

EXHIBIT 9.5 Sample Items Measuring Emotional Intelligence

Self-awareness

Generally, I find it difficult to know exactly what emotion I'm feeling.
I'm generally aware of my emotions as I experience them.

Other awareness

I often find it difficult to see things from another person's viewpoint.
I'm normally able to "get into someone's shoes" and experience their emotions.

Emotion regulation

I usually find it difficult to regulate my emotions.
I'm usually able to influence the way other people feel.

SOURCE: A. Cooper and K. V. Petrides, "A Psychometric Analysis of the Trait Emotional Intelligence Questionnaire—Short Form (TEIQue-SF) Using Item Response Theory," *Journal of Personality Assessment*, 2010, 92(5), pp. 449–457.

How Valid Is Emotional Intelligence?

Evidence suggests that EI is modestly related to job performance. A meta-analysis suggested that of the various dimensions of EI, emotion regulation had the highest correlation with job performance, $r_{xy} = .18$. This same study found that once individual differences related to EI (cognitive ability, conscientiousness, and emotional stability) were controlled, the relationship between emotion recognition and job performance dropped to .08.⁵⁹ Thus, one could conclude that EI has a relatively small and unique effect on job performance, though the effects may be higher with some measures of EI and in certain situations (e.g., jobs that are emotionally demanding). Some recent evidence suggests that the emotional regulation aspect of EI may be the most critical, as it showed a stronger unique effect on behaviors such as job performance, "citizenship" behaviors like helping, and "deviant" behaviors like harming (those with greater emotion regulation ability performed fewer deviant behaviors), even after cognitive ability and personality were controlled. The general EI measure, however, exhibited a smaller unique effect. The greater importance of emotion regulation, compared to emotion awareness, may be due to the increase in customer service occupations and interpersonal interactions in general, as organizations have moved to more team-based structures, where it has become more critical to be able to control and influence one's emotional responses toward others.⁶⁰

What Are the Criticisms of Emotional Intelligence?

It's safe to say that EI has proved to be a controversial measure—many criticisms have been offered.⁶¹ First, many researchers have focused on measuring EI, or see-