

# Emotional Intelligence Questionnaire (EIQ<sup>3D</sup>)

## Beyond IQ - the skills required for managing and motivating yourself and others

It has become increasingly clear that traditional intelligence (and IQ) is not enough to determine success. As the world becomes increasingly inter-connected, people need to work far more co-operatively. It is now recognised that, to manage, relate and work with others, a different set of skills are required. It is Emotional Intelligence, which is filling this gap.

### Emotional Intelligence is concerned with our

- knowledge of ourselves – self-awareness;
- knowledge of others – emotional literacy;
- ability to manage ourselves – self-regulation or self-control;
- ability to manage others – social skills;
- ability to motivate ourselves – energy, drive, creativity and self-motivation;
- ability to motivate others – influence, inspiration and leadership.

effectiveness whilst not avoiding their weaknesses.

### Why is Emotional Intelligence important?

The search for 'the profile' of a good leader, manager or team member has failed. Any examination of the difference between successful leaders – Nelson Mandela or Mao Tse Tung, Richard Branson or Rupert Murdoch, Jack Welch or Henry Ford, Bill Clinton or Winston Churchill, Margaret Thatcher or Tony Blair – demonstrates the great variety of their characters. The concept of 'the profile of a great leader' is being replaced as we increasingly acknowledge that

*"Success is less about what you've got and more about how you use it."*

Furthermore, as we develop a fuller understanding of how great leaders have fallen from grace, we begin to understand why Emotional Intelligence has become one of the most powerful tools in the leadership toolkit. It is an approach which helps people work to their strengths to maximise their impact and

#### EIQ<sup>3D</sup> - the PfS Emotional Intelligence Questionnaire at a glance

**Use to:**  
go beyond self-report when exploring people's self-awareness and Emotional Intelligence

**Use for:**  
individual development, coaching or for building trust-based teams

**Use with:**  
all people interested in developing their insight, self-awareness and emotional maturity

**Administration:**  
Online with online reporting

**Timing:**  
Untimed, typical completion time 20 to 25 minutes

**Number of items:**  
Six areas covered by 144 items in total

**Reports:**  
Administrator's data report;  
Single view of self-report;  
Self+Other report

**Training required:**  
Familiarisation day or BPS Level B

## What does using Emotional Intelligence achieve?

Emotional Intelligence does not focus on the personality of the individual; instead it works by increasing self-awareness – something we can all do if we develop the attitude and motivation to do so. The effect is that we:

- **sharpen our vision** – we become clearer about ourselves and others. We learn to recognise what we are good at or not so good at. We learn to recognise strengths and weaknesses in others without getting unnecessarily emotional;
- **increase our flexibility** – we learn why we sometimes over-react or get things out of proportion. By examining our potential 'dark side' we gain insight into our own potential for 'derailing' or not achieving our potential. As self-awareness increases we are better able to understand what happens and to act rather than react – to prevent ourselves becoming defensive, rigid and hence less effective. This can be summarised by the saying 'forewarned is forearmed';
- **build stronger working relationships** – increasing self-knowledge automatically increases our knowledge and understanding of others. This helps us to understand, listen and appreciate people – which are the building blocks of good relationships. The prize is that we build the greatest asset of all – Relational Capital. We change the focus from the 20th century adage 'People are our most important asset' to the 21st Century adage 'it is how people work together that is our most important asset';
- **release new levels of energy** – self-discovery and better relationships are tools that uncover deep wells of energy

within us. Even those who think that we are busy and driven can discover new energy and inspiration that has remained untapped or unfocussed – we are all, still, prospecting and discovering in the great well of life.

## How is EIQ<sup>3D</sup> different?

EIQ<sup>3D</sup> plays a part in the appreciation and development of people's Emotional Intelligence. Of course, the questionnaire only plays a small part in the overall process but it is important that it provides the best starting point for that process. All EI questionnaires are in danger of being less effective because they suffer from a basic paradox which is 'how can someone report on their own self-awareness. By definition someone cannot be aware of what they are not aware of!' Most questionnaires do not address this problem and hence fail to accelerate the 'process.' The benefit of EIQ<sup>3D</sup> is that it kick-starts the process far more effectively. It does this by soliciting feedback from a third party. This may seem a little like using 360° Feedback. However, it is more subtle and effective than 360° which suffers from a number of limitations which are that:

- 360° can be a very public process since a number of people are invited to comment and this can be quite threatening;
- people's perceptions are not always accurate and are influenced by context and culture;
- people are not always willing to be open and honest and may collude with a culture which prefers safety to honesty;
- the person receiving the feedback can feel somewhat defensive – which means that the information is not always valued and used as effectively as is possible.

EQ<sup>3D</sup> addresses these issues in a different way. Instead of inviting a number of people to provide feedback (as in 360°), it invites just one other person to do so. This person is carefully chosen (often through consultation with a personal coach) *before* EQ<sup>3D</sup> is completed by either party. The person chosen is called a “challenger” because they are selected for their knowledge of the individual, their potential for insight and their willingness to be open and honest.

However, even more important is the fact that the individual receiving the feedback wants to hear it! The advantages of using one challenger rather than a wider 360° process is that it:

- **challenges the individual to be more honest and insightful** – people report that the process of nominating a challenger has an effect of making them answer the questionnaire in a more searching and more deeply honest way;
- **creates better conditions for change** – the process is much more intimate. This is always better for addressing deeper personal issues – the raw material of EI;
- **is quick and easy-to-use** – the process uses innovative software so that it can all be managed online as easily as completing any other questionnaire – and yet the reports combine both views in an easy to read format.

### Advanced analysis and reporting

The EQ<sup>3D</sup> comes with a range of report options for administrators and respondents. The Administrators’ report contains full summaries of the data in 6 sections. The Self-report is generated when the individual did not choose a challenger as part of the process. The Self+Other report provides the fullest exploration of the 24 scales in the EQ<sup>3D</sup>.

### The online advantage

Our online system works the way you want to, giving you the option of using the EQ<sup>3D</sup> at a time that suits both the individual and their co-respondent – who can be anywhere in the world and yet have easy access at any time.

### Designed for you

The PfS assessment system can be readily tailored to your needs. Company sponsored entry pages can be designed to reflect your branding and company logos included on reports.

### Training required

The EQ<sup>3D</sup> is available to people who attend our 1-day familiarisation workshop which also qualifies you to use a companion tool – the Values -based indicator of Motivation (VbIM).

If you are already trained to BPS Level B Intermediate standards you may register to use EQ<sup>3D</sup> although gaining practical experience can still be valuable and you are therefore invited and encouraged to join the course and learn to use VBiM at the same time.