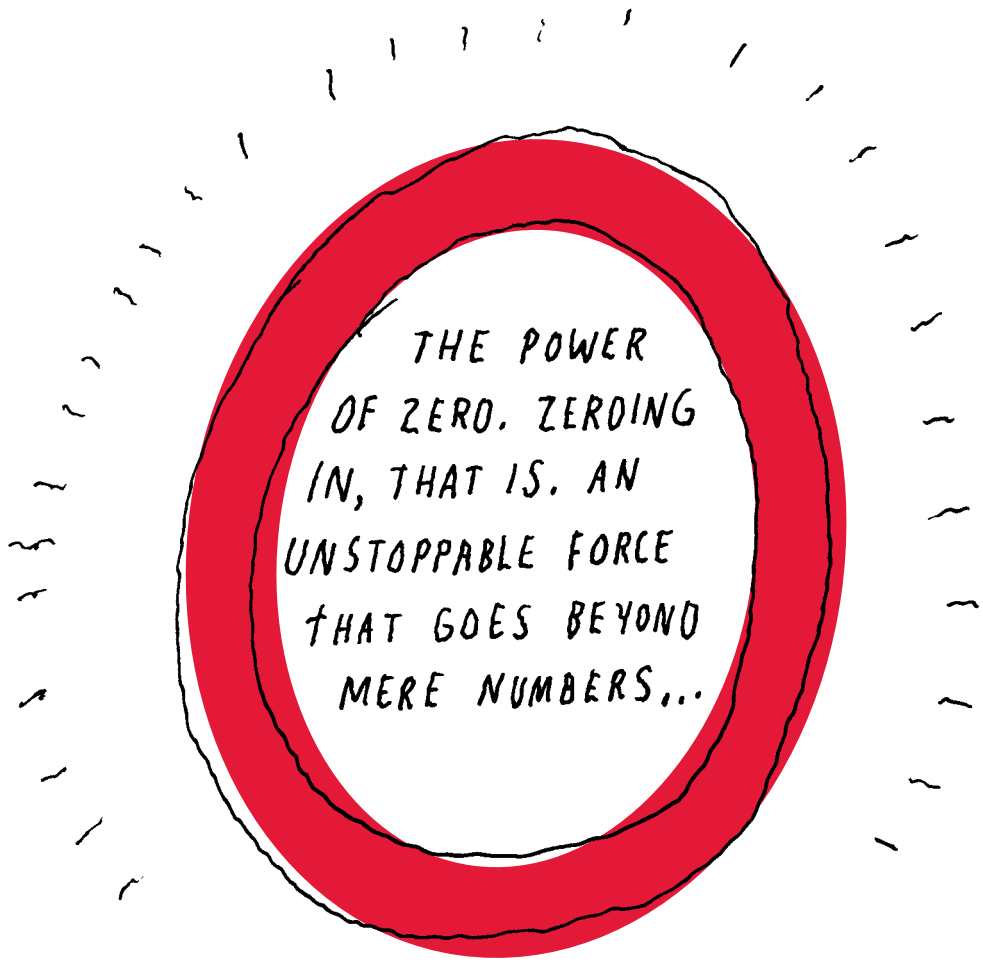
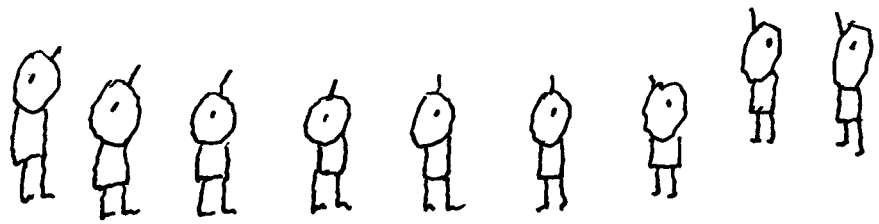


Zero

in



THE POWER
OF ZERO. ZERDING
IN, THAT IS. AN
UNSTOPPABLE FORCE
THAT GOES BEYOND
MERE NUMBERS...

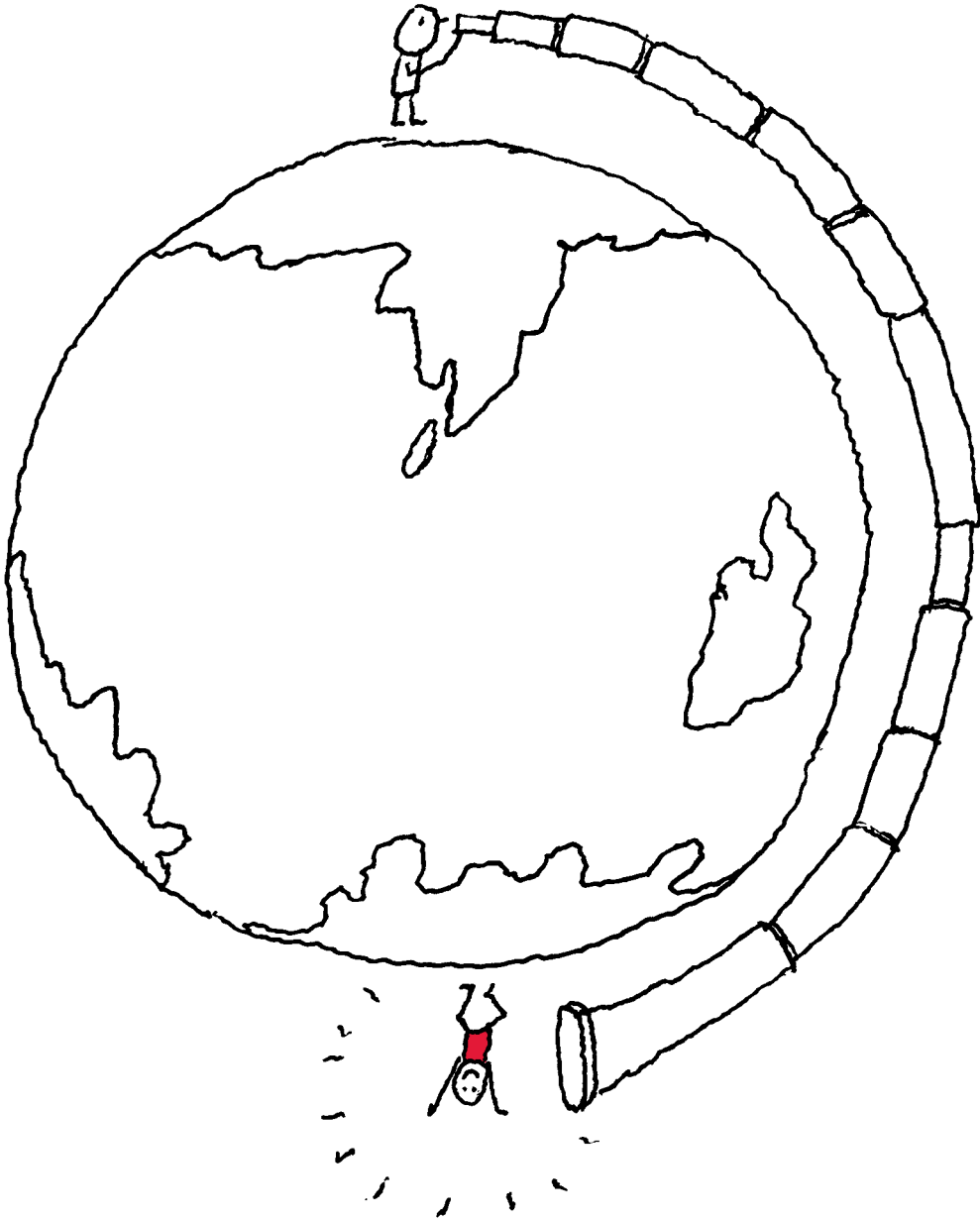


How to thrive in a big wide world

The landscape in which business operates is wider than ever. Today, the greatest threats and opportunities often lie, not just down the road, but half way around the globe. Organizations worldwide are looking to leverage their assets and hone their competitive edge. Technology, strategy, financing, branding are all in view. But people, as the truism goes, are an organization's greatest assets.

Human skill and ingenuity provide the essential building blocks of business success. Yet the effective management of assets so complex can prove elusive. How do you assess talent accurately, develop it optimally, and channel it towards its most productive ends? At best, judging and nurturing talent have only ever been uncertain arts when they should really be rigorous and reliable sciences.

What if you could zero in on the real determinants of human performance and access assessment, development, and alignment tools far superior to any others conventionally available? How then might your enterprise thrive in a big wide world?



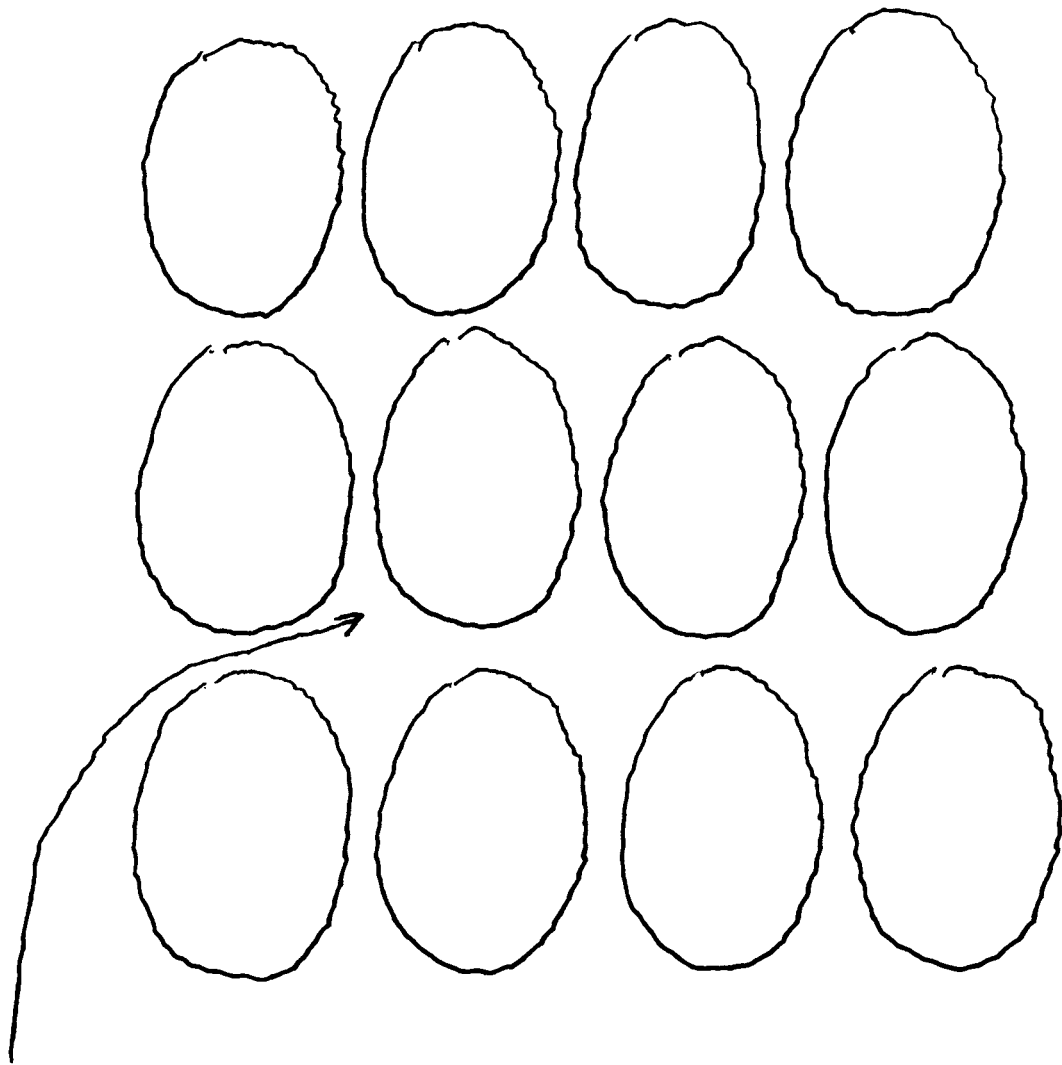
How to identify top talent

That intangible something

Single it out, draw a circle around it—Emotional Intelligence is the one most important predictor of success for individuals and the organizations they serve. A wide body of independent research has proven it.

Evaluating performance potential bears on hiring, promotion, succession, job alignment, and the design of training programs. It's an essential business function. And yet how often do individuals perform, or fail to perform, against all expectation? How often do judgements formed on the basis of a candidate's academic achievement, formal qualifications, and employment record prove flawed?

The most commonly considered performance predictors—intelligence, education, experience, and personality—are, quite simply, not enough. The key predictor missing from this list used to be regarded as an intangible something but has now been identified by a large and growing body of international social scientific research as *Emotional Intelligence*.



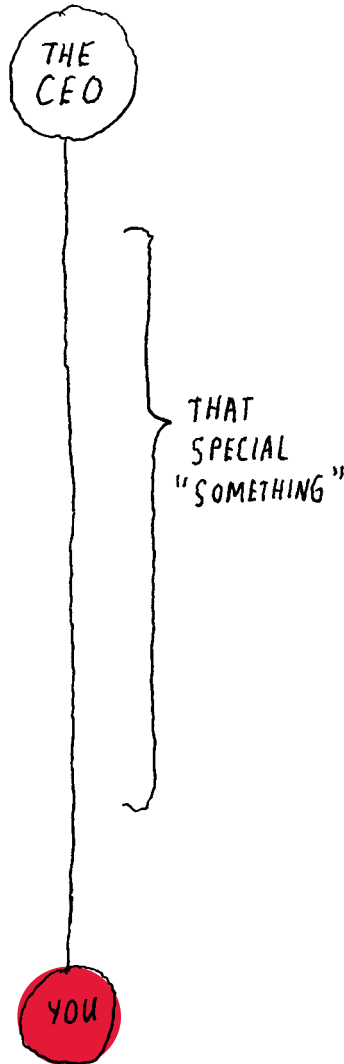
THE GOOD EGG

The root of high performance

Distinct from cognitive intelligence or IQ, Emotional Intelligence is at the root of our ability to sharpen thinking and unravel social complexities by perceiving, generating, and managing emotions in ourselves and others. Sometimes thought of as street smarts or common sense, it consists of the soft skills required to negotiate the shoals of social interaction and of our interior emotional lives.

Emotionally intelligent people communicate effectively, form strong relationships, and create powerful coping strategies; emotionally unintelligent people don't—no matter how high their IQs. As confirmed by independent academic research, one-quarter to nearly one-half of all job success can be attributed to aspects of Emotional Intelligence. IQ, by contrast, accounts for no more than one-fifth and may contribute as little as 1%. Emotional Intelligence drives workplace performance like no other determinant.

Focus also on these facts: Emotional Intelligence can be measured—more reliably and less controversially than IQ—and, unlike IQ, it can be substantially strengthened and developed. With suitable training, your Emotional Intelligence will improve considerably.



Emotional Intelligence—a Leadership Imperative

Emotional Intelligence is synonymous with good leadership. It consists precisely of those social and emotional skills necessary to motivate and inspire subordinates, to manage with understanding and respect, and to resolve conflicts and ease tensions as they arise. Yet many organizations labor under the baleful influence of leaders who have failed to develop such skills.

In a recent, widely reported survey of 240 mid-career employees in Australia and the United States, researchers at Australia's Bond University found that all of the respondents had at least one "boss from hell" during their careers and that well over half reported that these bad bosses were never curbed. Most, in fact, were promoted.

Poor leaders sometimes possess hard-to-hire skills or sometimes succeed in driving results despite their failings. Yet their broader impact on the organization can be devastating. According to organizational psychologist Guy Beaudin of RHR International, "bad bosses are the No.1 reason why people leave organizations."

Identifying and nurturing Emotional Intelligence skills are essential to organizational success—never more so than today. Within the next five years, 50% of executives in the United States (more in other developed countries) will become eligible for retirement. Where will the new leadership be found except among mid-career employees, some of whom are currently being disengaged by bad bosses?


Sources: Virginia Galt, "Manage poorly, and prosper," *The Globe and Mail*, August 11, 2007.

Anne Field, "When the boomers leave, will your company have the leaders it needs?" *Harvard Management Update*, 12: 4 (April 2007).

How to leverage emotions intelligently

The culture of measurement

Measurement is ubiquitous in business. Organizations measure output, returns, cash flow, ROI; on the human resources side, they may measure IQ, attitudes, personality. In every case, management aims at increasing understanding of, and therefore control over, important areas of operation. If you can't measure it, you can't manage it, and if you can't manage it, you consign success (and failure) to the whims of fortune. Why, then, would you not wish to measure a key determinant of performance among your organization's most important assets—its people?



Hello, my name
is:

Potential

Real
cases

LEADERSHIP DEVELOPMENT

An international Fortune 100 energy and petrochemicals company

As most experienced leaders are acutely aware, social and emotional competencies are critical to managerial success. A well-known UK-based energy and petrochemicals giant has been using the MHS EQ-i® Emotional Intelligence assessment as an integral part of its blended-learning program for managers.

In combination with other psychometric indices, the EQ-i® has helped the organization formulate clear profiles and development plans for up-and-coming leaders. After evaluating the success of this initiative, the client has used the tool continuously for the past four years.

Zero in
ON ASSESSMENT

Measure to advantage

An internationally active developer and publisher of psychometric tests, MHS offers the leading scientifically validated measures of Emotional Intelligence available in the marketplace. MHS Emotional Intelligence assessment tools deliver better functioning individuals and organizations, significant cost savings, and a clear competitive advantage. In fact, many well-known organizations with major international profiles are reluctant to identify themselves as MHS clients precisely because they wish to protect the competitive advantage conferred on them by using our products and support services.

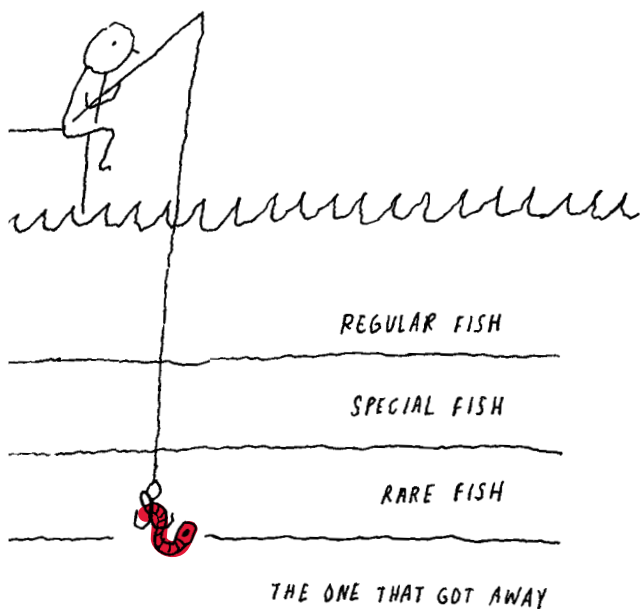
“Incorporating the EQ-i® into Air Canada’s pilot selection process has enabled our company to identify candidates who possess not only advanced technical skills but also the necessary emotional and social competencies predictive of long-term success as an Air Canada pilot.”

Captain David Legge

Vice President, Flight Operations
Air Canada

Selection

Take a pool of star performers and ask them to complete an MHS Emotional Intelligence test. Tabulate the results to create standards against which the test scores of potential hires or promotion candidates can be measured. Suddenly, you have a powerful new mechanism for making key personnel decisions. Used in conjunction with existing evaluation criteria (experience, qualifications, interview results), properly interpreted Emotional Intelligence test scores provide unprecedented predictability. You will better know whom to hire and whom to promote, have better success aligning the right people with the right jobs, and achieve greater clarity in planning for the succession of senior leadership.



Real
cases

SELECTION

A Fortune 100 insurance provider

Emotional Intelligence skills are often position specific. In 2006, MHS worked closely with a global Fortune 100 insurance provider to design a candidate selection system that reliably identifies future top performers among claims trainees.

By isolating the key Emotional Intelligence traits of the company's existing star performers, we created a profile for evaluating which trainees possess the Emotional Intelligence skills requisite for star performance. Our candidate selection system has proven so successful that the company is developing it for use in filling other positions.

I HAVE

THAT SPECIAL SOMETHING

THE POWER TO TURN THAT
SPECIAL SOMETHING INTO GOLD

Development

Emotional Intelligence is elastic. Those who lack it can acquire it; those who have it can enhance it. MHS Emotional Intelligence tests identify areas of strengths and opportunities that training and coaching can be designed around. They yield reliable and accurate results invaluable to the creation of programs addressing crucial organizational needs such as leadership development and succession planning; talent development and retention; change management, conflict resolution, and negotiation skills; and cultural sensitivity.

People at every level of the organization, from new hires to senior managers, can develop their Emotional Intelligence skills and see their job performance improve significantly. Tools are also available for assessing the Emotional Intelligence of teams, departments, and the organization as a whole. With the implementation of appropriate programs, entire organizational cultures can be re-engineered to deliver higher productivity and better bottom-line results.



LEADERSHIP DEVELOPMENT

Deloitte Touche Tohmatsu

When over 700 leaders at Deloitte Touche Tohmatsu were asked to name their leadership development requirements, Emotional Intelligence ranked among the five most frequently cited capacities they felt they needed to enhance. It was identified as playing a key role in overcoming behaviors that negatively impact teamwork.

MHS worked with Deloitte's Global Learning Team to integrate our EQ-i® Emotional Intelligence assessment into an organization-wide blended excellence program for senior managers. Our contributions included developing an Emotional Intelligence Action Planning report that helps participants understand emotional competencies and align them with the organization's global 2010 decade strategic plan. We also assisted in providing certification programs allowing internal Deloitte stakeholders to measure and develop Emotional Intelligence skills.

To date, MHS and Deloitte have achieved notable results. According to Eileen Rogers, Global Director of Deloitte's Leadership Excellence Programs, our combined efforts have enhanced retention, delivered higher levels of job achievement, helped build stronger relationships with clients, colleagues, and teams, and facilitated successful execution of strategic imperatives. Deloitte continues to use the EQ-i® assessment and coaching model to teach advanced leadership skills.

With 150,000 employees worldwide, Deloitte Touche Tohmatsu provides audit, tax, consulting and financial advisory services to more than 80 percent of the world's largest companies.

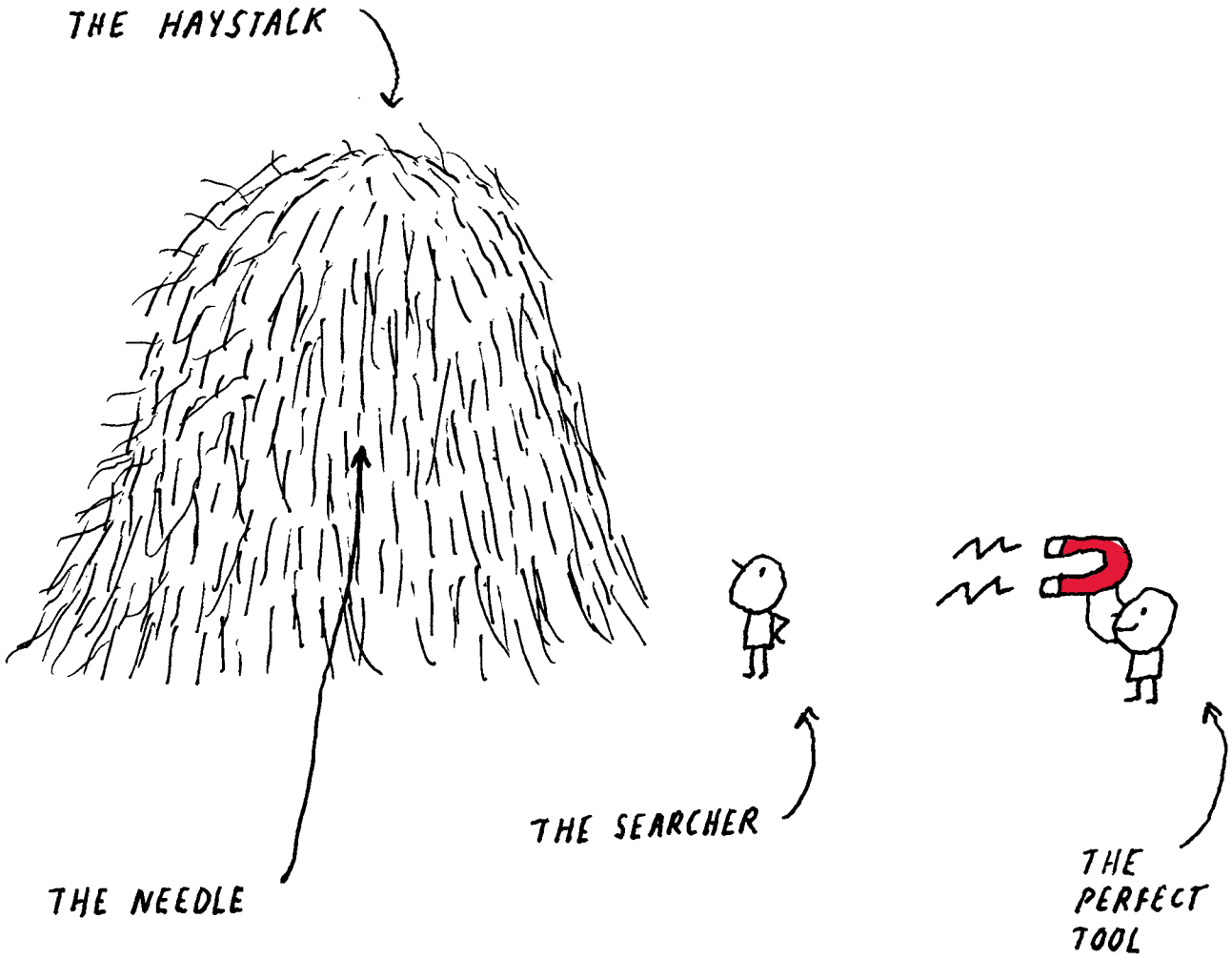
How to assess for success

Tools that stand out

It's becoming an increasingly crowded marketplace. Since Emotional Intelligence was identified and named in academic research nearly two decades ago, the publication of related assessment tools has proliferated. MHS Emotional Intelligence tools, however, stand out in the crowd:

- For their rigorous scientific development in conjunction with leading academic researchers in the field
- For their validation by a large body of peer-reviewed scientific literature including the authoritative *Mental Measurements Yearbook* published by the Buros Institute at the University of Nebraska
- For their widespread use by thousands of organizations and over 1 million people in 80 countries worldwide

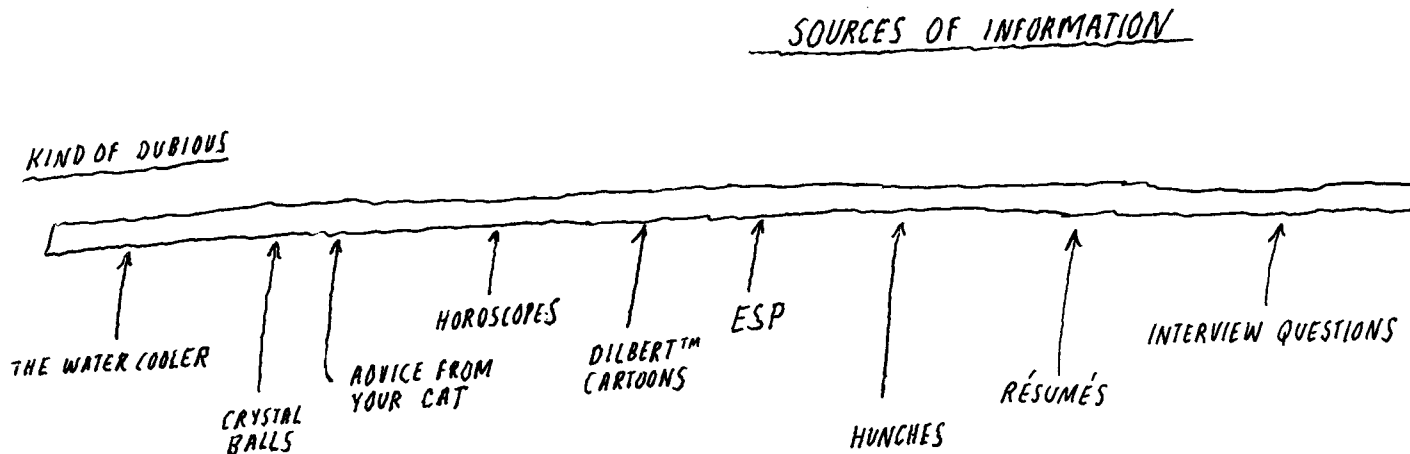
Emotional Intelligence tests can always be developed. Whether they can be scientifically and independently validated is quite another matter. While the standards are high, MHS tools have met them all.



The Emotional Quotient Inventory— EQ-i® AND EQ-360®

The EQ-i® is the most widely used Emotional Intelligence assessment tool in the world. Participants self-report on their functioning in 15 key areas of emotional skill. From independence and empathy to flexibility, stress tolerance, and optimism, these skills determine proficiency in such complex business activities as conflict resolution, negotiation, and planning. The test is carefully designed to account for bias and exaggeration. When administered and interpreted by a trained professional, it yields a high degree of predictive certainty—as borne out by both third-party research and more than a decade of actual use by people and organizations worldwide.

A variation on our standard EQ-i® tool, the EQ-360® provides a more rounded view of a participant's emotional and social skills by gathering additional evaluations from his or her peers and managers. While an effective tool to use in a variety of contexts, it has particular relevance for leadership coaching and development. Leaders and their coaches gain a more comprehensive picture of areas for improvement.



The Mayer-Salovey-Caruso Emotional Intelligence Test— MSCEIT™

Developed by academics at Yale and the University of New Hampshire in cooperation with MHS, the MSCEIT evaluates Emotional Intelligence skills through a series of objective and impersonal questions. It tests the participant's ability to perceive, use, understand, and regulate emotions. Based on scenarios typical of everyday life, these questions can only be answered through the direct application of Emotional Intelligence. The results, consequently, provide an immediate view of actual Emotional Intelligence capability and performance.

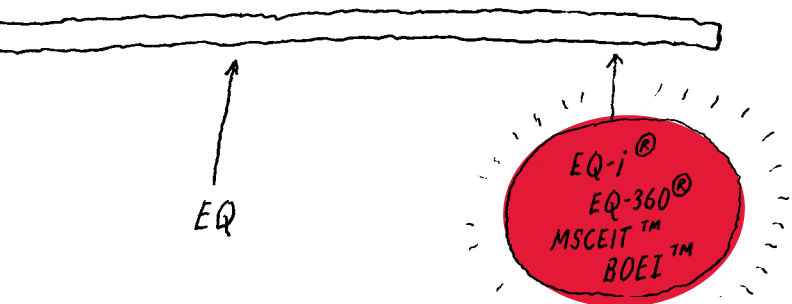


RECRUITMENT

A top Australian online assessment provider

The MSCEIT™ has won the confidence of a wide range of recruitment consultants. In 2006, a top Australian provider of online assessment services supporting recruitment, development, and retention added the MSCEIT to its line-up of carefully chosen assessment tools. The company, which cycles through a million candidates annually, now includes the MSCEIT in its rigorous selection process.

SCIENTIFICALLY VERIFIED

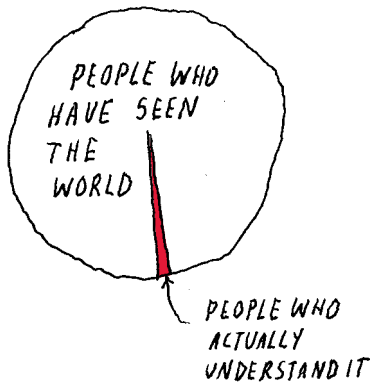


The Benchmark Of Organizational Emotional Intelligence— BOEI™

The BOEI assesses Emotional Intelligence at the level of the team, department, or organization. Based on self-reports, it evaluates the performance of business groups, identifying blind spots around which corrective development strategies can be formulated. It provides a basis for improving interaction among individuals, teams, and departments. Team building, leadership development, and planning are among the functions that the BOEI can positively impact.

Globally applicable

Ethical test use in a variety of cultures and languages is a top priority for MHS. Used in over 80 countries, MHS assessment tools have worldwide application. They don't discriminate on the basis of race, gender, or age, meaning that results can be used without fear of bias. Results for each test are compared to a large normative sample that carefully represents the population's demographics. Ongoing research at MHS continues to build cultural norms in communities around the globe. With offerings in over 30 languages and dialects, our translation service makes MHS products available—and comprehensible—to users everywhere.



Contact MHS or one of our distributors (see inside back cover) and someone will work with you to find the right tool and the best solution for your emotional intelligence assessment needs.

“EQ-i® is one of the most effective tools for self-awareness and one of the most important assessments for leadership. This is a wonderful tool to identify emotional and social intelligence. I highly recommend it.”

Tim Turner

Supervisory Special Agent, Federal Bureau of Investigation (FBI)

A + B = The Importance of Team Emotional Intelligence

The A-team consistently exceeds its targets. Its members are happy and committed. It maintains good relations with groups across the organization. The B-team shambles along. Its members are often highly critical of each other and typically pessimistic about meeting goals. Other groups find the team's performance weak and unreliable. Yet the B-team, as much as the A, consists of people with strong track records, high skills, and extensive experience. Why, then, the difference in performance?

The roots of team success or failure often seem mysterious. Yet this much is clear: according to researchers at Harvard and the University of California, Emotional Intelligence accounts for at least 40% of the variance in performance among teams. How teams perceive and use emotions to build mutual trust, create a common identity, and develop a strong confidence that they can get the job done goes a long way towards explaining why they succeed, or not.

If most of the work in organizations is done in teams, shouldn't sharpening team skills receive more emphasis? The team is a whole greater than the sum of its parts, and its Emotional Intelligence is a collective entity requiring collective appraisal and development.

Sources: Hillary Anger Elfenbein, "Team Emotional Intelligence," in Elfenbein, H.A. (2006) Team emotional intelligence. In Druskat, V.U., Sala, F. and Mount, G. Linking emotional intelligence and performance at work. Mahway, NJ: Lawrence Erlbaum Associates. Vanessa Urch Druskat and Steven B. Wolff, "Building Emotional Intelligence of Groups," *Harvard Business Review*, March 2001.

How to select a partner you can trust

Select for credibility

Standing behind every MHS Emotional Intelligence assessment tool is a company that has been an innovator in test development and statistical analyses for a quarter of a century. Led by highly qualified scientists and professionals, who collaborate with academic researchers worldwide, MHS is committed to the publication of carefully designed and independently validated assessment tools. Our expertise is built on experience developing a broad range of products for business, as well as for clinical, educational, and forensic applications.



Real
cases

CLIENT RELATIONSHIP BUILDING

One of the world's largest consulting organizations

Managing client relationships effectively offers a decisive competitive advantage. A well-known international consulting organization asked MHS to help it improve interactions with clients using Emotional Intelligence. MHS worked with a certification partner to train and certify company executives as administrators and interpreters of the EQ-i®.

They were quickly convinced of the test's predictive strengths and contributions to bottom-line results. After several years of EQ-i® use, the company is recognizing substantial and measurable positive results of this work. Today they are thoroughly equipped to develop relationship-building skills throughout the organization and they continue to build on this expertise.

Zero in
ON MHS

Select for support

MHS clients are MHS partners. We support clients by providing a host of services to enhance our product offering. Customizing our Emotional Intelligence assessment tools to address the specific needs of organizations is our primary service and a key differentiator.

We also assist clients with the creation of star performer profiles tailored to their organization; these are the yardsticks against which their employees' individual test results gain meaning. And we mandate certification of our test administrators to ensure that our assessments are correctly interpreted. MHS Emotional Intelligence assessment tools are valid and reliable only if supervised by qualified professionals.

MHS provides clients with access to an international network of Emotional Intelligence assessment service providers, including coaches, trainers, and consultants.

Select for reach

MHS serves a broad clientele that includes coaches, trainers, consultants, organizational psychologists, and HR professionals. Our Emotional Intelligence assessment tools are used in business, health, educational, and military organizations. With offices in North America and Europe and more than 40 partners internationally, our reach extends around the world. To date, we have translated MHS products for use in 80 different countries.

“My coaches and I are qualified in many world class psychometric tools. Without doubt, we find the EQ-i® the most effective in leadership coaching. EQ-i® is a catalyst in changing people’s lives for the better.”

Jonathan Perks

MBE MBA MA Managing Director
Leadership Development, Penna Plc.



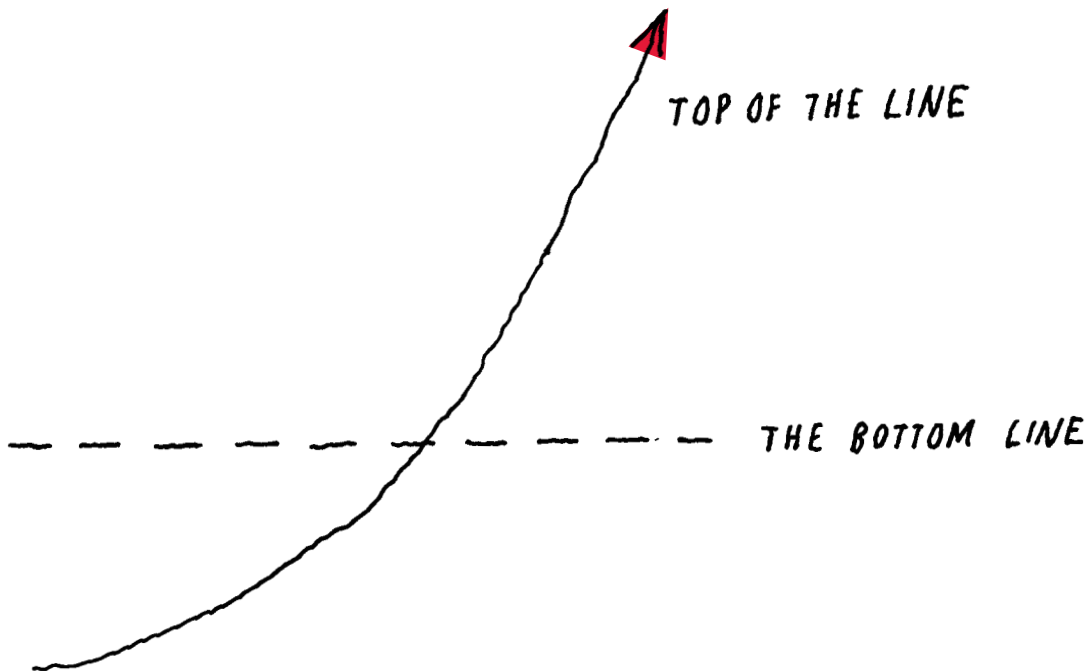
WAYS TO EVALUATE A TEST'S SCIENTIFIC MERIT

When it comes to assessing in organizations, many tests promise to be ‘scientific’ and ‘research-based.’ So, how do you choose an assessment that has true scientific merit? Here are 10 principles that industry experts use to take the guess work out of selecting an instrument that will have the greatest impact.

- 1 Assess reliability:**
Are the results reproducible? Does it consistently measure the same thing?
- 2 Evaluate validity:**
Does it measure what it is designed to measure?
- 3 Examine the normative sample:**
Are there valid benchmarks against which individual test scores can be interpreted?
- 4 Explore real outcomes:**
Is there evidence that the test delivers bottom-line results?
- 5 Examine the theory:**
Is the test based on an established theoretical model?
- 6 Consider adjustability:**
Does the test adjust for misleading answers?
- 7 Look for research:**
Has the test been evaluated by independent experts?
- 8 Assess usefulness:**
Is the test aligned with training and coaching materials ensuring that results can actually be of use?
- 9 Explore legal compliance:**
Does the test comply with industry guidelines and with employment legislation?
- 10 Consider user requirements:**
Does the test require that administrators be trained and certified in its use?

Select for results

MHS helps render concrete one of the most intangible but crucial determinants of personal and organizational success—Emotional Intelligence. Hiring, alignment, training, promotion, retention, succession, and teambuilding are all business functions that our assessments and services can influence decisively. They serve clients as invaluable tools with which to improve performance and build success. Contact MHS and find out more about how we can deliver concrete, meaningful results for your organization.



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**Emotional Intelligence
Assessments**

www.mhs.com/ei