

THE PEOPLE-PROFIT CONNECTION

HOW EMOTIONAL INTELLIGENCE
CAN MAXIMIZE PEOPLE SKILLS
& MAXIMIZE YOUR
PROFITS



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book, we will use “construction manager” as a generic term to include anyone who is involved in managing the various parts of the construction process. These managers tend to have medium to high levels of specialized knowledge, but average to low emotional intelligence and even lower interpersonal skills.

HIGH EMOTIONAL INTELLIGENCE	
steady performer moderate to high success may hit career limit great relationships moderate to high happiness medium to high stress	high performers high success good life/work balance low stress high happiness self development great relationships
LOW KNOWLEDGE (education, cognitive learning/tech ability)	<div style="background-color: #cccccc; width: 100px; height: 40px; margin-bottom: 5px;"></div> HIGH KNOWLEDGE (education, cognitive learning/tech ability)
low performers inability to maintain relationships inability to maintain jobs unhappy high stress blames others	technically trained PhD's, researchers engineers can't deal w/people poor relationships medium to high stress
LOW EMOTIONAL INTELLIGENCE	

Most construction folks tend to be in the highlighted box.

The technically educated people in the construction industry such as civil engineers and building construction majors receive

TYPICAL CONSTRUCTION MANAGER EQ PROFILE



dence, and self-regard in contrast to low scores on emotional self-awareness and interpersonal skills across the board (low empathy, low social responsibility, and low interpersonal relationship skills). Keep in mind that this is an average profile. Some of the participants scored quite high in interpersonal skills, making the average higher. We have worked with some participants whose interpersonal scores were in the 50s.

This group also tends to have high stress tolerance and low impulse control. This is a chaos profile based on a reactive management style which is inherent in the industry. Most managers go from crisis to crisis. This group scores high in reality testing, which means that they are neither overly optimistic nor pessimistic and usually see things in black and white. In addition, the self-actualization and happiness scores for this group tend

and interpersonal strengths combine with a very high degree of optimism (OP=126), stress tolerance (ST=124), and a down-to-earth, highly developed ability to solve problems (PS=123).

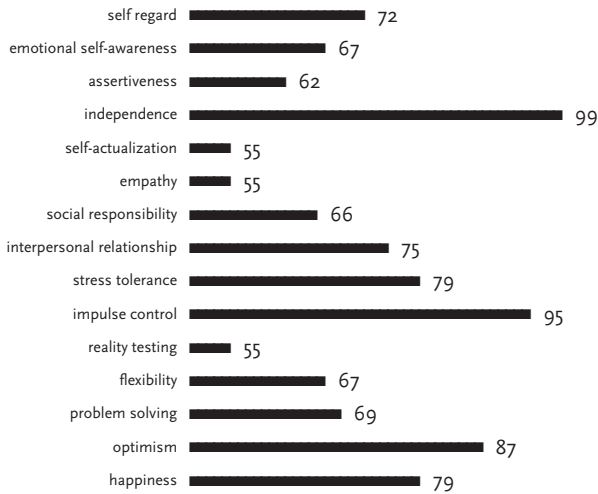
CASE STUDY 4



Other people considered him to be a “very good person to work with and for.” Interestingly, he received a total IQ score of 102 on an intelligence test that was given toward the end of his last year in high school. An IQ of 102 placed his cognitive intelligence in the middle of the average range; his grades in high school were also average.

Although he had high self-regard and independence similar to the typical construction manager’s profile, he has balanced these strong traits with great relationship skills. He has used his emotional intelligence to his advantage which thoroughly prepared him for the paradigm shifts in the construction industry.

POOR CUSTOMER SERVICE CASE STUDY



she likely couldn't understand my situation or the nature of my problems. These traits, along with low flexibility and problem solving, were a recipe for customer service disaster.

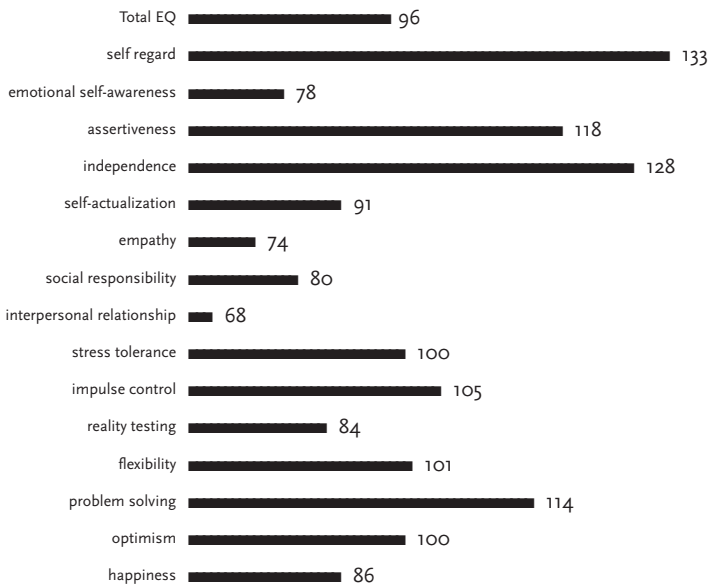
Although I could not divulge this person's EQ profile, I talked to the president of this company about this employee's poor customer service. I asked him if he would be interested in a development program using emotional intelligence, coupled with learning modules on communication and customer service training. He declined the offer. I finally had to end the business relationship. How many customers is your company losing because of your employees' poor people skills?

It may not be enough to take your employees through "customer service" training. Given the typical construction managers' profiles, an eight-hour lecture stating a list of things to do to provide great customer service may not be effective since their poor interpersonal skills would prevent them from applying this information in a meaningful way.

and how to deal with other Myers-Briggs types, but how do you know the personality type of everyone you encounter? One company made everyone put their Myers-Briggs profile on their coffee cups, but this concept was a miserable failure.

Let's a look at Case Study 5, the thirty-year-old financial consultant who could not keep a job (see appendix).

CASE STUDY 5



We can see from this case study that “a very high independence score and a very low interpersonal relationship score suggests that she is a loner, perhaps due to a serious inability to relate to others. Moreover, her difficulty in empathizing with others contributes to this inability to relate to people and to feel part of the larger social context.”

When this woman took the Myers-Briggs, she was an ESFJ (Extraverted Feeling with Introverted Sensing). But the results of the Myers-Briggs gave her little information about why she could