



**Emotional Intelligence
and
Employability in
the Cayman Islands**

Background

- Historically the key competence linked to job success has been mental ability
- However, ever since Daniel Goleman's first book in 1995 Emotional Intelligence has become the hottest buzz word in corporate America
- It is not a new concept and the term Emotional Intelligence was coined by Salovey and Mayer in 1990.
- 'A form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action'

Emotional Intelligence

What I see

What I do

With Me

Self-Awareness

Self-Management

With Others

Social Awareness

Relationship
Management

Emotional Intelligence

- Self-Awareness - My ability to accurately identify my own emotions as they happen
- Self-Management – My ability to manage my emotions to a positive outcome
- Social Awareness – My ability to accurately identify your emotions as I interact with you
- Relationship Management – Managing the interaction I have with you constructively and to a positive outcome.

Self-Awareness

- Emotional Self-Awareness – Knowing what one feels; the ability to sense, articulate and reflect on one's emotional state
- Accurate Self-Assessment – Aware of your abilities and limitations, seek out feedback and learn from your mistakes, and know where to improve and when to work with others who have complementary strengths
- Self-Confidence – A strong sense of one's self-worth and capabilities

Self-Management

- Emotional Self-Control - keeping disruptive emotions and impulses in check
 - Regulating distressing affects like anxiety and anger
 - inhibit emotional impulsivity
 - Being unmoved in stressful situations
 - Dealing with a hostile person without lashing out in return
- Trustworthiness – letting others know your values and principles, intentions and feelings, and acting in ways that are consistent with them
 - Deficit in this can cause career derailment

Self-Management

- Conscientiousness – taking responsibility for your personal performance
 - Outstanding effectiveness in all jobs depends on this
- Adaptability – flexibility in handling change
 - Allows you to remain comfortable in the face of uncertainty
- Achievement Drive – optimistic striving to improve or meet a standard of excellence
- Initiative – acting before being forced to do so by external events
 - Avoid problems or take advantage of opportunities before they are visible to others
 - Critical in areas such as financial services and consulting

Social Awareness

- Empathy –having an astute awareness of others' emotions, concerns and needs
 - In an increasingly diverse workforce it allows us to read people accurately and avoid stereotyping that can lead to performance deficits.
- Service – the ability to identify a customer's unstated needs and concerns and to match them to products and services
 - Distinguishes star performers from average ones.
- Organisational Awareness – the ability to read the currents of emotions and political realities in groups
 - Vital to behind-the-scenes networking and coalition building

Relationship Management

- Developing Others – sensing people’s development needs and bolstering their abilities
 - Hallmark of superior managers
 - Vital skill for effective leadership at high levels
- Influence – wielding effective tactics for persuasion
 - Handle and manage emotions effectively in others
 - Being genuine and placing collective goals before self-interest
- Communication – listening openly and sending clear convincing messages
 - the better you are at this the more people are prepared to deal with you
- Conflict Management – negotiating and resolving disagreements
 - Spotting trouble as it is brewing and calming those involved
 - Orchestrating win-win situations

Relationship Management

- Visionary Leadership – Inspiring and guiding individuals and groups
 - Able to articulate and arouse enthusiasm for a shared vision and mission
 - Guide the performance of others while holding them accountable
 - Leading by example
- Change Catalyst – Initiating or managing change
 - Able to recognize the need for change, remove barriers, challenge the status quo, enlist others in pursuit of new initiatives
- Building Bonds – Nurturing instrumental relationships
 - Create a reservoir of trust and goodwill
 - Highly effective managers are adept at building bonds
- Collaboration and Teamwork – working with others towards common goals
 - A deficit in this was the most common reason managers were fired

Employing People

- Job description
 - makes it easier to determine which qualifications, skills, experience and knowledge are needed for the job
- Person specification –
 - sets out clearly the qualifications, skills, experience and knowledge required
 - Distinguishes between essential and desirable

Advertised Skills and Competencies

- Excellent written and oral communication skills (RM)
- Effective interpersonal skills (RM)
- Results oriented – including with their own professional development (SM)
- Highly motivated (SM)
- Strong influencing and relationship skills (RM)
- Ability to work effectively as part of a team (RM)
- Demonstrate an attention to quality and client service (SM/SA)
- Positive attitude and willingness to learn and progress (SA/SM)
- Self-confident (SA)
- Ability to establish good working relationships with colleagues and customers (RM)
- Ability to multi-task (SM)

Selection

- Education: a threshold competence – you need it to get in the field but it does not make you a star.
- Expertise: a threshold competence gained through practical experience. It is needed to get the job and to get the job done.
- Skills and Competencies: this may well be the determining factor when selecting from those with comparable education and experience

What Goleman Says

- “We are being judged not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other. (Goleman – Working with Emotional Intelligence)
- “It’s not that IQ and technical skills are irrelevant. They do matter, but mainly as threshold capabilities, that is they are entry level requirements for executive positions. My research along with other studies shows that emotional intelligence is the sine qua non of leadership.” (Goleman, Harvard Business Review 1998)
- “This yardstick is increasingly applied in choosing who will be hired and who will not, who will be let go and who retained, who passed over and who promoted” (Goleman – Working with Emotional Intelligence)

Skills Assessment Survey 2003

- Surveyed 285 firms with 5314 employees
- The survey showed that a significant proportion of employers within certain sectors considered the local workforce to be a weakness
- Lack of or need to improve on required skills
 - Technical
 - (Technical Language, Software Competency, Technical/Electrical, Financial Analysis)
 - Personal
 - (Team Work, Goal Setting, Leadership, Work Attitude)
 - Thinking
 - (Creative Thinking, Decision Making, Problem Solving, Comprehension)
- Lack of good work ethics and attitudes

Lack of required skills

- Technical Skills (technical language, software competency) are considered 'hard skills'
 - Can be enhanced through training in short period of time
- Thinking Skills (decision making, problem solving, comprehension)
 - Function of education and experience

Personal Skills

- Law
 - Team Work (80%), Goal Setting (80%), Leadership (75%), Gender Relations (50%)
- Banking/Financial
 - Oral Communication (58%), Team Work (67%), Goal Setting (57%), Leadership (70%), Work Attitude (64%)
- Architect/Surveyor/Engineering
 - Goal Setting/Motivation (67%), Leadership (60%), Adaptability (50%)
- Hospitality/Tourism
 - Interpersonal (62%), Team Work (68%), Goal Setting (71%), Leadership (71%), Work Attitude (76%)
- Retail
 - Listening (53%), Oral Communication (56%) Team Work (54%), Goal Setting (60%), Leadership (57%), Work Attitude (54%),

Work Attitudes and Habits

- Comments – lack of motivation, not reliable, don't stay on the job, quit easily, always call in sick
- Architect/Surveyor/Engineering – 40%
- Contractor/Construction – 35%
- Retail Business – 40%
- Hospitality/Tourism – 47%
- Other – 36%

The Local Context

- Growing economy
- Declining population growth rate
- The Cayman Islands Workforce
 - Multicultural/Multinational/Multiethnic/Multiracial
 - Caymanians = 50% or less of the workforce
- Caymanians will be a minority in the workforce
- Caymanians predominant in middle-skilled jobs
- Competing with the best in the world
- Businesses -Local/foreign owned
 - Diverse corporate cultures that may reflect cultures of parent organisations, particular industries/sectors or particular stage in organisational development or leadership/management style

The Implications

- Many Caymanians may feel overwhelmed
- Feelings of powerlessness
- Feelings of resentment
- Feelings of deprivation
- Belief of systemic unfairness
- Belief of institutionalised discrimination

Actions

- We need to avoid the marginalisation of Caymanians - because it will be a recipe for social unrest
- We need to encourage the upward mobility of the local workforce – because it makes sense for the long-term stability of these islands.

Our Goal

- We should be seeking to create an environment where both the human capital needs of employers and the social and economic needs of these islands are both met.

Win – Win Situation



Emotionally Intelligent Workforce

- This requires we develop an emotionally intelligent workforce
- Some will need to develop in areas such as:
 - Empathy, Initiative, Trustworthiness, Developing Others, Conflict Management, Change Catalysts
- For others it may be:
 - Emotional Self-Awareness, Accurate Self-Assessment, Achievement Drive, Conscientiousness, Emotional Self-Control

Why?

- Evidence suggests that emotionally intelligent leadership is key to creating a working climate that nurtures all employees and encourages them to excel. That enthusiasm leads to improved performance.
- Improved business performance should lead to economic development.
- National Development through People Development

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Thank You