

## Saul and Saul, LLC

CONSULTING PSYCHOLOGISTS: TUCK T. SAUL, PhD & SUZANNE C. SAUL, PhD

CERTIFIED COACH: TUCK T. SAUL, PhD

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### COACHING & EMOTIONAL INTELLIGENCE QUOTIENT (EQ)

A good executive coach begins by assessing the emotional intelligence/emotional management skills of their client. This simple fact differentiates coaching from consulting. It is what makes coaching so invaluable and essential for people in leadership positions. A given businessman, accountant, lawyer, or physician may all have the necessary set of tools to be technically proficient, but lack enough EQ to set themselves apart from the herd.

All-Stars in the work world are people who not only have the technical knowledge and ability to do their work, but also have a high emotional/management intelligence quotient. The most generally agreed-upon components of emotional intelligence include the following major areas: self-awareness, self-regulation, motivation, empathy, and social skills. (You may want to go through the self-inventory at the end of this article to assess your strengths and weaknesses.)

Ask yourself this question: If two businessmen or professionals are equal in their technical abilities, on what basis do you choose one over the other? Answer: The businessman or professional who has been able to make the better "impression." "Impression" is an emotional-perceptual term which describes the level of personal and social competencies they are able to display.

The good news is that our EQ can be raised. Everyone has blind spots about knowing themselves. We need to **ask** for accurate feedback in order to find out how others see us and how we effectively communicate our messages to others. Remember that the **perception** we establish in the other person's mind determines what kind of response(s) we will receive from them. The higher our EQ, the more visible, viable, and valuable we become to our company or practice group. There are coaches and training methods that can help raise a person's EQ. If you are a small business owner, a senior partner, a senior executive or CEO, just envision how effectively and efficiently your business could run and what the financial impact would be if you have people in leadership positions with both technical know-how and high EQ?

Do a quick assessment right now. Just imagine what your EQ might be at this time? Now, take a moment to answer the questions listed within each category. This will point out your strengths and areas you may need to improve.

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## ASSESSING YOUR EMOTIONAL INTELLIGENCE

### Personal Competence Area

#### **Self-Awareness:**

- Accurate Self-Assessment – How do you react to feedback? Do you ask for feedback? Do you find yourself getting defensive when given negative feedback?
- Self-Confidence – How positive do you think and feel about yourself? How do you handle successes/failures? Do you consider failures as opportunities to grow?
- Emotional Awareness – Can you identify your emotions? Another person's emotional state?

#### **Self-Regulation**

- Self-Control – Do you have difficulties handling your anger? Do you raise your voice and/or start making threats when frustrated? Does your facial expression and body language communicate anger even when you say you are not angry?
- Conscientiousness – Do you notice and respect people's boundaries (i.e. personal space, need for order and/or cleanliness)? Do you regularly recognize people with appropriate greetings? Do you frequently interrupt people's conversations?
- Trustworthiness – Do people confide in you? Can you be counted on to follow thru with your commitments? Do you regularly gossip about other people in the office? Have you established credibility about following thru with tasks in a timely manner?
- Adaptability – How well do you adjust to change? Do you find yourself experiencing fear, anger, and/or anxiety when you think about an upcoming change? Do you have a tendency to procrastinate? Do you become resistant?
- Innovation – Are you able to think "outside the box"? Are you reluctant to share your ideas for fear of looking "ridiculous" or "being criticized"?

#### **Motivation**

- Commitment – Do you find it difficult to make decisions? Do you decide and then re-decide? Do you worry about what opinions others may have about your decision? Do you try to find another person to decide for you?
- Initiative – How often are you the first one to raise your hand when a volunteer is requested? How often do you take action before being asked?
- Optimism – How quickly does your "balloon" deflate when an obstacle is encountered? How long does it take to get back on your feet when you have been knocked down? Do you have a "can do" attitude?

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- Achievement Drive – Do you set goals? Is it easy for you to accept status quo? Do you carry a fear of failure or success?

### Social Competence Area

#### **Empathy:**

- Understanding Others – Are you a talker more than a listener? Are you able to suspend judging what the other person is saying? Do you find yourself thinking about your response even before the other person finishes what they are saying?
- Political Awareness – Are you able to look at the bigger picture at work? Are you aware of the important informal relationships within your organization?
- Leveraging Diversity – How comfortable are you with people outside your primary group? What do you focus on – strengths or weaknesses?
- Developing Others – How well do you mentor others? Do you volunteer to give assistance to others? Have you ever had a mentor?
- Service Orientation – Do you work to only benefit yourself? Do you become resentful if asked to volunteer without being given something in return?

#### **Social Skills:**

- Communication – Do you tend to mind read others? Do you make assumptions about others and not check for accuracy? Do you have difficulties expressing your thoughts and feelings?
- Conflict Management – Do you avoid conflicts? Do you say yes when you mean no? Do you see conflicts in a win-lose paradigm? Do you become aggressive versus assertive when challenged? How easily do you become defensive when negotiating? Do you negotiate?
- Influence – Do you over- or under-estimate the influence you have with others? Do you not even think that you have influence in your work setting?
- Change Catalyst – Do you see yourself as an agent of change? How often do you challenge the status quo?
- Leadership – What type of leader do you tend to be: directive, collaborative, non-directive? Do you experience more anxiety rather than excitement when placed in a leadership position? Do you actively avoid leadership positions?
- Collaboration and Cooperation – How well do you build alliances? What is your usual way of responding when you are confronted by another person? Do you see demands as opportunity to negotiate and build/strengthen relationships?
- Building Bonds – How would you rate your ability to make genuine connections with others? Once there is a bond, how do you about nourishing the bond?

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- Team Abilities - How well are you able to put the needs of the team ahead of your personal needs? What is your modus operandi when you don't like your leader's style?

How did you fare? Any surprises? Now take a moment to consider colleagues, friends, significant others with whom you regularly have contact. How would you rate their EQ strengths and weaknesses? Can you imagine the benefits you would derive should that person invest in strengthening their EQ?

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