



INTEGRITY AND EMOTIONAL INTELLIGENCE IMPROVE THE BOTTOM-LINE

Research shows . . .

. . . when **senior managers** at one company had a **critical mass of EI capabilities**, their division outperformed yearly earnings goals by 20%. – Daniel Goleman, Ph.D. – Author of *Emotional Intelligence* as stated in *Harvard Business Review*

. . . an **increase in a hotel's Behavioral Integrity score by 1/8 point** (on a 5-point scale) can be expected to improve the hotel's annual profits by 2.5% of revenues. For an average full-service hotel that is \$261,000 straight to the bottom line. – Research by Tony Simons, Ph.D. – Associate Professor of Management and Organizational Behavior, Cornell University

Also see the following research excerpts from

The Business Case for Emotional Intelligence by Cary Cherniss

Rutgers University – Graduate School of Applied and Professional Psychology – Published 1999

Available online at [Consortium for Research on Emotional Intelligence in Organizations](#)

The US Air Force . . . found that the **most successful recruiters** scored significantly **higher in the emotional intelligence competencies of Assertiveness, Empathy, Happiness, and Emotional Self Awareness**. The Air Force also found that by using emotional intelligence to select recruiters, they increased their ability to predict successful recruiters by nearly three-fold. The immediate gain was a saving of \$3 million annually.

Research by the Center for Creative Leadership has found that the **primary causes of derailment in executives** involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

After supervisors in a manufacturing plant received **training in emotional competencies such as how to listen better and help employees resolve problems on their own**, lost-time accidents were reduced by 50 percent, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000 (Pesuric & Byham, 1996).

For 515 **senior executives** analyzed by the search firm Egon Zehnder International, those who were **primarily strong in emotional intelligence** were more likely to succeed than those who were strongest in either relevant previous experience or IQ. . . More specifically, the executive was high in emotional intelligence in 74 percent of the successes and only in 24 percent of the failures. The study included executives in Latin America, Germany, and Japan, and the results were almost identical in all three cultures.

An analysis of more than **300 top-level executives from fifteen global companies** showed that six emotional competencies distinguished stars from the average: Influence, Team Leadership, Organizational Awareness, Self-confidence, Achievement Drive, and Leadership (Spencer, L. M., Jr., 1997).

At L'Oreal . . . on an annual basis, **salespeople selected on the basis of emotional competence** sold \$91,370 more than other salespeople did for a net revenue increase of \$2,558,360. . . and had 63% less turnover during the first year than those selected in the typical way. (Spencer & Spencer, 1993; Spencer, McClelland, & Kelner, 1997).