

# EQ OR EI COACHING?

by David Cory

Emotional Intelligence (EI) came into the popular business and coaching lexicon in 1995. That year, Daniel Goleman wrote the famous book, Emotional Intelligence: Why it Can Matter More Than IQ. In it, he reviewed the literature and reported on an additional capacity we have as human beings to be aware of and acknowledge our own emotions and those of others for increased effectiveness in managing ourselves and our relationships.

The concept of Emotional Quotient (EQ) comes from the work of Reuven Bar-On who began his research measuring what he calls social and emotional functioning in 1980, nearly 10 years before Jack Mayer and Peter Salovey coined the term “emotional intelligence.”

To differentiate between EQ and EI, it is important to understand what the creators intended by their terms. Mayer and Salovey were cognitive intelligence researchers and view emotional intelligence in a similar way to cognitive intelligence and argue that there may well be a genetic or hereditary component to emotional intelligence as there seems to be with cognitive intelligence. As adults, we will likely not score much higher on a test of IQ, regardless of efforts to improve our IQ. In the same way, we will likely not score much higher on the Mayer Salovey (Caruso) Emotional Intelligence Test (MSCEIT), regardless of how we may try to improve our emotional intelligence. This suggests an inherent set-point with respect to emotional intelligence,

much like our inherent set-point for IQ. Incidentally, one does not get an EQ score on the MSCEIT, one obtains their Emotional Intelligence Quotient or EIQ score.

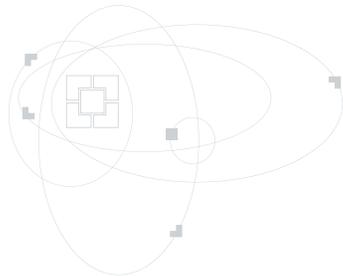
I realize this idea appears to contradict some of the popular wisdom, perpetuated by Daniel Goleman et al, that emotional intelligence can be improved. The point I would like to make is that while we may not be able to improve our emotional intelligence (as conceptualized by Mayer and Salovey), we can improve our ability to use the emotional intelligence that we have.

To accomplish this goal, we rely on the concept of EQ. Bar-On intended to measure one’s ability to cope with the daily demands and pressures of life, which includes one’s social and emotional functioning. Bar-On didn’t even use the term ‘emotional intelligence’ to refer to his work until a test publisher (MHS Inc.) published his test in 1997 and MHS claimed to have the first

// Proficiency in the realm of emotional intelligence is the key determinate for an individual's **success**. For coaches wanting to add the most value to their clients, fluency in EI is mandatory." — Steve Mitten, MCC, former President, International Coaches Federation

scientifically valid test of emotional intelligence – building on the popularity of the concept thanks to Goleman's book. Therefore, Bar-On's model helps us to understand more about how someone is using the emotional intelligence that they have.

Bar-On's model, measured using the standardized, online Emotional Quotient Inventory (EQ-i®), consists of 15 EQ Competencies that determine one's ability to use their emotional intelligence. These competencies are: emotional self-awareness, assertiveness, self-regard, self actualization, independence, empathy, interpersonal relationships, social responsibility, problem solving, flexibility, reality testing, impulse control, stress tolerance, optimism, and happiness.



Once we get an indication of a client's abilities in these areas, we can really focus our coaching on what may be areas of genuine strength for clients and areas that impede their effectiveness at work and in life.

For the coach who is concerned with how a client uses their EI to obtain results in their work and life, the Bar-On model helpfully focuses both coach and client on the EQ skills of most interest. This focus can dramatically accelerate the coaching process.

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