

# Star Performer Profiling™:

The Most Cost-Effective Approach to  
Applying Emotional Intelligence and  
Other Closely Related Concepts

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# Presentation overview:

- **AIM**

- To introduce you to Star Performer Profiling™ (SPP™) and demonstrate that it is an *indispensible* tool in leadership and organizational development.

- **MAIN POINTS TO BE COVERED**

- A description of SPP™
- A description of Emotional Intelligence (EI)
- Why EI is the *backbone* of SPP™
- *How and why* is SPP™ applied

**A description of**

**Star Performer Profiling™ (SPP™)**

# Star Performer Profiling™ (SPP™) :

- SPP™ is a *process* designed to enhance an organization's ability to hire, develop and promote high performers and thereby increase overall organizational effectiveness and profitability.
- It is the most scientific and cost-effective method of applying important psychological and business concepts, such as EI, that significantly impact performance in the workplace.
- This approach is based on statistically examining the ability of concepts like EI to predict occupational performance and organizational effectiveness. The end-product is a 'statistical mirror' of high performance which is organization-specific.

## SPP™ (continued) -- *how it works:*

- A randomly selected group of employees complete measures of the concepts being applied.
- The employees' performance is rated by co-workers.
- Multivariate statistics are then applied to examine the predictive ability of the factors involved, which generates a regression model (or "star performer profile") of the organization's high performers accurately pinpointing those factors that impact occupational performance and organizational effectiveness the most.

## SPP (continued) -- *how it's used* :

- *In addition to* other important input, future candidates seeking employment or promotion whose test results match the profile of high performance the closest are more seriously considered for the position.
- In training, coaching and leadership development, the strongest and most powerful predictors in this profile are focused upon in order to enhance performance *in addition to* what is already used in team and leadership development programs.

**A description of**

**“Emotional Intelligence” (EI):**

**What it is and how it’s measured**

# Contrary to popular *belief*, EI is not a *new concept* created by Daniel Goleman in 1995!

- The construct was first studied by Darwin in 1837 and described in 1872:

*“The Expression of the Emotions in Man and Animals”*

- The concept was first defined by Thorndike in 1920:

*“The ability to perceive one’s own and others’ internal states, motives and behaviors, and to act toward them optimally.”*

- The term “emotional intelligence” was coined by Leuner in 1966:

*“Emotional Intelligence and Emancipation”* .. german

- And the term “EQ” was coined by Bar-On in 1985:

*“Emotional Quotient”*



# Second, emotional intelligence actually exists in reality with a tangible neural substrate!

[Bar-On et al., 2003; Bechara et al., 2007; Killgore & Yurgelun-Todd, in press]:

“Right Brain”:  
Somato-Sensory /  
Insular Cortex  
(ES / EM)

Right Amygdala  
(ES)



Ant. Cingulate  
(RE / IC)

Orbitofrontal /  
Ventromedial  
(PS / AS / IR)

# So if EI is not a new concept and actually exists, how do we define and measure it?

- There is no *one* way of defining/measuring EI
- According to the *Encyclopedia of Applied Psychology* [Spielberger, 2004], there are 3 major conceptual and psychometric models:

*The Salovey-Mayer Model* → MSCEIT

*The Goleman Model* → ECI

*The Bar-On Model* → EQ-i

# **The Bar-On model of emotional intelligence (EI) :**

Emotional-social intelligence is an array of emotional and social competencies and skills that determine how well we understand our emotions and express feelings, understand how others feel and relate with them, and cope with daily demands, challenges and pressure.

*[It's all about having emotions work for us and not against us.]*

## Why EI is the *backbone* of SPP™:

*Simply because it is a very strong*

*predictor of individual performance*

*and organizational effectiveness!*

# EI's importance can be inferred from what the EQ-i predicts based on 27 studies (n=88,835)

[*Bar-On, 2004, 2007a, 2007b*]:

Type of Performance/Behavior	Validity Coefficient
Physical health	.43 (n=3,948)
Mental health	.39 (n=874)
Social interaction	.69 (n=533)
Academic performance	.43 (n=2,576)
Occupational performance	<b>.55 (n=3,458)</b>
Giftedness	.59 (n=65,636)
Self-actualization	.74 (n=8,239)
Subjective well-being	.76 (n=3,571)

## **Four (4) good reasons why EI should be the backbone of SPP™:**

**1. It impacts gen. occupational performance**

(R = .55 -- total n = 3,458)

**2. It also significantly impacts leadership**

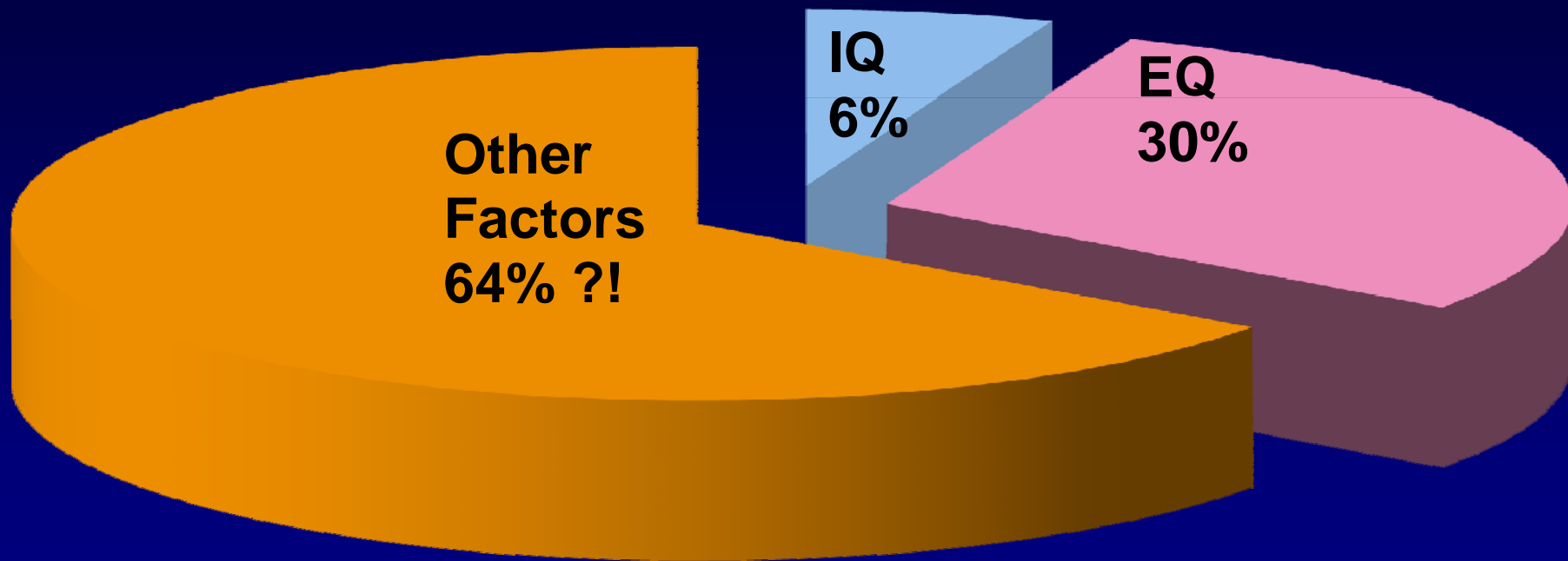
(R = .54 -- total n = 1,823)

**3. It impacts organizational productivity**

(R = .47 – total n = 180)

**4. And it is possible to enhance EI in order to improve performance and productivity**

# The impact of IQ, EQ and *other factors* (experience/personality/etc.) on occupational performance:



***How and why is SPP™***

**applied in organizations**



# **SPP™ can be applied to help improve the following:**

- **Job satisfaction**
- **Occupational performance**
- **Customer satisfaction**
- **Overall organizational effectiveness**

To show that the application of SPP™ is invaluable, we can connect the inner-connected dots and demonstrate that:

1. EI impacts job satisfaction (.40-.56)
2. EI impacts occupational performance (.55)
3. EI impacts customer satisfaction (.46-.53)
4. EI impacts organizational effectiveness (.43-.63)
5. EI can be enhanced to improve the above

## **There is evidence that SPP™ works and works well:**

- There are a number of well-documented findings showing that SPP™ has helped save and/or gain hundreds of million US dollars for organizations worldwide since it has first been applied in 1996.
- Upon request, we will provide a number of examples.

# How is SPP™ consultation applied, and how cost-effective is it ?

- Recruitment, selection and hiring (& *downsizing*)
- Succession planning
- Group training and individual coaching

→ SPP™ is more cost-effective than other methods such as assessment centers (AC)

- < \$500 (SPP™) vs. > \$1,200 (AC) per assessee
- R=.55 (SPP™) vs. R=.28 (AC)
- < 1 hour (SPP™) vs. > 7 hours (AC) per assessee

## A general proposal for your clients:

- Select a unit, and collect data on EI, job sat., employee performance, customer sat. and organizational effectiveness.
- Based on the above, build an EI model that predicts satisfied high performers who are able to enhance customer satisfaction and increase overall organizational effectiveness.
- Apply this predictive model in hiring, training and succession planning.

## Conclusion:

- Star Performer Profiling™ should not only be considered best practice in applying EI in the workplace, but...
- it is must do in order to help increase occupational and organizational performance, effectiveness and productivity as well as...
- the first step in turning the *workplace* into a worthplace to quote Michael Rock.

# Q & A

*Contact me for more information  
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