

EI and Performance

Emotional Intelligence is what distinguishes superior performance from run-of-the-mill performance both in individuals and in teams. It is made up of two parts:

Intrapersonal Intelligence - being intelligent in picking up what is going on inside us and acting on what we need to do about it. Intrapersonal intelligence is what we need for effective self-management, something we all require, both in life as a whole and at work.

Interpersonal Intelligence - being intelligent in picking up what is going on in other people and between people and acting on what we need to do. Interpersonal intelligence is what we need for effective relationship management.



Indeed, we define emotional intelligence as not so much the ability to do something (it's no use having the ability if you don't put it to use) as;


"the practice of integrating feeling and thinking. Whilst thinking about feeling (and vice versa) to guide behaviour".


We most of us have the necessary capacity to do this to a significant extent, but often we don't, because of underlying beliefs we have, or of fears of doing so, or of habits of behaving in ways which ignore feeling.

As our work pace speeds up and global competition puts extra pressure on most employees from the MD down, the requirement for staff to be stress tolerant, self-motivated and creative is increasing. It is more crucial than ever to ensure that your employees have the necessary skills and attitude to perform their jobs well. Technical skills, experience and intellect are important parts of the 'high performance' equation, but so too is emotional intelligence.

Making the Link offers an Individual Effectiveness assessment enabling people to measure their Emotional Intelligence and use this as a foundation for future development.

Who is the questionnaire for?

The  questionnaire is ideal for use by trainers, coaches, mentors, management consultants, HR managers and Business Psychologists. Research consistently shows that people with high Emotional Intelligence (EI) outperform people with less of this vital attribute. They are more creative, more able to remain stable under stress and can create and lead productive teams. For example, leaders who outperform their peers have a far higher capacity for self-awareness and self-management than the others.


Some typical applications of the  questionnaire are:

Interviewer's guide: The questionnaire may be applied in selection context as a support to the interview. The report will enable the interviewer to explore potential concerns and understand how the individual will adapt to demands of the job.

Leader and management development: EI is that which distinguishes 'high level' from 'competent' performers in terms of their attitude and interpersonal effectiveness.

Work life balance and stress: A basic ingredient to being productive is being emotionally resilient and consistent. Individuals who do not manage themselves or their lives will be ill equipped in times of adversity and high demand.

Personal development: the premise to developing EI is to 'be all you can be'. Everyone has enormous potential, which can be too easily blocked by inflexibility, fears and defensiveness. Raising your EI awareness will enable growth and change.

Test Users: the  questionnaire complements other predictive tests, such as personality measures. For example, the questionnaire is linked in with Jungian Typology (MBTI/JTI). However, while personality tests explore static characteristics, EI looks at why we behave as we do, and the feelings that underpin our motivations. These can change and develop.



Key features of the Individual Effectiveness Questionnaire

- The first of the second generation Emotional Intelligence measures.
- It comprises both linear (more is better) and bipolar (can have too much) scales and is easy to interpret.
- Completed on-line or on paper.
- Measures 16 critical dimensions of human effectiveness.
- Includes three levels of interpretation, including 360 degree analysis.
- All aspects of emotional intelligence are changeable and can be developed.
- It provides precise item analysis of individual development needs.
- Linked in with other models such as Transactional Analysis (TA), Myers Briggs Type Indicator (MBTI), Fundamental Interpersonal Relationship Orientation (FIRO) and Competencies. The dimensions provide more precise analysis to the FIRO dimensions of Inclusion, Control and Openness.

What are the outcomes?

After spending time completing the online questionnaire a report will be generated and a hard copy will be issued. The outcomes of the report are aimed at identifying the most important areas for future development. The 16 critical dimensions of human effectiveness are presented in bar chart format as well as accompanying text. It takes approximately 45 minutes to and hour to review the report and decide on future development actions, it is more effective if done in pairs, or as part of a larger group.

Development options depend upon the outcomes and may include: Developing self-esteem, Time planning and Time management, Improving your interpersonal skills, Consultative Sales skills, Business planning, Negotiation, Presentation skills, Team working and Leadership.

The real outcomes are up to you....

Contact Mike Ponting at Making the Link Ltd to get your login details and access to the Questionnaire online.

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