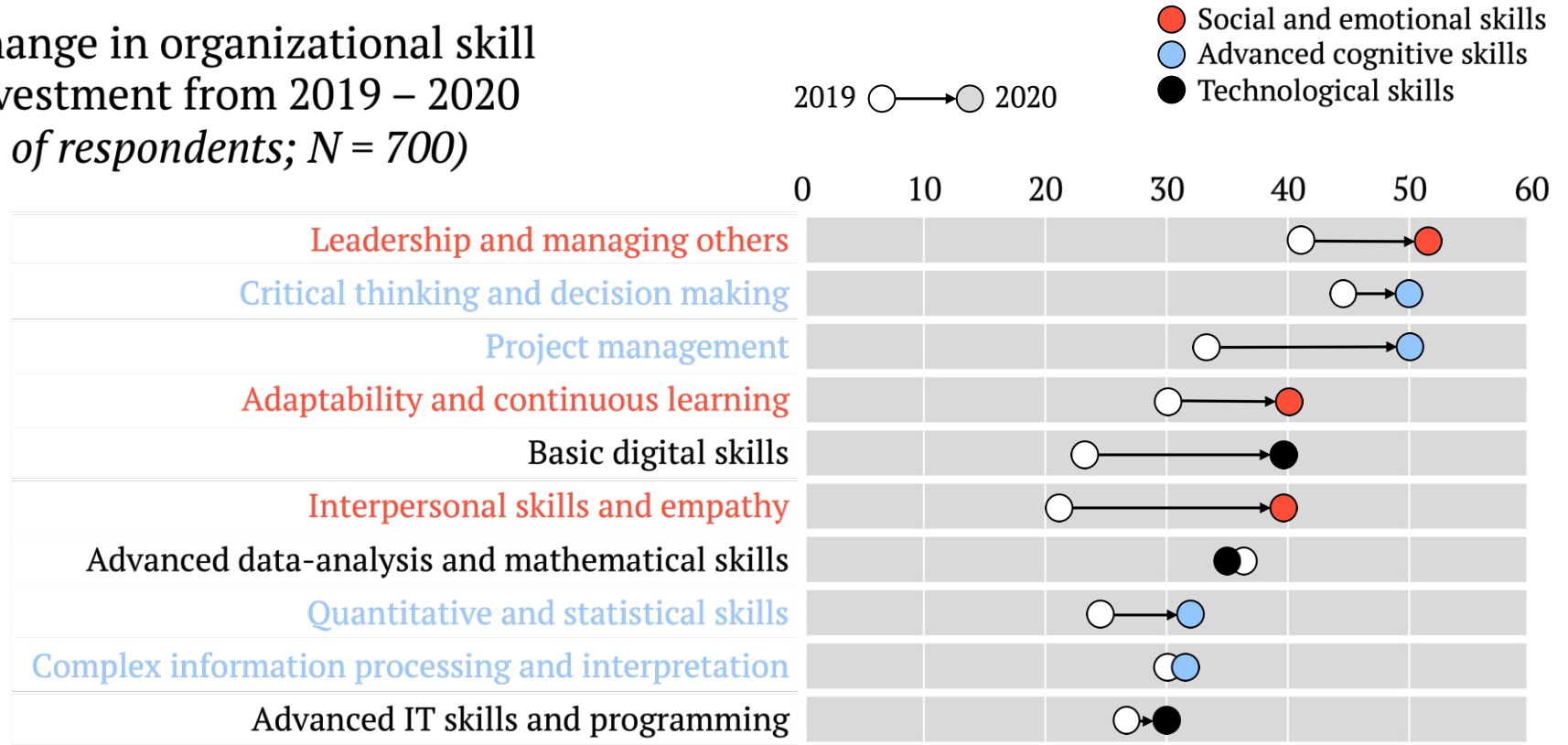




*Emotional  
intelligence  
is having  
a bit of a moment.*

# Change in organizational skill investment from 2019 – 2020

(% of respondents; N = 700)





# Globalization

- Worker outsourcing
- Increased diversity



## Digital disruption

- Job elimination
- High interpersonal component for what's left



## Social media

- Empathic disconnection
- Mental health issues



## Aging “Boomers”

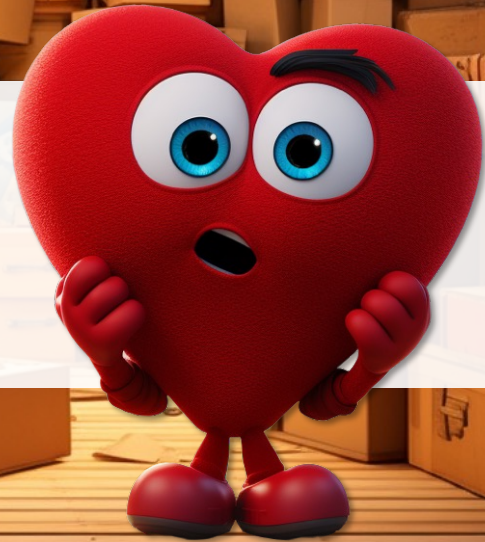
- Increased healthcare needs
- End-of-life challenges



More EI is  
allegedly better...

...but what does  
that *mean*?

Let's unpack.





- Dispositions
- Abilities
- Habits
- Traits
- Values



You don't have to *think*  
about emotional and  
social competencies.



**BEING  
EVALUATED  
BY OTHERS**

**REFLECTING  
ON YOUR  
FEELINGS**



**MAKING  
FRIENDS**



**HELPING  
OTHERS FEEL  
COMFORTABLE**



**FOCUSING  
AMID  
DISTRACTION**

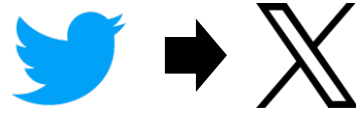




- ✓ Instructions of Šuruppak (c. 2600 BCE)
- ✓ The Bhagavad Gita (c. 500 BCE)
- ✓ The Dao De Jing (c. 300 BCE)
- ✓ The Tripitaka (c. 29 BCE)
- ✓ The Bible (c. 100 AD)
- ✓ The Qur'an (c. 600 AD)



✓ Instructions of Šuruppak (c. 2600 BCE)



*“Insults  
and stupid  
speaking  
receive the  
attention of  
the land.”*

myths





EI isn't about  
being nice.



EI isn't about  
giving free  
reign to your  
feelings.

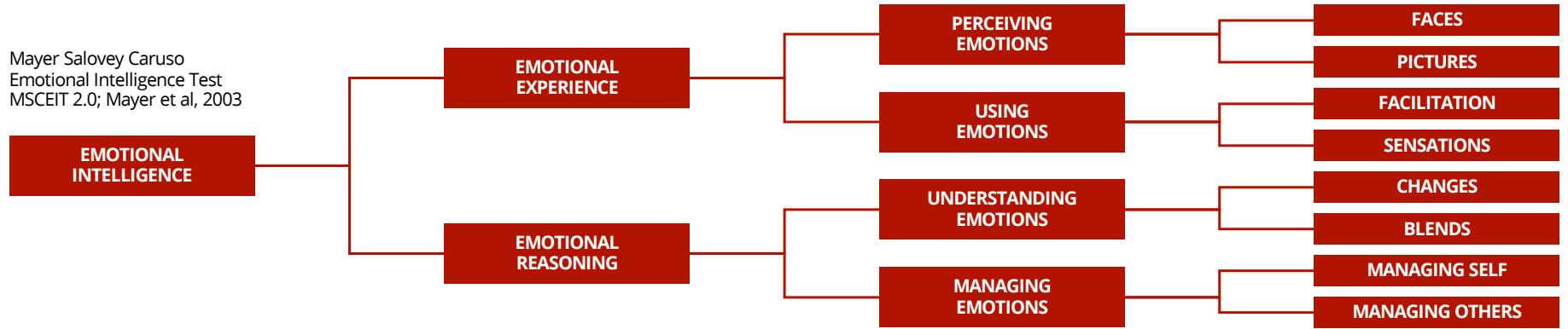


Women are not  
more emotionally  
intelligent than  
men.



measurement  
challenges

Mayer Salovey Caruso  
Emotional Intelligence Test  
MSCEIT 2.0; Mayer et al, 2003



Trait Emotional  
Intelligence Questionnaire  
TEI-Que; Petrides, 2007



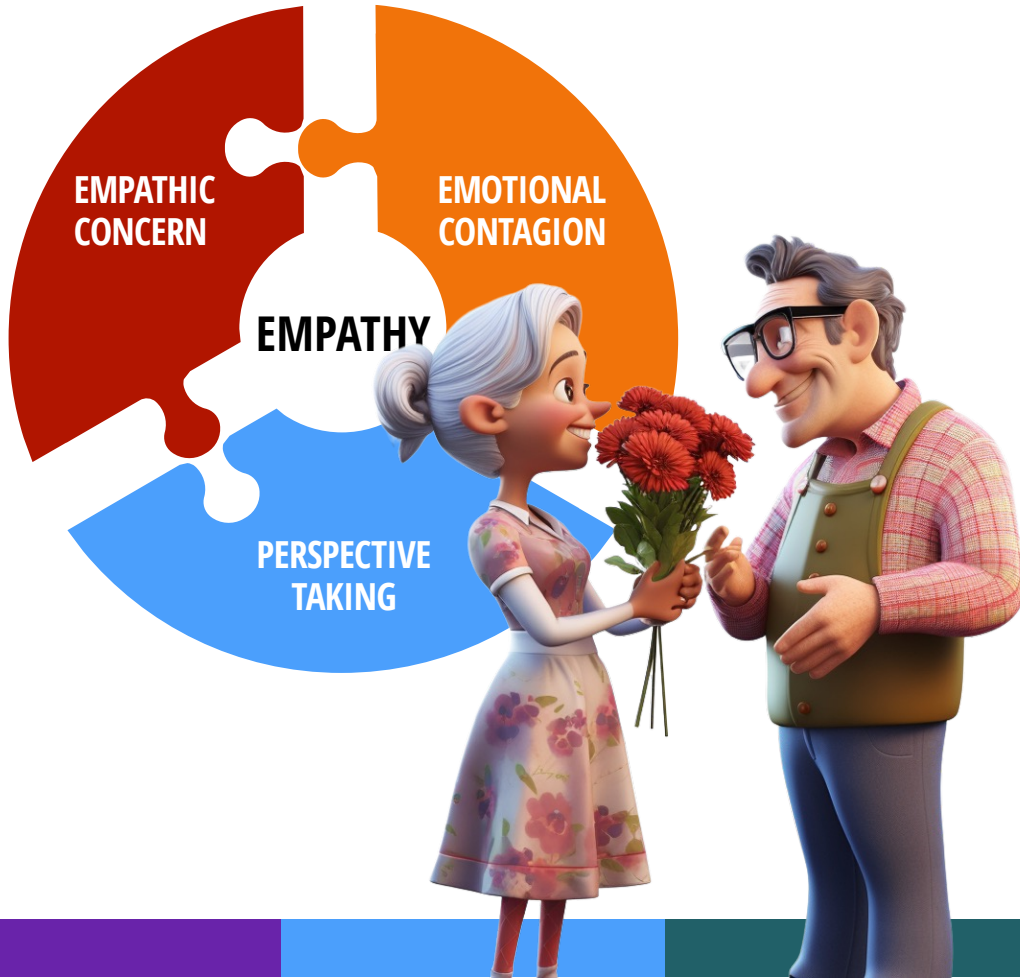
Emotional Quotient  
Inventory 1.0  
EQ-I; Bar-On, 1997



Social rules are  
*cognitively* acquired.



Interpreting another's  
emotional state is not  
the same as  
interpreting your own.



Many models of  
EI measure  
complex  
constructs.



Many models of EI  
embed current  
mood.

**BUILDING DESIRE**

**DECISION POINT**

**PURSUIT BEHAVIOUR**



Most models of EI ignore motivation.



“Personal Intelligence”



**4 EMOTIONAL  
COMPETENCIES**

**3 SOCIAL  
COMPETENCIES**

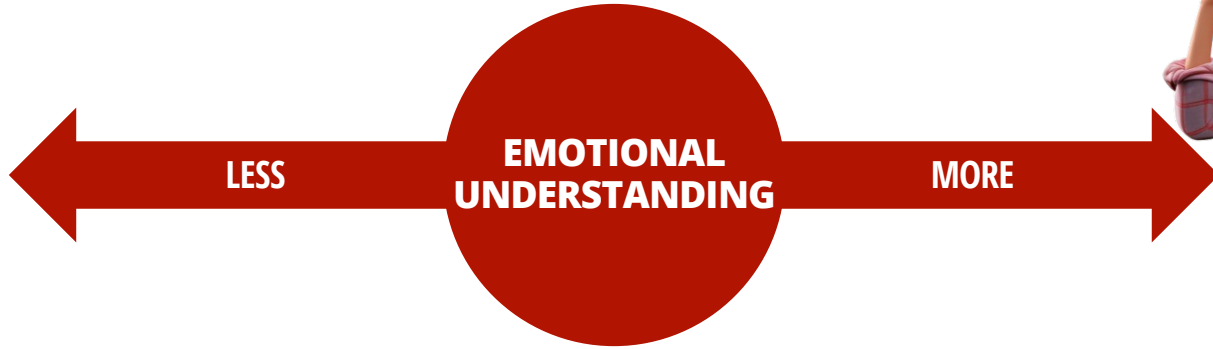


**3 MOTIVATIONAL  
COMPETENCIES**





**COMPOSED  
BUT OBLIVIOUS**



**EMPATHETIC  
BUT ANXIOUS**



**COMPOSED  
BUT OBLIVIOUS**

Which of these  
ladies do you want  
supporting you  
during a crisis?



**EMPATHETIC  
BUT ANXIOUS**



**PERCEPTIVE  
BUT SELF-CONSCIOUS**



**CONFIDENT  
BUT INDELICATE**



**PERCEPTIVE  
BUT SELF-CONSCIOUS**

Which of these gentlemen do you want advising you during sensitive negotiations?



**CONFIDENT  
BUT INDELICATE**



Take-aways



The value of  
both EI and PI  
is highly  
contextual.



More is not  
necessarily  
better.



Simple  
measurement  
can help you  
identify skill  
gaps.



*You are enough.*



Questions