

## Emotionally Intelligent Employees Create Better Results



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For several years, the business community was focused on customers. Customer loyalty was the code word and the struggle for customers was of vital importance to the success of organisations. Their most important goals were to increase their client base, achieve larger market share, decrease costs, extend their product range, build up a stronger image, etc.

Today it is a well-known fact that the key to success is not only to be found in increased customer loyalty, but also in being able to attract and retain the best employees.

The labour market is far more dynamic than before and both organisations and their employees are required to be open to change. An additional consequence of this is that employees change their jobs more frequently. In some lines of business like IT and telecommunication, it is not unusual for people to change their jobs once a year. It is even fair to say that employees do not have the same kind of loyalty towards their employers as they used to, and that employers are under tremendous pressure to retain their staff.

For this reason, personnel turnover is one of the most important focus areas for many organisations, and the ability to create bottom-line results is closely related to the ability to achieve the right balance of employee attraction, development and retention. An organisation that is successful in these respects is not just professionally competent. It is also emotionally and socially competent.

The young generations on the labour market have a number of characteristics where they differ from their senior colleagues. It is important for organisations to know these differences in order to influence results positively.

The tendency is for young people to be individualists and also less loyal and committed. Their form of communication is highly influenced by IT and the Internet. The young generations have grown up with technology and often know more about computers than their parents and teachers and more than their senior colleagues and supervisors. They seek challenges in cyberspace. Because of the mobility of the global village, many different nationalities meet, exchange views on matters of interest, clothes, music, entertainment, etc., which has created more openness and tolerance towards other cultures and values. Young people leave opportunities open and do not like to be tied to one particular place or time. They would like to travel in connection with their work and are therefore open towards working in other countries.

Very few young people find a hierarchical management style inspiring. They find it difficult to work without personal motivation. They are not extreme "workaholics", but they appreciate a certain balance between their work and spare time, giving higher and higher priority to spare time activities. They simply expect a good salary and fringe benefits. They do not like routine work, but seek challenges that develop them personally.

We have summed up the characteristics of the young generation because we wish to form an impression of the wide variety of topics that have to be considered when evaluating personnel matters.

A national study made by the U.S. Department of Labor Employment and Training Administration has shown that employers seek the following traits in job applicants:

- Ability to learn on the job
- Ability to listen and communicate
- Adaptability and creative responses to setbacks and obstacles
- Personal effectiveness, confidence, motivation to work towards a goal, a sense of wanting to develop one's career and to take pride in accomplishments.
- Group and interpersonal effectiveness, cooperativeness and teamwork, skills at negotiating disagreements.
- Effectiveness in the organisation, wanting to make a contribution, leadership potential.
- Competence in reading, writing and mathematics.

Specific technical skills are now less important than the underlying ability to learn on the job. Of seven desired traits, only one was academic: competence in reading, writing and mathematics.

The other requirements are related to emotional and social aspects like ethics and moral values, traditions, team spirit, group feeling, peace of mind, challenges, etc. In the soft areas, it is mostly a question of relationships, which can be difficult to specify and describe.

The personnel manager or supervisor who wishes to attract new employees has to consider all these matters in addition to other elements concerning the image and personnel policies of the organisation.

In recent years, it has become more generally understood that it is necessary to deal with emotions in organisations. Several books have been published on the subject of emotional intelligence by authors like Daniel Goleman, Robert J. Sternberg, Peter Salovey & John Mayer, and in December 2000, a book by Claus Møller, TMI Time Manager International A/S, came out: *Heart Work – Improving personal and organisational effectiveness*.

Heart Work adds a new dimension to other known emotional intelligence concepts by launching the concept of Organisational EI (EI = Emotional Intelligence). Working on Organisational EI can help to make the best possible use of everyone's abilities, to develop the human capital and create better bottom-line results.

Experiences with the Heart Work concept have inspired TMI to develop a selection of new tools. TMI can now offer organisations a set of unique tools to attract the right employees, select the right one(s), set up a comprehensive induction programme for new employees, train and retain employees and inspire them to do their best.

These tools are completely unique compared to others in the market. For the first time, it is possible to acquire a set of professional tools that can be used on three levels in the organisation, i.e. on an individual, team and organisational level. When these tools are combined, they can contribute to good organisational results.

The tools can be used, both individually and combined, as a help to employ and develop the right employees. Organisations will be able to obtain considerable financial advantage by using these tools to explore and understand what it actually takes to employ the right people and retain them for a relatively long period of time.

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