

AMERICAN MEN HAVE IT ROUGH

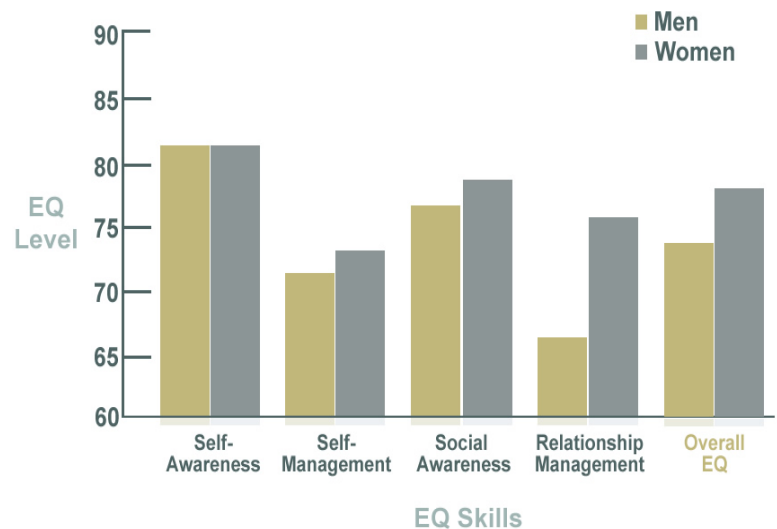
By Nick Tasler & Lac D. Su

A couple of years ago, TalentSmart® researchers unearthed a shocking discovery that found its way into the pages of *Fortune* and *Forbes*—Chinese executives outscore Americans in emotional intelligence (EQ) by a healthy margin. Heralded as “China’s Secret Weapon,” the finding cast new light on a Chinese workforce that has long been the world’s poster child for low-cost, unskilled labor. Today, the Chinese also have the upper hand in the skill set that’s responsible for 58% of white-collar job performance. This burning light of discovery is casting a dark shadow upon the future of American competitive advantage, or what remains of it, in an increasingly global economy.



Back on the Home Front

The Chinese aren’t the only ones outpacing American businessmen in emotional intelligence. American businesswomen also do it. TalentSmart® research has repeatedly found that women outscore men in overall EQ, self-management, social awareness, and relationship management, which begs an important question: What is the deal guys?

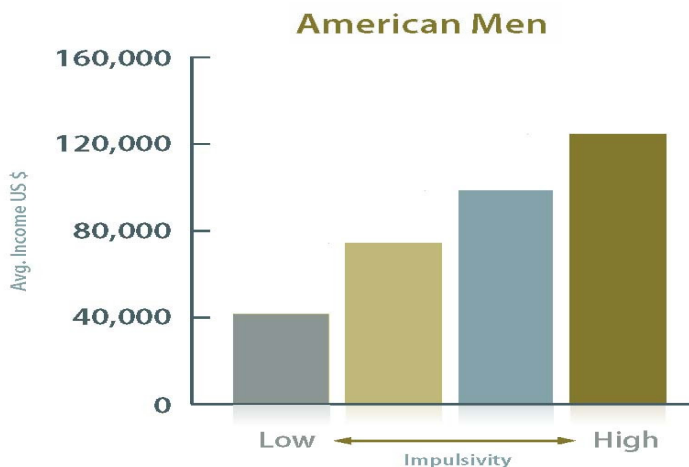


To understand why American men have fallen so far behind in emotional intelligence, fast forward two years to TalentSmart®’s recent studies of impulsive decision making. Impulsive people tend to make quick decisions without paying much attention to the consequences. In terms of emotional intelligence—or lack thereof

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—impulsivity translates to decisions that ignore reason, and which are based upon the particular emotion that strikes us in the moment.

Not surprisingly, given our findings on EQ, we discovered that American men are more impulsive than American women and Chinese citizens of either gender. But we also found that more impulsive American men generally have higher incomes than less impulsive American men. This link between impulsivity and income does not hold true for American women, nor for citizens of other countries.



American men face competing incentives. On the one hand, high impulsivity can lead them to higher individual incomes. In this era of global capitalist expansion, gunslinging antics are boosting the bank accounts of many modern day cowboys. On the other hand, EQ is

essential for success in the interpersonal side of business. So, when the gun smoke clears, counting the costs of unbridled impulsivity to the company in terms of high turnover, low morale, and poor long-term financial fitness is enough to leave the bean counters shaking in their boots.

The Best of Both Worlds

Doc Holliday and Billy the Kid weren't known for their teamwork skills or for their commitment to providing shareholder value. The fact is the world of modern business will not be conquered in the same way the West was won. The rest of the world is already aware of this, and it's starting to show.

But there doesn't need to be a high noon showdown between impulsivity and emotional intelligence. Actually, high EQ can complement quick thinking skills and the ability to act decisively. Developing the ability to manage your emotions and read the emotions of other people is important to fine-tuning your impulses. EQ is more about better understanding your impulses than it is about pulling the reins on them. Becoming more aware of the emotions in you, and surrounding you, opens up more doors of opportunity than it closes—especially for the



whitepaper

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recovering gunslinger.

Striking a Balance

The key to fostering good decisions on your teams and in your organizations is to leverage both kinds of decision makers regardless of gender. Today's organizations require a crucial balance between the more impulsive damn-the-consequences style that we call "potential seekers" and the less impulsive maybe-we-should-think-this-through style we refer to as "risk managers." Balancing these two styles is vital to fostering innovation and creating long term success.

First, you have to know which style you and the members of your team are before you can do any balancing. To identify these fundamental styles in people you need a reliable assessment tool that removes any subconscious biases that may exist in your perceptions.

The Impulse Factor Test

The *Impulse Factor™ Test* is an online assessment that reveals whether you have a Potential Seeking or a Risk Managing tendency. Your scores are based on the two

fundamental distinctions that define each of our decision making styles: 1) how hastily you make decisions, and 2) how prone you are to taking risks. Since neither potential seeking nor risk managing is better than the other, the *Impulse Factor™ Test* also scores test takers on how effectively they make decisions.

To support follow-on learning and development, the feedback report includes e-learning featuring clips of Hollywood movies, television, and historical events plus a complete online Goal-Tracking System™ to ensure lasting improvement.



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The best-selling *Emotional Intelligence Appraisal™* measures EQ in all four components from the #1 benchmark model in just 7 minutes. Easy to use and understand.



DISC is the #1 personality profile, with millions of people relying on it to discover their strengths.



Measures a leader's skill in the 22 Core and Adaptive leadership competencies most critical for job performance. Leaders rate themselves and receive ratings from their peers, supervisor(s), subordinates and others (such as customers).



Coauthored by Ken Blanchard, the test measures the core leadership behaviors that earn the commitment and support of your people. Rigorous research with thousands of leaders supports the assessment.

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