

Emotional Intelligence and Job Function

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The Technical Manual for the Emotional Intelligence Appraisal™ reveals interesting findings from a sample of more than 13,000 individuals worldwide. Employees from various job functions, in different organizations and countries, were asked to evaluate their emotional intelligence level by answering the 28 questions in the test. Job functions included sales, marketing, finance, operations, customer service, human resource, information technology (IT), engineering, business development, manufacturing, and research development.

The Emotional Intelligence Appraisal™ measures EQ in the four components from Daniel Goleman's model (as seen in *Primal Leadership*):

Self-Awareness	Self-Management
Social Awareness	Relationship Management

The Data Says

Contrary to popular belief, EQ scores were consistent across various job functions--except for engineering who scored slightly lower than average. It's likely that engineers are not rewarded much for effective relationships with others. Especially when compared to jobs like customer service professionals—the only group who scored higher than average.

The stereotype placed on engineers is that they would rather work alone. It's unlikely that this is the case, but given their work environment, they are most comfortable and rewarded for detaching from the social arena in the workplace.

Why So Antisocial?

When your interaction with people is minimal, your focus on people is minimal. An engineer's attention is mainly directed at computers, equipment, or other inanimate objects like project blueprints.

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Most employers forget that a good engineer generates innovative ideas that can drive the success of the company. These ideas will not mature properly in isolation.

Thinking About Personality and EQ

Most engineers given a personality assessment, such as the MBTI or the DISC, gravitate towards introversion. At the same time, engineering is a profession that requires a high degree of intelligence to succeed. The commonly held assumption is these two traits must go together.

Smart or not, engineers (and other introverted personalities) deal with another “type” of dilemma. Their quiet, thoughtful, and sometimes sensitive personality can make reaching out to others a chore. When this lack of desire is seen as inability, engineers are left to themselves. The consequences of this situation are dire for the performance of any organization.

Something To Think About

Collaboration with people in the work place means actively working together to meet target goals. The ability to openly exchange ideas and provide feedback helps people achieve their goals—in a position.

Even jobs that require high IQ and isolated work can benefit from emotional intelligence. Take, for example, a team of surgeons successfully transplanting a heart, or a group of engineers collectively designing and building a dam that can potentially save millions of lives in China.

Successful group effort toward winning results feels great—regardless of your personality. The victorious heart transplant and life-saving dam are the result of people working in collaboration. The job can sometimes be done alone, but things work better when people work together. The good news is emotional intelligence is a flexible skill that anyone can learn, introvert or not.