

BULLET PROOF:**Establish Organizational Resilience Through the Integration of Emotional Intelligence**

Emotional intelligence (EI) is not about emotions. Quite the contrary in fact. When I think about EI and the positive role EI plays in one's personal and professional success, I picture...Sparta 430 B.C. During a time when war was a way of life for everyone, Spartiates recognized that success on the battlefield was established by developing a societal balance of discipline, social responsibility, education, and family. Likewise, Spartiates were taught not only the physical and tactical art of war, but the philosophical value of understanding their own emotions and the emotions of the enemy in order to remain resilient as a force when faced with uncertainty.

EI is recognized as a set of competencies that are used by individuals to assess one's own emotions, as well as the emotions of others (Salovey & Mayer, 1990) in any given situation. Such that, the outcome of that situation is derived in a strategic, holistic, and optimal manner. EI is associated with myriad individual and organizational performance outcomes: transformational leadership, strategic decision making, adaptability, effective communication, conflict resolution, improved stress management and coping skills, employee job satisfaction and job performance, improved team dynamics, leader-member exchange, and customer loyalty. Essentially, EI is positively associated with a multitude of performance outcomes, which fundamentally help establish organizational resilience.

Change is still one of the greatest challenges organizations face in today's global and dynamic market. Often times, the global market can feel like a battlefield as you face uncertainty and adapt to the changing environment. Establishing organizational resilience is critical to maintaining the competitive advantage. Regardless of your company's mission, the deliberate and decisive integration of EI at every level of the organization's structure and design will help grow that warrior spirit among employees and fundamentally establish organizational resilience.

Ultimately, establishing organizational resilience begins with hiring and developing a resilient workforce. Due to today's dynamic market, organizations spend a great deal of time screening, testing, and evaluating prospective job applicants and promotion candidates to determine if they are the best fit for the organization, relying on both traditional and non-traditional evaluation methods to make selection decisions. Yet, often times, traditional measurements of selection are not adequate to assess the vast array of competencies required for selecting qualified applicants to certain specialized positions requiring a high level of EI. It takes more than just understanding what EI is, to evaluate the necessary competencies that correlate with both individual performance outcomes and organizational effectiveness. Therefore, the first step towards hiring and retaining an emotionally intelligent workforce and establishing organizational resilience is the integration of an EI training program for organizational leaders, human resource personnel, and recruitment panels.

Embrace the Spartan philosophy that has endured the test of time. Encourage your workforce to develop EI competencies that can help fundamentally establish organizational resilience. The deliberate and decisive integration of EI training at every level of your organizational structure can prove beneficial as a means of assessing performance potential for EI related performance outcomes, increasing the chances of making good hiring and succession management decisions, and improving the efficiency of resource allocation-ultimately establishing organizational resilience.