



Emotional Competence Inventory (ECI)

A Multi-rater Tool that assesses Emotional Intelligence

Designed by:

- Daniel Goleman
- Richard Boyatzis
- Hay Group



HayGroup

Research by Daniel Goleman has found that Emotional Intelligence is twice as important as IQ in predicting outstanding performance!

What is Emotional Intelligence?

Emotional Intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and in others.

The Emotional Intelligence Competence Model

The Hay Group competence model (Figure 1) comprises 18 competencies organised into 4 clusters. An emotional competency is a learned capability based on emotional intelligence that contributes to effective performance at work. Research has identified these as the competencies that frequently differentiate outstanding performers from average performers in the workplace.

Figure 1

<p>SELF-AWARENESS</p> <ul style="list-style-type: none"> • Emotional Self-Awareness • Accurate Self-Assessment • Self-Confidence 	<p>SOCIAL AWARENESS</p> <ul style="list-style-type: none"> • Empathy • Organisational Awareness • Service Orientation
<p>SELF-MANAGEMENT</p> <ul style="list-style-type: none"> • Emotional Self-Control • Transparency • Adaptability • Achievement Orientation • Optimism 	<p>RELATIONSHIP MANAGEMENT</p> <ul style="list-style-type: none"> • Developing Others • Inspirational Leadership • Influence • Change Catalyst • Conflict Management

How can the ECI be used?

The ECI is a multi-rater assessment tool used to provide detailed and focused feedback about individual strengths and areas for improvement. The ECI indicates the specific emotional competencies where development will enhance the individual's emotional intelligence.

The ECI can also be used to identify the overall strengths and development needs for an entire work unit. Pooling the individual assessments of members of a team or organisation provides a comprehensive profile of the organisation or group's emotional intelligence. This profile is called a "Work Force Audit", and it can reveal key emotional intelligence gaps that may be limiting performance effectiveness in the team or organisation.

Who can administer the ECI?

The ECI is limited to accredited users who can demonstrate the ability to give accurate, comprehensive EI feedback to others (clients or people in your organisation). Accreditation programmes are offered in the UK and the USA.

The Hay Group database on leaders and organisations is the most extensive in the world. The ECI draws directly upon this database and is constantly being researched and revised based on the latest research findings. Accredited users are kept up to date with the latest research through a users' website.

The ECI is the only instrument that incorporates the full depth of my research and that of my colleagues. Other instruments use the words "emotional intelligence" but the ECI is the genuine article.

Endorsed by Dr. Daniel Goleman

What is the Emotional Competency Inventory?

The Emotional Competence Inventory (ECI) is a multi-rater 360° feedback instrument. The ECI combines the seminal work of Dr. Daniel Goleman and Dr. Richard Boyatzis with the Hay Group's 35 years of competency research and field-proven assessment technology. The result is a development tool of unmatched precision and authenticity.

Self-Awareness

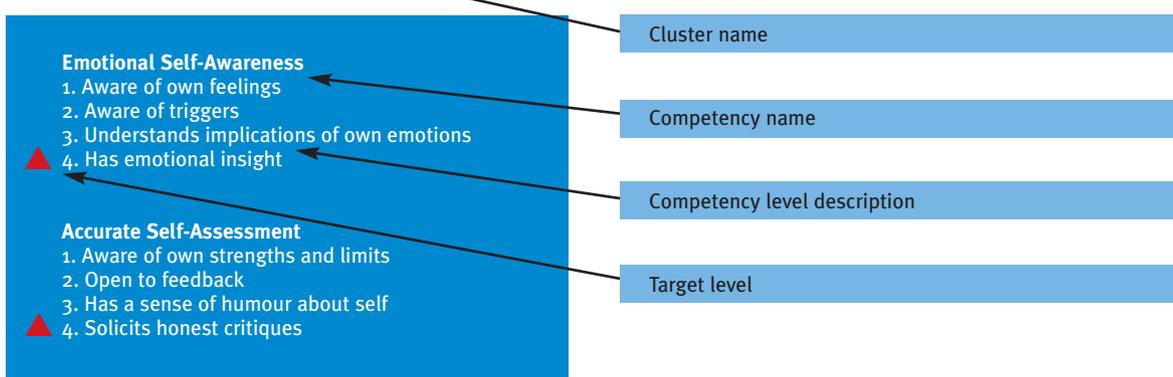


Figure 2

The Emotional Intelligence Competency Details

Each competency in the ECI is made up of four numbered "levels" (Figure 2) which refer to behaviours at increasing levels of complexity. These help you identify what each competency looks like in varying degrees of complexity and provide information about the level at which outstanding performers demonstrate each one.

The “target levels” are derived from research which has identified the level at which outstanding performers demonstrate each competency. This is based on a large sample of individuals from over 500 roles in various sectors. These targets are, by nature, stretching and developmental. The model does not require a person to meet every competency at the target level. The ECI uses a research based formula to indicate how many competencies are needed to meet this model in each cluster.

The ECI Individual Feedback Report

The Emotional Competence Inventory Feedback Report is organised into the following sections:

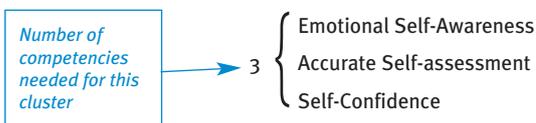
1. A Personal Summary
2. An in-depth view of the ratings for each cluster
3. Detailed item analysis

1. Personal Summary

In this summary you will see a single-page overview of your ratings for the entire Emotional Intelligence Competence Model (Figure 3). This allows you to get a quick overview of how your own ratings of yourself compare with others’ ratings of you. In addition, it also allows you to compare these ratings with the target levels and to see how these compare with the researched formula for outstanding performance.

Cluster/Competencies

Self-Awareness



3. Detailed Item Analysis

The ECI also provides detailed information about each item on the questionnaire and the responses given by each rater. For confidentiality reasons, the identities of raters are not displayed except for the manager.

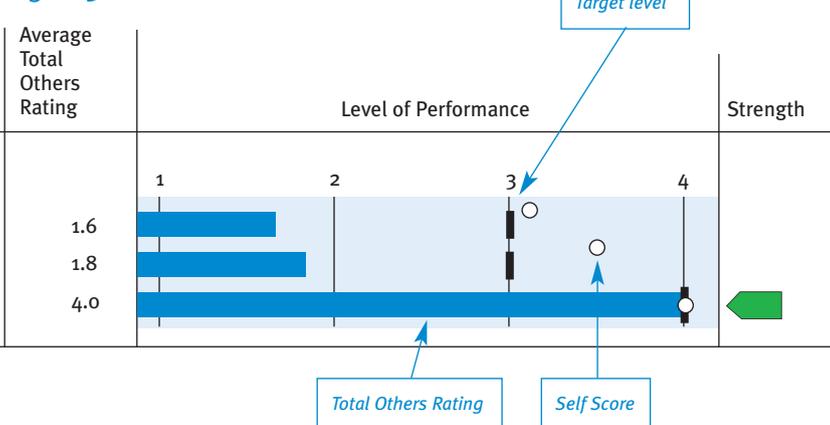
Work Force Audit

The ECI Work Force Audit (the group summary report) summarises the results of multiple individual assessments. This report can be used for a variety of purposes, including the identification of areas in which to invest in training and development, the identification of competencies to focus on in recruitment, and as an additional tool in team-building exercises.

Typically based on the combined results of an intact work unit (e.g. department, team, etc.), the Work Force Audit is organised into the following sections:

1. Data overview
2. Emotional Competence summary
3. In-depth review of each competency

Figure 3



2. Competency In-Depth Review

This section gives you a closer look at your ratings for each competency cluster (Figure 4). It gives you an opportunity to break down and compare the ratings for your different rater groups (e.g. manager, direct reports, etc.). It also provides descriptive information about what these rating numbers actually mean at a behavioural level.

1. Data Overview

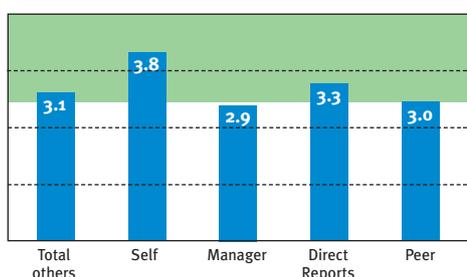
This section helps you answer the question “How far are our people from meeting the overall model of EI?” (Figure 5). For each individual summarised in the report, the minimum number of competencies that must be developed to meet the Emotional Intelligence model is counted.

Figure 4



Accurate Self-Assessment

Knowing one’s inner resources, abilities, and limits



4. Makes long-term self-development plans

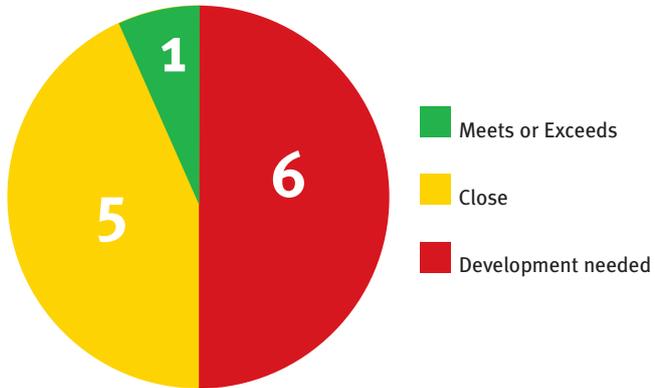
3. Leverages self-awareness

2. Is open to feedback

1. Aware of own strengths and limits

Known as “gaps”, these development needs are graphed to provide a snapshot of the Emotional Competence of this group of people. This figure is colour coded to indicate the degree of effort required to meet the model.

Figure 5



2. Emotional Competence Summary

In this section you will see a single page overview of the competency gaps for a group of employees (Figure 6). This provides a summary of the group’s areas of strength and possible development needs. This is an ideal starting point for discussions about group development needs and which competencies to focus on in recruitment.

Summary of Features and Benefits of the ECI:

- The ECI is the ideal tool to use to identify training and development needs for individuals and groups within an organisation
- The ECI is the only EI assessment tool endorsed by Dr. Daniel Goleman (author of *Emotional Intelligence and Working with Emotional Intelligence*)
- It is a multi-rater assessment tool, allowing you to compare your self-ratings with others’ ratings of you
- It is based on a database of research gathered over the last 35 years from organisations worldwide
- It provides feedback on 18 competencies which have been found to be associated with outstanding performance in the workplace
- It provides both individual and group summary reports
- The ECI can be processed by internet or by fax
- You can attend an ECI accreditation programme and then use the ECI with your own clients or in your organisation

Figure 6

Cluster/Competencies	Total number of participants assessed = 8	Strength
Self-Awareness		
3 { Emotional Self-Awareness Accurate Self-assessment Self-Confidence	25 (Close) / 75 (Development needed)	
	87.5 (Meets or Exceeds) / 12.5 (Close)	←
	62.5 (Meets or Exceeds) / 37.5 (Close)	

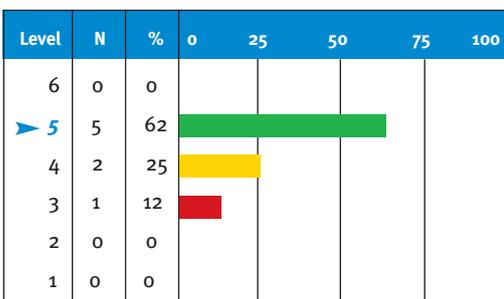
3. In-Depth Review of Each Competency

This section of the report takes a closer look at workforce performance for each competency by showing you what percentage of people are demonstrating that competency at each level (Figure 7). Competencies are broken down into their component levels of complexity and colour-coded to indicate the effort required to reach the target level for that competency.

Figure 7

Empathy

Per cent of workforce



6. Understands others
5. Sees others’ perspectives
4. Open to diversity
3. Reads non-verbal cues
2. Actively listens
1. Listens

Statistics: Mean: 4.8 Mode: 5 Std Dev: 0.7

HayGroup Contact Information

If you are interested in attending an *ECI accreditation course* (to enable you to use the ECI in your own organisation or with your clients) please call:

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