THE RELATIONSHIP BETWEEN AGE, GENDER AND EMOTIONAL

AND SOCIAL INTELLIGENCE IN PARTNERSHIP BUILDING

HAMK
HÄMEEN AMMATTIKORKEAKOULU
HÄME UNIVERSITY OF APPLIED SCIENCES

Master's Thesis

Visamäki Campus

Master of Business Management and Entrepreneurship

Autumn 2019

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TIIVISTELMÄ

Kumppanuuksista on tullut kannattava mekanismi yritysten ja voittoa tavoittelemattomien organisaatioiden työkaluksi kestävien tulosten aikaansaamiseksi. Kumppanuuksien avulla voidaan taklata monimutkaisia yhteiskuntamme ongelmakohtia tehokkaammin kuin organisaatiot yksin omilla tahoillaan. Olennaisimmat ainesosat kestävämmän tulevaisuuden rakentamiseksi kumppanuuksien avulla voi hyvinkin piillä neurotieteissä, kuitenkin kaikkien tavoitettavissa. Tämän tutkimuksen fokus on ollut löytää sosiaalisen älykkyyden sekä tunneälyn yhteys, kumppanuuksien rakentamiseen, sekä kuinka ikä ja sukupuoli vaikuttavat kumppanuuksien rakentamiseen.

Triangulaatiomenetelmää käyttäen tutkimuskohteena oli 55 suomalaista kumppanuuksien kanssa työskentelevää asiantuntijaa, joista 43 oli naista ja 12 miestä. He vastasivat Six Seconds organisaation rakentamaan tunneäly verkkokyselyyn (SEI), jolla mitattiin osallistujien tunneälytaitojen taso. Väestöotantaa haasteltiin kumppanuuksien sekä tunneäly statistiikan yhdistämiseksi, Pearsonin khii toiseen riippumattomuus testin soveltamiseksi tunneälytaitojen, kumppanuuksien rakentamisen, sukupuolen sekä iän testaamiseksi. Kumppanuusasiantuntijat, jotka omasivat keskinkertaiset tunneälytaidot, rakensivat 86% onnistuneista kumppanuuksista, väestöotannan korkeimmat tunneälytaidot omaavien onnistuneiden kumppanuuksien määrät olivat yllättäen pienemmät 76% ja henkilöt, joilla alhaiset tunneäly taidot 4%. Ikä vaikutti merkittävästi kumppanuuksien rakentamiseen osoittaen nuorimman ikähaarukkaan kuuluvien henkilöiden 21-39 ikävuotta aktiivisimmiksi kumppanuuksien rakentajiksi. Naiset rakensivat myös enemmän kumppanuuksia kuin miehet.

Avainsanat Kumppanuus, sosiaalinen älykkyys, tunneäly, luottamus

Sivut 50 sivua, joista liitteitä 16 sivua

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ABSTRACT

Partnerships have become a mechanism promoted, that businesses and nongovernmental organizations (NGOs) should more often adopt in order to achieve more sustainable goals by working together. Partnerships can address complex social problems that no sector alone can address effectively. The key ingredients for a more sustainable future through partnership building may very well be rooted in the complex layers of neuroscience, nevertheless within the reach of everyone. The research at hand focuses on defining the relationship between social and emotional intelligence (EI), as well as, how age and gender affect partnership building.

A triangulation method research was implemented on 55 Finnish partnership professionals, of which 43 were female and 12 males, using Six Seconds emotional intelligence assessment (SEI) online survey to measure the emotional intelligence skills of partnership professionals. The sample population was interviewed to link the partnership building statistics and EI statistics for implementing a Pearson´s chi-squared test of independence for the dimensions of EI skills, partnership building statistics, gender and age. People with an average level of emotional intelligence were the most likely to build successful partnerships 86%. The sample populations with the highest level of EI skills surprisingly had a lower percentage 76% and people with low EI only 4%. Age was found to be a significant factor in partnerships building presenting the youngest population group between the ages of 21-39 as the most active in building successful partnerships. The study also found that women built more partnerships than men.

Keywords Partnership, Social Intelligence, Emotional Intelligence, Trust

Pages 50 pages including appendices 16 pages

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1 INTRODUCTION

The theoretical background and phenomena associated with partnerships and emotional intelligence (EI) can be defined as the United Nations (2018) five key concepts for partnerships. Through these theories the research has tackled the prevailing phenomena and studied the relationship between EI and partnerships. To date, no other such research has been located that has combined these two fields of studies. Individually the two fields, that of partnerships is a relatively older field of study compared to emotional intelligence.

Partnerships have been recorded already in 330 to 1453 CE in the Roman and Byzantine laws. The area known better today as Italy, Greece, the Balkans, Levant and North Africa, formerly the Byzantine Empire, was the longest medieval power in rule. Having introduced laws, religion, art and architecture which can still be recognised by the modern people of today the Byzantine Empire was the first to record the use of partnerships as they are known today. Situated in a natural harbour trading became the epicentre for merchant vessels for trading goods between Europeans and Asians. These trading activities and advanced operations recorded the first laws initiating partnership transactions amongst the Byzantine merchants. These elementary transactions would entail vessels that would not only carry their own cargo but the goods of members of the same league aiming for saved expense and time resulting in shared advantages. (Cartwright, 2018; Laiou, 2002 p.1115-1116).

Thus, conducting research in the transformational age of artificial intelligence (AI) emotional intelligence has commenced to play a broader role in understanding human interactions in business transactions and encountering other humans. AI is narrowing the gap of machine learning and the use of robotics where many human tasks have been overtaken my machines, nevertheless the biggest challenge is yet to be conquered, that is the lack of EI in AI. Machines are deficient in empathy and as researchers and scientist are tackling the issue, there remain various parts of the human brain that are not yet broadly enough understood to implement these human functions into robots and computers. (Boyatzis, 2017). Recognising that the disruption of AI is merely at its beginning Mantas (2018) has predicted that the range of jobs it will be affecting in the future are jobs that, not very long ago, could not be conducted without implementing human participation.

The skills AI still has trouble replicating are those interaction skills packed with empathy: motivating and understanding. Smart machines are capable of diagnosing diseases and even choosing the most effective treatment; however, a human is needed to discuss a patient´s life situation and determine the most optimal plan of treatment to suit the patient's current situation in life. Furthermore, an actual person is not needed to solve business problems, but one is needed for leadership with capabilities to sidestep unnecessary company internal hotspots and can recognise suitable individuals for the right tasks. (Goleman, 1995, p.117-120; see also Sinervo, 2019).

The endless possibilities of improvements AI can bring forth from medical diagnoses to language processing is inevitable. Nevertheless, it does not exclude the fact that opposition to change must be overcome to enable the full potential of the changes arising in all sectors. One of the two Finnish EI coaching organisations, Adeptus Partner's Pekka Sinervo, sees EI as the most beneficial set of tools of the future where people are exposed to higher levels of stress and more demanding work tasks, as AI will inevitably take over all monotonous and easy work tasks. New skills therefore need to be developed in order to differentiate ourselves in the changes happening in the markets and workforces everywhere. (Sinervo, 2019.)

Consequently, partnerships which merely are human encounters, have the potential to benefit all parties involved by initiating the understanding of scientific research on these human encounters. Partnerships have the potential to fulfil the Sustainable Development Goals set by the UN where the 17th SDG calls for revitalising global partnerships in the name of sustainable development through multi-stakeholder partnerships in order to share and mobilise resources of a financial status, knowledge, technology and expertise. Partnerships can serve the private sector, NGOs and foundations implementing high-impact projects to achieve a more sustainable future. (United Nations, 2019).

Partnerships are also seen as a sustainable way of operating where information can be shared amongst organisations and where bigger obstacles can be concurred with broader entities aiming for a mutual goal. result in even deeper and more beneficial partnerships where partnerships are not only viewed as mechanic transactions between organisations and businesses, but human interaction enabling gaining from studies conducted by neuroscientist. EI and social intelligence (SI) have been studied since the 1990s, nevertheless more information is prevailing steadily enabling the use of these findings in the corporate world. (Saarikivi, 2019, p.30-35; see also Freedman, 2019).

It has been found that AI and machine learning will quickly surpass our abilities on many capabilities shifting the skillset required for any worker wishing to stay in their current careers as they will be transformed by artificial intelligence. Automated systems in data gathering and analysis

have already been machine jobs for some time, however the potential of AI goes further due to people being biased in many cases as well as limited in their capabilities compared to AI. As new generations take over different occupations trust will be a dissolving barrier as machines and AI are often preferred to biased humans, also dispersing any disagreements of the results. (McDuff & Kapoor, 2019).

Skills such as empathy, persuasion and social understanding will be the differentiators as AI conquers the market and workplaces. A shift in the mindset of leaders is inevitable as these human-oriented skills, so far overlooked as second priority in terms of training and understanding, will be the tools of the future. AI and machine learning resistance should be taken over by enabling interaction, motivation, and assessing colleagues and recognising individual´s emotional intelligence skills. As the potential to cut costs as well as better outcomes using AI is evident in accordance with McDuff's et. al. (2019) findings. Hence, the mental models of leaders in places of employment need shifting to enable the right strengths and weaknesses to be improved.

Organisations not ready to face the transformation that AI is leading into the workplaces will cause many to fall off the wagon. For AI projects to drive impact at scale we need to change our views on almost everything we are used to in our lives today. EI has been a hard skill to teach, according to McDuff et. al. (2019) and one that has been impossible to program into technology, thus scientist are narrowing the gap by the minute. Simultaneously with the progress happening in the AI field, advancement in EI have been significant. The tools being used in neuroscience such as functional magnetic resonance imaging have enabled (fMRI) researchers to visualise brain functions like never before. (McDuff et. al. 2019 & Boyatzis, 2014).

Hence, understanding that we are all biological beings and that psychological factors inevitably affect and steer our actions it is relevant to study and understand what makes a partnership successful (Goleman. 2007, p.28 & McQuaid, 2000, p.7). This research has been aimed at partnerships furthermore partnerships have been studied through social psychology and emotional and social intelligence utilising partnership frameworks for deeper understanding. The goal of this thesis has been to present emotional intelligence professionals, partnership professionals, human resources (HR), corporate social responsibility (CSR) and leaders with the results of enhancing the sustainable utilisation of EI and SI.

Advancing the understanding of EI is a sustainable approach by which effectivity can be increased in various lines of business. Partnership professionals and whomever chooses to, may benefit from these research results. Whether it be to enhance partnership strategies by focusing on emotional intelligence or social intelligence or for understanding the effects of EI to support CSR measures or for finding the right people for the right projects to enable maximum impact (Goleman, 1995). The global

economy is being forced to work towards a more sustainable future through and through and by using partnerships this can be done. (United Nations, 2018).

The research background organisation Six Seconds is a non-profit organisation that was founded in 1997 committed to making a difference and dedicating time to creating and encouraging positive change through support and training people on EI. The organisation believes in the affects of emotional intelligence and therefore implements scientific research on its own and supports and shares findings globally, by means of implementing data and transformational tools to gather data. Six Seconds is represented in twenty-five countries with members spread over one hundred and sixty-seven countries world-wide (Six Seconds, 2018a).

The study has been conducted as a triangulation research or mixed methods analysis by implementing an online survey to measure the emotional intelligence skill set of Finnish partnership professionals. The population sample has also been interviewed to tie together the partnership data. The online emotional intelligence assessment (SEI) survey gathered data on the EI skills of the sample population, which was compared to the interview responses on partnership building statistics. The SEI is a tool designed by Six Seconds, for the purpose of measuring EI for training and education purposes. The results were analysed concurrently with how many successful and unsuccessful partnerships each respondent has been capable of building within the past three years, thus forming an understanding of how EI affects partnerships building (Appendix 5). With a broader set of data at hand age and gender where also used as measures that correlated to partnership building numbers.

The reason the research topic drew attention was due to the fact that no other studies were found tying EI and SI to partnerships. The research however has uncovered a very clear link between the two, so far separately viewed frameworks, of which NGOs, corporations and any organisations working with partnerships can advance their operations by.

1.1   Motivation and Background

Since 1945 the United Nations has aimed towards broad collaboration across various sectors by partnering with a wide spectrum of organisations (United Nations, 2018). Culminating from the resent economic and political climate the need for collaboration has only spread, considering major cutbacks from development funding (Jokiniemi, 2017). The United Nations Agenda 2030 of Sustainable Development has set a target for partnerships. Multi sector initiatives have been called to work closely together in order to fulfil broad goals of sustainable development in the

coming 15 years. As stated in the Sustainable Development goals for 2030 (seen in figure 1.) "We are determined to mobilize the means required to implement this Agenda through a revitalized global partnership for sustainable development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people. The interlinkages and integrated nature of the Sustainable Development Goals are of crucial importance in ensuring that the purpose of the new agenda is realised. If we realise our ambitions across the full extent of the agenda, the lives of all will be profoundly improved and our world will be transformed for the better."

Figure 1. The Sustainable Development Goals 2030 (United Nations, 2019).

Hence, the world is populated by biological beings that are equipped with the most powerful social skills and receptor glands that affect all their actions. We are constantly mirroring the human interactions around us and thriving for social connectedness (Goleman 2007, p.29.) The prospect of combining these interesting phenomena and studying their effects related to one another is exciting and advantageous on multiple levels. Emotional and social intelligence in correlation to partnership building, may have far-reaching potential. (Freedman, 2019). The collateral benefits of different parties coming together for instance NGOs and businesses enabling social skills and competencies to develop and sustain mutual goals is expedient (Padfield, 2018).

It has been proven that leaders who are socially intelligent are more effective. Imagine if we can implement this into partnership building? How impactful could these partnerships be that are built keeping in mind the emotional and social intelligence of the people coming together in means

of a partnership? As Padfield (2018) states leaders are known to set tones for their organisations and teams they lead. Being socially aware and in tune with the present time and surrounding people, can bring out the best in people. Empathy being one key factor in emotional and social intelligence and the missing piece in AI. Being able to step into the shoes of another person and understanding their feelings, enables leaders to best serve all parties involved. It has been said that those who lead in a socially intelligent way, become engaged and are healthier and happier, presenting undoubtedly sustainable results. (Padfield 2018 & see also Saarikivi 2019).

1.2   Research Objectives and Hypotheses

The key objective of this thesis is to explore what are the emotional and social intelligence factors that affect successful partnership building. As one of the motivators Agenda 2030 goals set by the United Nations for enhancing partnerships for a more sustainable future is but one key objective. The rest lie in the potential of acknowledging and understanding the potential and power of emotional, - and social intelligence for a more content work life balance. (Freedman 2018).

Trough studying the results of a survey aimed at partnership professionals and exploring the emotional and social intelligence factors involved, will give us a better and broader understanding of the challenges building partnerships face. How valuable are emotional and social intelligence skills and competencies when collaborating for a mutual benefit. Therefore, the research has aimed to identify if emotional and social intelligence skills and traits can be benefited from in regard to building a successful partnership. As Howard (2014) suggests partnerships must get leaders on board and avoid potential pitfalls before project realisation. How can EI and SI affect input, outcome and impact measured in a partnership? (Howard, 2014).

A narrative literature review was conducted in order to explore the theory of partnership building and to understand what a successful partnership is. Secondly, a literature review was conducted to understand social and emotional intelligence using extant literature after which an online survey was conducted to measure the emotional intelligence skills of respondents working with partnership building, including an interview with the respondents to recognise how successful they have been in building partnerships with the emotional intelligence skills they have. Combining the two theories of partnership building and emotional intelligence to identify if emotional intelligence affects partnership building. The results have been critically analysed.

The research has been built around the following hypothesis:

1. "People with high emotional intelligence are capable of building more successful partnerships."

2. "People with high emotional intelligence are not capable of building more successful partnerships."

3. "Age affects the amount of partnerships built."

4. "Age does not affect the amount of partnerships built."

5. "Gender affects the amount of partnerships built."

6. "Gender does not affect the amount of partnerships built."

The hypotheses have been analysed and researched in full to find the facts that link them together and form a broader response to the main objective. How can emotional and social intelligence enhance partnerships and do age and gender play a role in building successful partnerships?

According to the umbrella organization for Finnish NGOs Kepa ry's publication, Finland alone has approximately 250 000 companies, which employ almost 1.5 million people. Company co-operation could be unitized significantly more effectively by NGO's especially by helping businesses find their own responsibilities. (Mäkinen & Hakkarainen, 2010.) Private and public sector partnerships as per Martikainen (2018) of the Finnish Ministry of Economic Affairs and Employment states that Public-private partnerships create the opportunity to combine the competencies of multiple actors and generate new solutions and services. New practices to support partnerships include the generation of contests by the public sector that should initiate external resources to participate in generating solutions to arising problematic issues (Martikainen, 2018).

For the hypothesis to be tested the research demands for the understanding of a successful partnership as well as what emotional intelligence concerns. The hypothesis thus relates to the concept and understanding of a successful partnership as well as the understanding of what current research has found to be emotional intelligence. Two sets of data have been gathered one by an online survey to answer to the population´s emotional intelligence skills and the other through interview gathering data on the capabilities of partnership building. These two sets of data on EI of people working with partnership building will be studied and compared regarding the hypotheses. The survey will outline the emotional intelligence characteristics. It is relevant to study these skills

and competencies in order to understand the full operating mechanisms of a successful partnership, considering that partnership research has not touched upon the relevance of EI. (Goleman, 1995, p.25).

The data opens the possibilities of utilising the findings of the study in future or existing partnerships also creating relevance for CSR, HR as well as leadership and teamwork wherever there are people working together for a mutual benefit. Organisations are more easily equipped with choosing the best suited employees to work in partnerships or to employ people with the suited skill set and competencies as well as educating staff on the impacts of social intelligence skills to benefit a partnership. The theories of successful partnerships and concepts of social and emotional intelligence have been studied and reflected upon throughout the research. The findings open a broad variety of possibilities for operating successfully in partnerships. Looking at Agenda 2030 Sustainable Development Goals and even aspects of CSR, recruiting and social business could be enhanced. The new trends amongst Generation C "connected consumers" and the era of digitisation ongoing bring a vast amount of opportunities for partnerships. (Holmes, 2016).

The aim of this thesis is therefor, to present partnership professionals and EI organisations such as Six Seconds with options of bettering partnership building through utilising our findings on emotional intelligence. Emotional intelligence is the ability to identify, assess and manage the emotions of oneself and of others. Individuals with high emotional intelligence skills and competencies outperform those who simply have high IQ. Improvements in EI areas can have a positive impact on team dynamics, results, and effective leadership (Padfield, 2018.) Resent findings on the neuroplasticity of the human brain also underline that people are all capable of learning, adapting and moulding their own understanding and skills throughout their lifetime as one's brain is capable of continuously learning, improving and healing. (Seladi-Schulman, 2019).

2   PARTNERSHIPS

Partnerships have been specified by the United Nations as self-imposed arrangements and agreements in collaborating with one or more parties. The aim of which is to achieve a common goal benefiting all parties through tackling specific tasks, sharing the risks and responsibilities and distributing resources (2018). An organization's external relationships with formal or informal structures that are designed to achieve specific outcomes Kingsley and Waschak (2007, p.1) of the United Nations also claim that four distinct ways of conceptualising partnerships can be found. There is entity-based conceptualisation in which partnerships are comprised of

memberships, boundaries, and consist of formal and informal organizing structures designed to achieve specific functions. Partnerships may be built up over time to enhance levels of trust and cooperation using process-based conceptualisation. Hence, they may be agreement-based with predetermined goals aimed at improving a set of targets. A partnership may also be a venue or opportunity set for interaction. In all these differing partnerships people are the core actors onto which the partnerships are built upon. (United Nations, 2015c, p.1).

Partnerships are based on mutual trust and honesty and are set around common goals. Attention should be paid on setting common objectives in the planning of a partnership. Partnership relations should be set to be equal for both parties and the closer the wanted relationship, the greater the need for organizational functions and strategies to be set to fit together. A partnership is a result of a dialogue over time as this is how trust gradually increases (Tranel & Gasen, 2003, p.8-19).

If thought through the perspective of economic development as Sellgren (1990) defined partnerships as a strategy of funding from more than one organization. McQuaid´s findings as per Bennett and Krebs (1994) have stressed the joint objectives of the bodies and defines partnerships as cooperation between actors where they agree to work together towards a specified economic development objective. It is necessary to draw key distinctions between generalised policy communities that develop a broad local vision for the area or local economy and the specific partnerships that are necessary to support individual projects (McQaid 2000, p.8.)

Improving the economy or quality of life through a mutual agreement is how McQuaid (2000, p.3) has studied how Harding (1990, p.110) defines partnerships. They specify the partnership term to cover a vast range of relations functioning in varied ways. Bailey and (1994, p.293) Harding (1990, p.110) both have noted that private-public partnerships are merely an assortment of varied interests combined in order to regenerate a mutual goal (McQuaid, 2000).
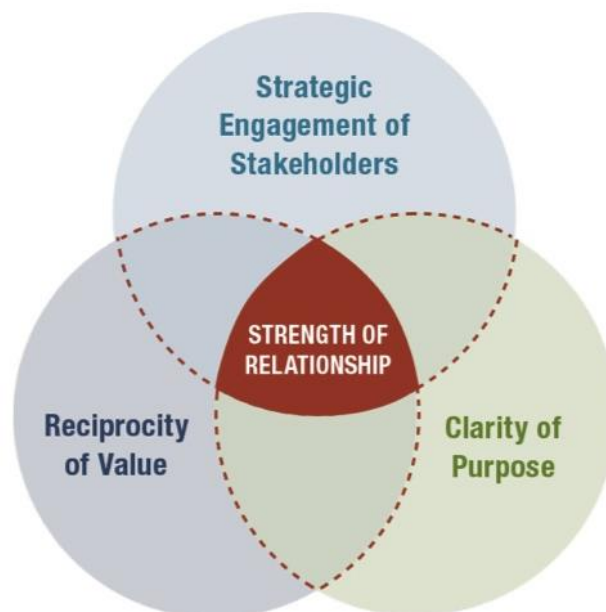
Figure 2. Partnership framework (National Network, 2014.)

Different types of partnerships, as in figure 2, can be appropriate in different circumstances, and a key strategic issue is to identify and choose an appropriate type, as proposed by McQuaid (2000, p.8). The main aspects of a partnership can be defined as what its goals, the partnerships intensions are and whether the partnership is of strategic nature or one that is project driven. The structure of the people involved in the partnership, the stages of the partnership, time wise, in relation to how the relationships within the partnership change over time, as the activities of the people involved are key aspects. McQuaid carries on specifying the space as to where the partnership is carried out and lastly how the specified tasks of the partnership are to be put into action. (2000, p.6). The mobilisation of a coalition of interests drawn from more than one sector in order to prepare and oversee an agreed strategy for regeneration of a defined area (Bailey 1994, p.293.)

Hutchinson and Campbell (1998, p.9) suggest that the types of partnerships are defined by a mutual agreement amongst the partners stating the relationship between the participants. Partnerships at their best can compile various interests from different sectors with joint goals and an approach to accomplish them. Risks are of course shared, but the collective assets gained, and the synergy can outweigh the risks. The reasoning for choice should be done when partnering in order to ensure the best outcome for both partners (McQuaid, 2009.)

The most common partnership as, stated by the Selecting a Business Partnership Type website, (2019) compile of general partnerships (GP) that are a cooperative between a minimum of two people that together own a business for generating profit. Equality amongst all parties is key with giving equal voices in managing the partnership and equal mandates to

represent the partnership. Equality should also be considered if the partnership is driven into dept or illegalities during the partnership and the business operations it entails.

Limited partnerships (LP) are too built between two or more people, of which one or more are general partners and one or more limited partners. A limited partner does not have a say in the management of the limited partnership, that is left to the general partners. The liability of the limited partners is too limited to the capital contributed to the partnership. It should be taken into account that a LP is not equally beneficial for all parties involved. The general partner thus, will not obtain equal liability protection as the limited partners leaving the responsibility of dept solely to the general partners involved. However, the profits are distributed equally amongst all parties involved hence, limited partnerships are beneficial for individuals looking to invest into a business without having to hold personal liability for the obligations of the business the partnership conducts. These limited partners can be referred to as silent partners due to the lack of input in the management of the business. Therefore, a limited partners sole obligation is to invest into the partnership.

Limited liability partnership (LLP) have more in common with limited liability companies than they do other types of business partnerships as they receive identical beneficial taxation as a general partnership would and can be protected from debt and liabilities. Also, all LLP partners are shielded from any actions of other partners involved, it can therefore be said that it can be looked as a partnership and corporation combination. Therefore, an LLP is liable for business obligations. (Selecting a Business Partnership Type, 2019).

Gilbert, Reid and Stibbe (2018) specify partnerships dividing them into three types as per the Partnering Initiative published by the United Nations Department of Economic and Social Affairs (UN DESA). The first category emphasising exchange where for example an NGO and a university research team exchange research data for funding. Exchange can be broadened across other aspects of benefit from knowledge to services or on another's skills for mutual benefit. Integrating and combining know-how across different sectors brings us to the second type of partnership recognised. The aim is to tackle something that neither organization believes is doable alone. Partnership structure call for extensive planning, considerations towards processes and cultural sensitivity and mutual trust building, as can be seen in figure 3.

Figure 3. An example of a Partnership Implementation Plan (The Partnership for Water Sustainability in BC, 2015.)

A psychological alternative that trust is a feeling of confidence and security is much more plausible than behavioural or philosophical views. It thus, leaves the nature of the feeling unspecified. Thagard (2019) views trust as a process of the human brain that binds one´s representations of one´s self, others, a certain situation, and emotions into neural firings he calls "semantic pointers". Emotions such as trust and love are processes of the human brain or neural patterns that combine representations of a certain situation. The situation therefore involves an emotion, assessing the relevance of the situation and evaluating it. The goals of the situation and the perceptions of physiological changes, and even possibly images regarding one`s self, having the emotion at hand.

Trust can be earned through experiences, memories and concepts thus, further adhesive requirements are needed to incorporate representations of emotions and situations as trust is never absolute. Therefore, trust is restricted to set situations. A situation where for example, one can trust for the other to pick up a takeaway meal on their way home from work but does not trust the same person to perform intricate eye surgery. The representation of the situation in question, such as picking up a takeaway meal, can again be a combination of verbal, sensory, and motor portrayals. (Goleman, 1996 see also Thagard, 2019).

Lastly, trust can be said to have an elaborate emotional dimension, in accordance with the semantic pointer theory of emotions, where emotion binds a cognitive appraisal. Hence, one can trust for the other to accomplish a required goal, with the neural representation of one's physiological state, usually described as an inner "gut feeling." One can doubt the other and this can be displayed as a nervous stomach or a premonition for example. Consequently, to trust another person, one must need to feel good about them first. (Thagard, 2019).
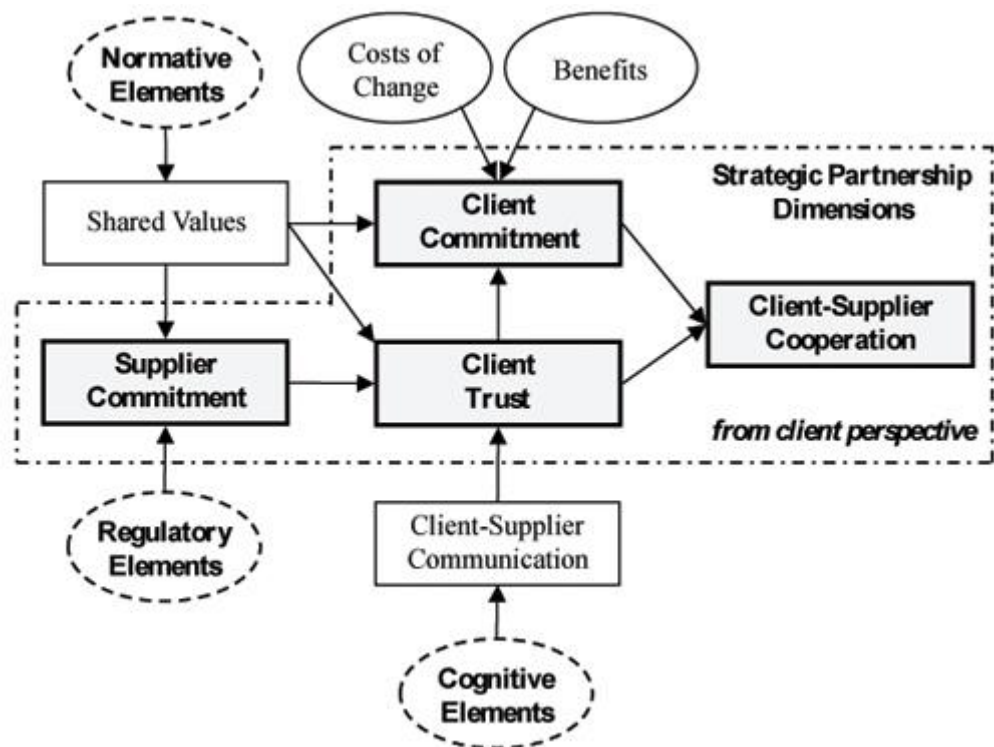

Figure 4. A Model of the Institutional Elements of a Strategic Partnership (Kelb, 2013.)

In partnership building trust can be perceived as a multi-faceted component as the level of trust is related to the level of perceived risk. (See figure 4.) Again, a greater amount of trust is needed when the stakes are higher, and more risk is involved. The characteristics of all parties involved in a partnership are important for trust to be able to exist. Stakeholders of a partnership who are respectful and trusting, through honesty, fairness, and encouragement, enable the decrease of stress factors and increase work performance within the partnership. Thus, trust has proved to increase transparency, honesty, and openness related to information as well as affirming mistakes for the sake of keeping organisations feasible. (Knight, Bush, Mase, Riddell, Liu & Holsinger, 2005).

When a partnership is aiming to transform Gilbert et.al (2018, p.8) has found that negotiations hold the key to success as partners find the most

suitable means for taking action and progress, with all stakeholder's interests at hand. Depending on the type of partnership, the value it creates varies. Gilbert et. al (2018, p.11) have found that organisational recourses are more easily distributed when there is an understanding of the value a partnership can bring and how it is linked to the strategy of the partnership.

Relevance should also be examined through assessing how much a partnership will bring about added value and what are the costs of keeping a partnership up and running. Transaction costs, project implementation costs, increased staff input through project implementation, negotiations as well as managing the partnership must all be assessed beforehand. The additional costs can be looked at as hard or non-tangible costs. (Gilbert et. al. 2018).

As Gilbert et.al (2018) point out each partnership is unique even though a framework for success has been identified, however open dialogue is needed leaving room for managing expectations of all parties involved and managing them with flexibility. Partnership frameworks have not identified emotional intelligence or the affects of social intelligence in the partnership correspondence amongst stakeholders. Trust and the importance of negotiations in partnership building therefore are evident hence the psychological factors behind trust building and negotiating are nevertheless intertwined.

Albani and Henderson (2014) have explored creating partnerships for generating sustainability in their article and underline the key elements. Businesses are demanded to do more than ever before and as the UN is pushing forwards with the SDGs social and environmental problems need attention and solving. Organisations are acting according to Albani et. al. (2014) in challenging sustainability through improving operations and financial performance. The first step of a partnership is thus to clearly identify the reasons of collaborating. If partners are not able to pinpoint their exact motivations for partnering it may well be a sign that the mission in question is ill defined. All collaboration must be sensible for all parties involved. Small problems might grow into big problems and even insurmountable as the reward for solving a small issue does not excite people or justify the effort it involves.

Albani et. al. (2014) also suggests for the partnership to stay in the limelight for publicity and PR are efficient ways to keep the partnership going forward. A guardian of the partnership may also be beneficial as some organisations are simply willing to invest more time, efforts or finances, to make the partnership a success. It has been found that there lies a benefit to join a partnership when it is up and running and the risks of joining dissolve as there are ready results to be seen, however it must be remembered that without anyone taking the first risky steps, no partnership would ever take off. Simple and credible goals drive partnerships forward as different agendas complicate and slow down

progress. Facilitators are often nominated in order to eliminate the own incentives, biases of different organisational cultures of the different parties coming together.

Conflicts can be simply prevented by careful planning and acknowledging that parties coming from completely different cultures and sectors are the most challenging to bring together. After the initial first months of a partnerships are done, and dusted participants should be committed, and dedicated staff dedicated to the partnership. Success should always be embraced and even though it may appear from an unexpected direction it should be built on and initiate further objectives for the partnership. Albani et. al. (2014) also stress that no partnership should be cradled any longer than is necessary. When set objectives are met and new ones do not arise, can the partnership be ended to eliminate keeping something that has already met its goals alive for no reason. A Corporate Perspective on Collaborating for Resilience. (Albani et.al. 2014).

However, unclear goals or costs can become high in terms of man-years and the tasks may not be divided equally amongst participants. Different views of going forward or ethical questions or operations may become the risks of forming a partnership. Organizational problems can also come in the way of a well-functioning partnership. Constantly changing personnel within a partnership or an unequal balance within a partnership may become costly. (Albani et. al. 2014). Morgan (2016) claims that not many organisations are equipped with the means to manage partnerships. Lack in technical know-how of the ability to transfer information from one organisation to another may be costly, therefor the importance of planning is essential.

3   EMOTIONAL INTELLIGENCE

The human brain is build-up of various sections with distinct functions of which some are more clearly understood than others. Processes of the brain also known as neural firings add up of analytical or emotional combinations. The mirror cells of the human brain enabling people to feel empathy and to imaging what another person is feeling has come to our understanding through the studies of neuroscientists in the 1980's who research macaque monkeys and discovered mirror neurons, which activated within the monkeys' brains when they performed an activity and when they watched an activity being performed. This is one key finding together with the fact that due to neuroplasticity we now know that the brain is capable of learning immensely new skills and it capable of healing from injury and trauma. Variances in these capabilities can be seen amongst humans, and different disorders imply that some people may lack in another area more than another, however in a broad sense the human

brain is vastly in charge of our behaviour. (Acharya & Shukla, 2012, p. 118-124; Van Steenlandt, 2019.)

The limbic system has been identified as the part of the brain that is responsible for emotions and behavioural characteristics. As Seladi-Schulman (2019) reports, scientists have yet to discover all the functions of a human brain. Hence, scientists have found mutual agreement concerning the limbic system, an important part of the brain. The hypothalamus controls emotional responses, releasing hormones, body temperature regulation and sexual responses. The hippocampus which serves as memory storage and it enables the understanding of environmental dimension. The amygdala which regulates responses of emotion to the environment especially when dealing with anger or fear. The limbic cortex, which consists of the ciggulate gyrus and parahippocampal gyrus together impacting human judgement, motivation and mood (Seladi-Schulman, 2019).

Functional magnetic resonance imaging (fMRI) has brought an immense understanding of how different part of the brain operate simultaneously and it is helping scientist understand the complexity of the different areas of the brain. Keysers and his team (Valchev, Gazzola & Avenanti 2016) found that both in monkeys and humans the mirror cells of the brain also responds to the sound of actions, suggests that a much wider network of brain areas shows mirroring properties than previously thought. These new areas include the somatosensory cortex which in fact is what makes an observer feel what an observed motion can feel like. Mirror neurons are associated with our complex thought process where a difference can be made between understanding an intention by observing another person's actions and the other for what purpose are those actions being done as opposed to the actual intention. (Boyatzis, 2017 & Keysers et. al. 2016).

The mirror neurons of the brain are thus capable of predicting the future actions of another person besides being involved in emotion and empathy generation. Previous research has found that more empathetic people have stronger responses in their mirror system of hand actions and emotions supporting the idea that mirror neurons are linked to empathy generation. Acharya et. al. (2015, p.118-124) suggest that "functions mediated by mirror neurons depend on the anatomy and physiological properties of the circuit in which these neurons are located."

It has also been found that our emotions have an impact on the brain due to its plasticity. The question however remains that are these two distinctly from the brain or can they be defined as separate mechanisms that influence one another but act separately? As our emotions are affected constantly by all that surrounds us, humans tend to cope with obstacles and hardships that come their way, but people are also capable of enjoying pleasant encounters. Therefore, it can be said that we keep changing and reshaping ourselves through internalising self-awareness and the understanding of our surrounding occurrences. These observations in

themselves prove how adaptable and changing emotions are intelligent, hence the attention in EI is to realise and understand these emotions in one's self. Furthermore, these intelligent emotions do in fact alter the human brain and vice versa ultimately, they are entwined. We can therefore safely say that neuroplasticity and emotions have both a powerful impact on an individual's character. They both adapt, change, heal, and hurt throughout one's lifetime. This also represents hope for anyone suffering a brain injury, mental illness or learning disabilities. (Van Steenladth, 2019.)

An emotion is a conscious mental reaction being that of four basic emotions theorised by the University of Glasgow (Dean, 2014) suggesting that anger, fear, happiness and sadness can be experienced as a strong feeling, often at times directed towards a specific object, generally involving behavioural and physiological changes in the body (Kelly & Kaminskiene, 2016 p.2.) The term emotional intelligence (EI) is a term presented by John Mayer and Peter Salovey for the first time in 1990 and generalised to the broad public by Daniel Goleman in 1995 after publishing a bestseller on EI. (Goleman, 1995).

Mayer, Caruso and Salovey (2008) have revised their original EI model saying that "EI abilities occur along a continuum from those that are at a relatively lower level, in the sense of carrying out fundamental, discrete psychological functions, to those that are more developmentally complex and operate in the service of personal self-management and goals. Crucial among lower level, fundamental skills is the capacity to perceive emotions accurately. Higher level skills include, for example, the capacity to manage emotions properly." (Mayer, Salovey & Caruso, 2008.) The meaning of EI is characterised by Goleman as varying from the understanding and managing of one's own emotions to understanding and recognising the emotions of others. (Goleman, 1996, p.38).

Goleman has studied how managing these emotions can have positive or negative impact on the people around us. Hence, EI applies to the ability to recognise emotions, their meaning and how they affect relationships. It also applies to the ability to manage these emotions (Mayer, Caruso & Salovey 2000, p.267.) Goleman's model is a wide array of competencies often affiliated with leadership performance and skills, which could further be deeply imbedded in partnership building.

- Self-awareness
- Self-management
- Social awareness
- Relationship management

Emotional intelligence can be reflected upon Bar-On's (1997) definition where emotional intelligence is a spectrum of coping skills when dealing with environmental pressure and demands. (Bar-On 2005, p.3-5, see also figure 5.). A spectrum of intrapersonal, - interpersonal skills, adaptability

scales and stress-management scales to a general mood. Goleman (1995a, p.28) uses an old term "character" to define emotional intelligence and he has gone on to differentiate social intelligence (SI) from EI, as being capable of managing, understanding and motivating oneself through one´s own emotions to enable relationship management. Hence, why instead of only emotional intelligence this research emphasised social intelligence in a partnership context rather than solely EI, nevertheless keeping in mind how the two are intertwined. EI must be understood for successful SI as they affect each other.
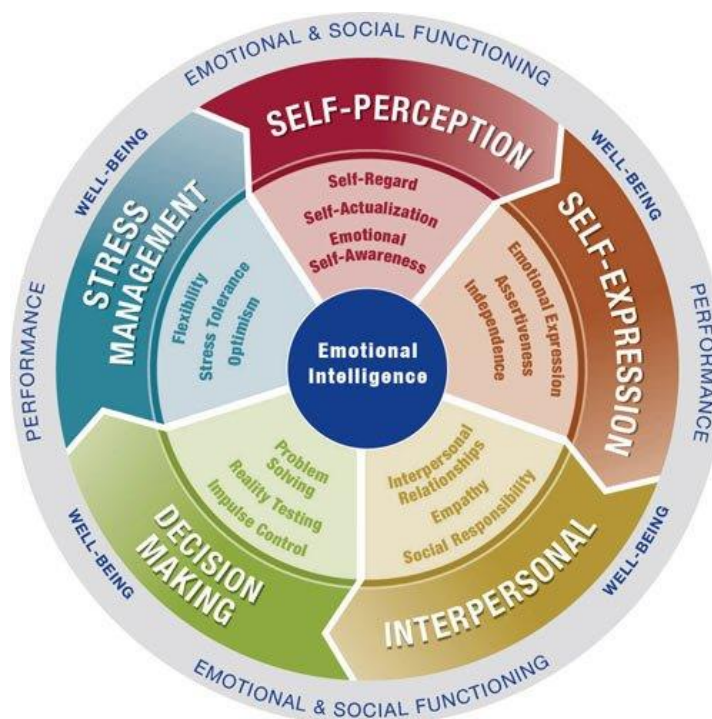

Figure 5. Reuven Bar-On's EQ-i 2.0 model for assessing EI. (Bar-On, 2019).

Howard Gardner proposed seven types of intelligence in 1983 but Edward Thorndike's research dating back to the 1920s was the first to present the concept of EI. Thorndike acknowledged as per Goleman (2007) that a very capable manual worker, for instance, could fail in his career due to poor emotional intelligence. To understand the term in all respects means understanding the "non-cognitive" side of how a sensitive nurse can soothe a distressed child at the doctor's office with only a calm demeanour, for example. Or how an understanding listener can achieve higher sales numbers that his peer who goes forth with a very egoistic sales pitch and has no concern of the person he is selling to.

The skill to manage your own emotions when being a flight attendant for example is crucial not to spread your own worry or anxiety via our sensitive mirror neurons to affects the feelings of aircraft passengers. Or even in a

case where caring for a severely depressed or demented patient one must know where to draw the line with being empathetic, as getting too involved in the negative feelings of a patient could be disastrous. The fine line of understanding how another person feels (empathising) without getting involved in their feelings or living along (sympathising) are skills imbedded in social intelligence. Hence, our emotions are intertwined with the relationships around us, these two are simply not separable (Goleman 2007, p. 83.)

"Ultimately, being emotionally and socially intelligent means to effectively manage personal, social and environmental change by realistically and flexibly coping with the immediate situations, solving problems and making decisions. To achieve this, one must manage emotions so that they work for us and not against us, and we need to be sufficiently optimistic, positive and self-motivated." (Bar-On, 2006.) American Israeli, Reuven Bar-On has been thought of as the first psychologist researcher to introduce emotional intelligence in his doctoral dissertation in 1985. He introduced a quantitative approach to creating a means of measuring EI as IQ has been measured. IQ is the intelligence quotient published by William Stern in 1912 that is broadly in use still today in education, recruitment and even assessing disabilities. Trough IQ scores job performance and income factors have been broadly researched. Bar-On has further developed his framework to answer the question of "Why are others more successful in life?" The framework assesses personality characteristics that relate to life success using five areas intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood to categorise EI. (Bar-On, 2013.)

Goleman (1995) who brought EI into the public eye, again describes EI through the skills of knowing one´s emotions, managing them, motivating oneself, and being able to recognise emotions in others and managing relationships (Goleman, 2005). As Niina Majanen describes in her thesis work "The Most Valued Emotional Intelligence Traits for Managers" (2016) that Sternberg (2000 p.400) divides emotional intelligence into four separate sections. The first as Mayer et. al. (2000) have modelled it where an area of emotional intelligence is described though a few separate abilities of emotion (Sternberg 2000, p.400). Those abilities can therefore be divided into four segments. Initially identifying the most basic skill, the ability to perceive emotions and evaluate their existence (Sternberg 2000, p.400). Furthermore, being able to identify these identified emotions through thought (Sternberg 2000, p.400.) Majanen goes on to (2016) underline Sternberg's (2000, p.402) categorised areas as the understanding and competency of analysing emotions through managing them reflectively. (Sternberg 2000, p.400.)

4   DIFFERENT THEORIES ON EMOTIONAL INTELLIGENCE

Goleman's peer Richard Boyatzis, (2014) author and professor of organisational behaviour, cognitive science and psychology regards to social intelligence and emotional intelligence as a renewing experience where the parasympathetic nervous system is activated through joy and excitement causing the immune system to function more effectively. The current academic practices mainly focus on engaging the analytical, mathematical and structured part of the brain which has been revealed in recent research to suppress the emotional, social and empathetic side of the brain. In affective and good leaders these two nervous systems and earlier on in the research referred to as brain functions have been proved to function so that the leader is capable of navigating from one to the other in merely a few seconds.

Further, research has showed that these skills can be something that can be learned using the right tools. The parasympathetic nervous system resonates with actions of joy and excitement enabling the understanding of more complex concepts, creativity, new ideas and people. Boyatzis is bringing forth new research material proving that these leadership skills of activating the right brain circuitry to enable one to navigate from the write mind settings to another prove hoe EI and SI are key to solving current work place obstacles and challenges and how the changes that AI can be tackled in the future. (Boyatzis, 2014.)

Table 1.   The Ingredients of Social Intelligence (Goleman 2006, p. 84.)

Social Awareness	Social Facility
Primal empathy	Synchrony
Attunement	Self-presentation
Empathic accuracy	Influence
Social cognition	Concern

Emotional intelligence can be subcategorised as social intelligence (SI) even though the term emotional intelligence is more broadly recognised. Social awareness portrays the ability to sense one's feelings instantaneously. The four different categories of social awareness have been defined by Goleman (2006 p.84) as primal empathy which can be explained as the ability to understand another person's non-verbal emotions. Attunement then as the ability to fully listen to another person. Empathic accuracy anon is the ability to comprehend one's feelings, ideas and intentions. Ultimately social cognition then is the skill of understanding the works of the social world around us (Goleman 2006 p.84.) In a partnership setting where people from different organisations come together to achieve a mutual goal SI comes into play but is not valid without any emotional intelligence.

Table 2. Social Intelligence within the Emotional Intelligence Model
(Goleman 2006, p.331.)

Emotional Intelligence	Social Intelligence
Self-awareness	**Social awareness**
	Primal empathy
	Empathic accuracy
	Listening
	Social cognition
Self-management	**Relationship management**
	Synchrony
	Self-presentation
	Influence
	Concern

Dr. Albrecht has listed six key segments of intelligence – kinaesthetic, aesthetic, emotional, practical, social and abstract each mirroring one segment of a person's total competence. It is therefore possible to analyse and argue over separate segments, hence in reality, they are intertwined. Albrecht has also made a clear distinction between emotional intelligence and social intelligence. One's self-worth is part of emotional intelligence, but it can affect one's social interaction and is therefore part of social intelligence as well. Some researchers have attempted to include people skills into the EI theory, however these two SI and EI are more easily seen as two separate entities. Gardner names SI as "interpersonal intelligence" and EI "intrapersonal intelligence" both nevertheless within the same person. (Albrecht, 2011 p.4, 7-8.)

As, Mayer, Caruso and Salovey where the first to touch upon the term emotional intelligence in 1990 after which it has taken on many different routes and tools for individual researchers and organisations to utilise. Nevertheless, the findings of neuroscientists and behavioural scientists and even psychologists are indeed facts that cannot be overridden, merely the tools of how to implement the learning of emotional intelligence and in social intelligence are in competition amongst each other.

According to Microsoft´s Research Blog (2019) the successes in AI and machine learning have found a turning point where the computation ability has reached a point where people are surpassed due to efficiency of machines in optimising by searching through billions of possibilities in making the right decision. Human intelligence according to Microsoft is highly adaptive, generalisable, strong and it exhibits characteristics that AI

to date is not yet capable of producing. McDuff & Kapoor (2019) have found that humans can indeed plan the future significantly far in advance due to the capability of predicting future outcomes, even though unknown variables are a part of the equation. Human intelligence therefore is not yet replaceable due to its consistency to demonstrate reasoning competencies. Machines are still lacking the human qualities of being empathetic, sympathetic, kind, nurturing. Most importantly McDuff et.al. (2019) have found that humans relinquish and redefine set goals of a mission in order to benefit a greater good.

The affective mechanisms of EI in humans allow us to accomplish tasks that are far too difficult to program or teach machines at the current time, however EI is key in unlocking the problematics AI is faced with. Machines are seen as too general and robust and they are lacking in human values. McDuff et. al. (2019) see the human sympathetic and parasympathetic responses to be the capabilities that allow us to stay safe as they keep us aware of danger. The ability people have to recognize the responses in others and the capability people have to imagine ourselves in the situation of another person, due to mirror cells, is what makes us far more effective decision makers and navigators of this complex world. Emotional drivers such as hunger, curiosity, surprise, or joy enable us to regulate our own behaviour and determine our goals that we wish to set for ourselves and achieve. Lastly the ability humans have of expressing their own feelings is key in influencing other people´s decisions and recognising that they too have capabilities toward EI and neuroplastic brain. (McDuff et. al. 2019; Van Steenlandt, 2019.)

Thereupon, it has been hypothesised that building emotional intelligence into a computational framework would require the capabilities of emotion recognition, emotion respondence, emotion expression and the utilisation and regulation of these emotions in decision making. Nevertheless, we are far from emotionally and socially intelligent AI and therefore should recognise the fact that humans learn to navigate the world, through their complex nervous system which proved them with constant responses and feedback. (Neurotechnology, Science & Research, 2018).

Physiological changes in our bodies such nervousness at heights or increased heartrate when coming across a snake are physiological signs and changes that correlate with biological aim to protect us from danger. The human response to a threatening situation is for the heart rate to increase, heart rate variability to decrease, and for blood to be diverted from the extremities and for the sweat glands to dilate. This is the human "fight or flight" response that is triggered by the amygdala. Now scientists are trying to implement these complex systems that have evolved over millions of years to be implemented into artificial intelligence. (McDuff et. al. 2019; Goleman, 1995, p.105-115.)

At Microsoft McDuff et. al. (2019) have proposed a unique approach to reinforcement learning by leveraging an in-built reward function modelling

that of the human fight or flight behaviour. The hypothesis is that such reward functions can avoid challenges associated with scarce or mispresented rewards in reinforcement learning settings and is capable of improving the efficiency of samples. This has been demonstrated in a simulated environment for driving and it has revealed that it is possible to further increase the speed of learning and reduce the number of errors occurring. There is thus potential in training autonomous systems to mimic human emotional intelligence by programming machines to respond to stimuli in an emotional way.

Computer scientists and roboticists specialists have undertaken the task of building agents that resemble emotional characters, hence rich opportunities existing, there is still said to be hope in implementing emotions in artificial intelligence. (McDuff et. al. 2019.)

5   RESEARCH MATERIAL AND METHODOLOGY OF THE STUDY

This chapter will introduce the reasoning behind the choice of qualitative or quantitative methodology. The two significant data collection methods quantitative research and online surveys are introduced as well as the reasoning behind the choices made. Looking at the research topic the aim was to find out if social intelligence has an impact on partnership building. A quantitative method will be beneficial if a large number of responses are gathered, however if this is not possible the research will follow through with a qualitative strategy. As specified by Heikkilä (2014) empirical data aside theoretical data from a qualitative perspective using an online survey answer the questions of quantity and percentages. It is relevant therefor to have a broad enough sample for analysis. Using a standard research questionnaire with ready answers of which to choose from after which variables are described numerically and often dependencies are analysed. Heikkilä (2014) points out that often through quantitative research the current situation is determined, however the reasons may be left uncovered. Therefore, an interview section of five questions has been added in order to bring together the two theory frameworks of partnership building and social intelligence.

A detailed overview of how the data was collected and how it has come available through the chosen approach. The working conditions and all considerations will be opened. What increases the validity of the findings for example validity and reliability of the data collection reflecting on what was meant to be studied and what was studied. Tentative and definite outcomes will be explained and to which areas the findings apply. The

weaknesses as well as strengths of the thesis will be dictated though which criticism and defence will be applied (Søk & Skriv, 2018.)

Questionnaire problematics as well as finding respondents motivated enough to take the time to respond have been considered in implementing this research. However, keeping the hypothesis in the centre of all applied methodological choices "Do emotionally intelligent people form more partnerships than their peers who are less socially intelligent?" A method triangulation has been used in order to explore two separate entities of partnership building and Social Intelligence through means of interviewing and surveying the respondents aiming for a broad as possible sample. Initiating an incentive of receiving a personal Brain Profile after filling in the online SEI survey was initiated. (Van Susteren, 2019.)

5.1   Triangulation Methodology

Firstly, a literature review was conducted to understand the relatively older partnership building framework as well as the more present-day social and emotional intelligence framework, using extant literature. The second phase consisted of gathering empirical data by combining the invariable theories of partnerships and social intelligence to identify how many partnerships every respondent has built and how emotionally skilled the respondents are. Deploying means of interview or email surveying consisting of five questions regarding partnerships in the past three years and a link directed to an emotional intelligence assessment (SEI) online survey designed by Six Seconds. The information gathered through the online surveys and by means of email or social media messaging, in order to gain a deep and thorough understanding, describe a holistic view on the respondents emotional intelligence skills as well as the amount of partnerships they have built and research their affects on each other. (Saunders, Lewis & Thornhill, 2003.)

The strength of quantitative research for this thesis is its ability to provide complex textual descriptions of how people have experienced their partnership efforts mirroring social intelligence. Thus, combining a qualitative interview will provide information about the "human" side of the issue which is also the core of partnerships. They would not exist without the often contradictory, behaviours, beliefs, opinions, emotions, and relationships of certain individuals. Therefore, the methodology undertaken can be categorised as a triangulation methodology referred to by some as utilising mixed methods. (Price, Jhangiani & Chiang, 2019.)

Quantitative research is regularly offset by a research question that is focused on a hypothesis, as is this research, aiming to gather little data from a broad number or individuals. The results have been described

statistically outlining generic conclusions of a large sample of respondents. In the field of psychology this is considered the most common approach in collecting empirical data. Hence, the use of a qualitative approach that has roots in anthropology and sociology can be an imperative tool. Although qualitative research often begins with an imprecise research question, gathering a considerable amount of "unfiltered" data from just a few, and portraying that data non-statistically. Thus, there being less concern for drawing general conclusions on human behaviour than with understanding in detail the experience of their research participants. (Price et. al. 2019.)

As Price et. al (2019) drew attention to the qualitative approach being the practice that brings forth accurate responses to specified questions from which general conclusions are easily drawn on human behaviour. Precise answers are given to specific questions and new topics for research are merely found as well as further hypothesis to study. These again can be studied using quantitative methods of research offering general conclusions. Combining these two methods has come to be known as a mixed methods research by Todd, Nerlich, McKeown & Clark in 2004. The approach used has combined both quantitative research for understanding the emotional intelligence skills of the respondents and qualitative research in defining how the sample population have managed to form partnerships. The sample population was exposed to the following five questions:

1. How many successful partnerships have you built during the past three years?
2. How many unsuccessful partnerships have you built during the past three years?
3. How many of the unsuccessful partnerships have ended due to personal chemistry?
4. How many of the partnerships have ended due to funding or other such issues?
5. Do you find it easy to build partnerships? (1 very hard, 2 hard, 3 I do not know, 4 easy, 5 very easy)

The approach of combining both previously discussed quantitative and qualitative research is therefore referred to as a triangulation method. These methods have been combined intentionally simultaneously in studying the same general questions and by comparing the findings. If either of the outcomes coincide it may be a reinforcement of the data found. Otherwise if the findings diverge it may propose that a new query must be answered as to why do the findings differ from each other and how can they be merged. There are opinionated views according to Merstens and Hesse-Biber (2012, p.1-3) on when triangulation should be brought into mixed methods research.

The focus of the research is to obtain a broader understanding of the phenomenon and unravel various nuances that would otherwise stay

unrevealed. Hence the survey data and interview outcomes as well as the literature used has been researched thoroughly from different angles to name the relevant characteristics that confirm or invalidate the hypotheses. Mixed methods approaches have been perceived as supporting a methodological hierarchy where quantitative methods overshadow qualitative research methods. Then again Price et. al (2019) have found that without a qualitative component in the mix, the wrong conclusions could indisputably be drawn.

Saaranen-Kauppinen & Puusniekka (2006) have also found that relying only on one method to gather data might not be reliable. Utilising triangulation methods enables the research to utilise different methods, theories and material in order to gain maximum impact for one study. The down sides of using a triangulation method are time consumption and cost. The triangulation methodology consists of several different data collection methods as in this research interviewing and surveying combined as Saaranen-Kauppinen et. al. found in Eskola and Suoranta´s initial findings. (1998 p.69.) The triangulation methodology may also come to consist of data analysis triangulation where the gathered research data will also be analysed using several different methods resulting in a research methodology consisting of several contrasting types of triangulations. (Tuomi & Sarajärvi 2002, p.142-143.)

Quantitative methods might not underline intangible factors such as social norms, socioeconomic status, gender roles, ethnicity, and religion, however these factors are built into the SEI survey to be used. In order for the population to be able to answer the survey, it has been translated from English to Finnish by the researcher. It is important to be able to understand the complexities of the vocabulary to name the correct emotions for complex and abstract varying situations in the survey. Language barriers would cause misinterpretations of the results and possible frustration amongst the sample population.

Theory often emerges through induction during the phases of data collection, analysis and writing. Because of the interactive and iterative relationship between partnership theories, social intelligence theory, method and data, the theory chapters of a quantitative business study often get their final form after the data has been analyzed and after the data and methods chapters have been written. From a theoretical perspective the study is descriptive in nature and will implement improvements to partnership theories. The duration of the study from the very first draft in 2016 and the final version in 2019 consisted of intensive periods of work but also timespans where no work was done. The online survey was open for a duration of three months in total, when all interviews and responses where gathered.

The research was initially planned to only cover the aspect of partnerships however something essential in the theory was found to be completely missing. Trust theory, negotiating, different frameworks for operating with

different types of partnerships have been covered, but nothing touched upon the human psychology to enable applying the understanding of the complex human brain. Promoting partnership frameworks within the Finnish business and NGO sectors, however during the first year of research it became evident that something essential was missing from the partnership frameworks. Simultaneously studying Daniel Goleman´s findings on emotional and social intelligence it became evident that this was the other theory to present in this research.

Location wise the choice of implementing email interviews and surveys over the internet enabled having a wide array of participants in the research. The literature used for the research was mostly found online through different networking sites for scientists and researchers enabling the use of ready papers. Audio books and actual publications were also used as references throughout the whole research. Choices were made on the basis of relevance to the set hypotheses relating to EI, SI and partnerships. Assumptions brought to the research were related to previously familiar material related to partnerships, that where then backed buy relevant research. (Taylor, Bogdan, & DeVault, 2016).

5.2   Data Collection Methods

Empirical data referring to the collection of information in visible form that has been collected through means of evidence based data gathering utilizing methods of observation or experience. Studying the gathered information can bring forth new conclusions. The primary data for this research has been gathered by means of email, phone or online message interviewing and through an online survey. Partnership professionals have been asked to respond to five questions regarding their partnership building experiences of the past three years after which they have completed an online emotional intelligence assessment survey called the SEI.

Utilising professional networks on LinkedIn.com and social networks on Facebook and through online searches partnership professionals from a broad sector have asked to complete the online survey and answer the partnership questions. LinkedIn.com is an online social platform for business related networking. Founded in 2003, according to the findings of Business News Daily the website is a place for business professionals to network with colleagues of the past present and future. It has also taken up space in job hiring and giving professionals a place to connect and discuss business ideas and mutual interests' career wise. LinkedIn users create professional profiles stating their work-related backgrounds and areas of interest and expertise. Users are able to join like-minded groups around topics of their interest and post news, ads, articles and even surveys (Brooks 2012.)

Gallant (2019) states that LinkedIn currently has five hundred million users of which two hundred and fifty are active users. Of these two hundred and fifty users only three million are active by sharing content regularly. Therefor the researcher networked into the Emotional Intelligence Network on LinkedIn for further contacts in the field and found that no prior research has been conducted in Finland before. (Freedman, 2018). A natural channel for networking and researching tools on how to implement a LinkedIn questionnaire has been the Six Seconds.org website which is a US based non-governmental organisation, which has designed EI tools for training purposes.

Through discussions with Six Seconds the researcher has been able to implement an accurate EI survey to gather data for a quantitative survey to reach a broad as possible audience and respondent group. (Appendix 3.) The partnership know-how of these professionals was initially planned to be screened through professional profiles on Linkedin.com, however restrictions in carrying out the research in a set time frame became of the essence and the survey and interview questions were published on in various Facebook groups and on LinkedIn. The language of choice, Finnish restricted the response degree nevertheless with 300 requests 69 full response were received giving the research a response rate of 23%.

5.3 Research Context and Population

This chapter includes an analysis of the research design including a description of the population sample and an explanation of the data collection process. Respondents to the questionnaire have been screened using LinkedIn profiles and organization websites to ensure that these people have worked within the partnership field. The first part of the questionnaire has been designed to eliminate respondents who may not have the wanted partnership experience needed. Information of the population consisting of people who have worked with partnerships in the past as well as people who currently work within the partnership field. However, the research link was available in various LinkedIn posts as well as through Facebook posts and many respondents carried on forwarding the survey to colleagues or relatives. This increased the response rate, however some of the respondents turned out not to have the needed partnership experience needed for a complete response.

The study was conducted in the Finnish language to collect accurate responses on partnership professional´s EI skills. Contact was made through the LinkedIn.com platform, via direct email, phone or though Facebook. Most respondents completed the SEI survey first and were asked to also complete the five email questions regarding partnerships. The sample consisted of seventeen men and fifty-seven women between the ages of twenty-one and sixty-eight years of age. The fields in which the

respondents work vary greatly from sales to students, nevertheless understanding that partnership building is relevant in any sector.

Of the participants the average duration having worked with partnerships was not studied, nevertheless all responses focused on the last three years of building partnerships. Regarding partnership experience respondent were asked to count successful and unsuccessful partnerships they had worked on. Demographic measures within the Six Seconds SEI consisted of questions regarding gender, age, ethnicity, occupation, and current position of employment. Categorisation determining the professionalism and work duration within partnerships was not made. Partnership professionals represented a variety of partnerships from NGOs to Universities of Applied Sciences as well as municipalities and large sales organisations as well as entrepreneurs.

Table 3. The Research Context of the SEI Questionnaire (Six Seconds SEI 2019).

Reliability Index	Emotional Intelligence	Successful Partnerships	Unsuccessful Partnerships	Fail due to chemistry
Fail due to funding	How easy is it to build partnerships	Know Yourself	Choose Yourself	Give Yourself
Enhance Emotional Literacy	Recognize Patterns	Apply Consequential Thinking	Navigate Emotions	Engage Intrinsic Motivation
Exercise Optimism	Increase Empathy	Pursue Noble Goals	Positive Impression	Consistency
Answer Style %	Data Mining	Modelling	Prioritizing	Connection
Emotional Insights	Collaboration	Reflecting	Adaptability	Critical Thinking
Resilience	Risk Tolerance	Imagination	Proactivity	Focus
Problem Solving	Vision	Designing	Entrepreneurship	

The Six Seconds SEI® survey categorised responses into the above categories (see table 3.) giving the respondent information on their individual EI skills. The research however focused merely on the status of a respondents EI skills being low, average or high and if the responses were consistent and reliable. The SEI® measures EI competences with the possibility for each responding individual to carry on evolving after taking the assessment. Each respondent has received feedback on their EI skills

as an incentive to take the time to respond to the survey. The SEI® is a survey that measures EI and equips people with a framework to exercise and enhance their EI skills. (Six Seconds, 2018b). Various assessments are in use, but no organisation has come to measure EI in partnership building specifically, therefor these two surveys have been implemented to contribute one another. The SEI per contra has spread over 150 countries for training, teaching, coaching, selection, and development purposes in various organizations and institutions. The SEI combines psychometrics with a practical framework with the incentive to develop its users.

The SEI categorises the responses of all individual into distinct categories seen in table 8, table 9 and table 10. Giving the respondent concrete tools as to which specific EI skills one could work on. Six Seconds has built a framework to equip one with tools to initiate EI in any context of choice. The SEI calculated a personal "Brain Profile" for each respondent of this research, giving concrete relevance at a personal level, built on Six Seconds own model of EI. These models vary between organisations, however, are based on scientifically validated research on EI. SEI in specific has been designed for development purposes for people who want to learn about EI. (Six Second, 2018a, see also table 4).

Table 4.   The Six Seconds Emotional Intelligence Model (2018b).

Pursuit	Competency	Definition
Know Yourself	Enhance Emotional Literacy	Accurately identifying and interpreting both simple and compound feelings.
	Recognize Patterns	Acknowledging frequently recurring reactions and behaviours.
Choose Yourself	Apply Consequential Thinking	Evaluating the costs and benefits of your choices
	Navigate Emotions	Assessing, harnessing, and transforming emotions as a strategic resource.
	Engage Intrinsic Motivation	Gaining energy from personal values & commitments vs. being driven by external forces.
	Exercise Optimism	Taking a proactive perspective of hope and possibility.
Give Yourself	Increase Empathy	Recognizing and appropriately responding to others' emotions.
	Pursue Noble Goals	Connecting your daily choices with your overarching sense of purpose.

5.4   Data Analysis

The research design was quantitative with the aim of testing the correlations between several independent variables (age, gender, years of experience) and 5 dependent variables (EI skills of low, average or high and amount of successful and unsuccessful partnerships). The population was composed of partnership professionals with the understanding of Finnish language. Each participant completed an online SEI survey (seen in figure 5.) to measure EI and an interview instrument designed to measure the number of partnerships built in the past three years.
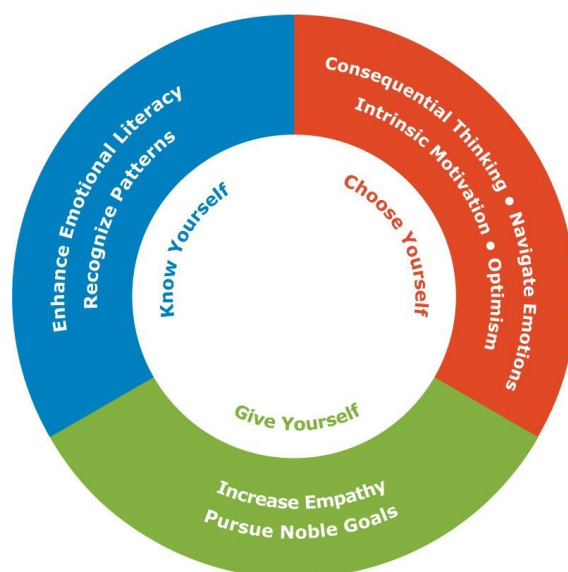
Figure 5. The Six Seconds Emotional Intelligence (2018b.)

The findings of the study were analysed using Pearson´s chi-squared test and with an online calculator and contingency tables in Windows Excel. The initial step in analysing the gathered data involved measuring the strength of the relationship existing between the emotional intelligence score and each respondent's number of successful and unsuccessful partnerships. The relationship between the age of the respondents was also tested against each respondents EI skills also using a chi-squared test. The cluster scores were calculated by averaging the responses to the questions that pertained to each cluster. The clusters included: 21-39, 40-51- and 52-68-year olds and their EI skills of low, average or high. It should prove valuable for EI coaches, human resource professionals, leaders, managers and partnership professionals themselves to determine if time spent in such a profession correlates highly with one's emotional intelligence level. According to Click (2002) Fraenkel and Wallen, (1996) defines the chi-square test to be a comparison between the expected frequency and the actual, observed frequency. If considerable differences exist between the expected and observed frequencies, researchers can conclude that there are significant differences between the groups.

5.4.1 Chi-squared test: Emotional Intelligence versus Partnerships

Former mathematics professor of Jacksonville University Stephanie Glenn (2019) has described a chi-squared test of independence to be the most suitable tool in comparing two variables in a contingency table to see their relation. Thus, it assesses whether the distribution of categorical variables differ from one another. A very low chi-square statistic result interprets that the observed data fits with the expected data very well. Hence, a relationship can therefore be verified. However, a very high chi-squared test statistic can be interpreted as the data not fitting very well, portraying the fact that there is no relationship between the two variables. (Glenn, 2019.)

Accordingly, the data from the SEI online survey and the email interviews were divided into three categories. Partnership professionals with high emotional intelligence skills, average emotional intelligence skills and partnership professionals that possess low emotional intelligence skills. The numbers of successful and unsuccessful partnerships where placed alongside the EI figures into a contingency table. The Pearson´s chi-squared test calculated the observed numbers and expected numbers for all high, low and average EI skills between successful and unsuccessful partnership numbers, revealing the likelihood through which EI has or does not have an impact on the amount of partnerships, partnership professionals are capable of building. Hence, the results will retaliate the condition that EI skills and partnership building are completely independent to be tested or the likelihood to which the distribution of high EI skills and low EI skills are in each successful partnership down to mere chance.

The variables in this chi-squared formula are concepts needed to investigate the relationship between the observed and the expected values of a scenario. The letter O standing for the observed value and the letter E standing for the Expected frequency. The expected count is thus subtracted from the observed count in order to get the difference between the two, also referred to by the term residual. Next the square of that number is calculated to get rid of any positive or negative values. Thereafter the results are divided by the expected frequency to normalize larger and smaller counts in order to keep value small even though a larger amount of data is in question. (Diener-West, 2008, p.4-42.)

(1)

$$X^2 = \sum_{i=1}^{n} \frac{(O_i - E_i)^2}{E_i}$$

Using the chi-squared formula, we find that the chi-square value for our successful partnerships and unsuccessful partnerships with variances of respondents with high,- low and average emotional intelligence in a contingency table below giving us the following information of the

observed cell totals as well as the expected cell totals and the chi-squared statistic for each cell.

The expected values are calculated as follows on successful partnerships:

(2)

(403*1272)/1469 = 348,96; (49*1272)/1469 = 42,43; (1017*1272)/1469= 880,62

The expected values calculated for Unsuccessful Partnerships:

(3)

(403*197)/1469 = 54,04; (49*197)/1469 = 6,57;(1017*197)/1469 = 136,38

Table 5.   The chi-squared calculation table (Stangroom, 2019.)

	Successful Partnerships	Unsuccessful Partnerships	Total
High EI Observed	106	33	403
High EI Expected	(121.54)	(17.46)	
Chi-squared statistic	[1.99]	[13.83]	
Average EI Observed	915	107	49
Average EI Expected	(893.63)	(128.38)	
Chi-squared statistic	[0.51]	[3.56]	
Low EI Observed	37	12	1017
Low EI Expected	(42.84)	(6.16)	
Chi-squared statistic	[0.80]	[5.55]	
Total	**1058**	**152**	**1210**

N0: Higher EI skills results in more successful partnerships.
N1: Higher EI skills do not result in more successful partnerships.

A chi-square test of independence was preformed to examine the relation between emotional intelligence skills and partnership building. The relation between these variables was significant, X^2 (7.815, N = 1210) = 26.23, p = .001. People with higher emotional intelligence skills were more likely to build successful partnerships. (Stangroom, 2019.) The sample population consisted of 55 complete survey responses to be studied in this research, of which 43 were women and 12 men.

Table 6. Survey Data Findings A: Percentage Calculations EI versus Successful Partnerships (Appedix 5.)

EI Skills	Amount of people	Successful Partnership	Percentage	Partnerships per person
High EI	10	106	10.02	10.6
Avg EI	36	915	86.48	25.41
Low EI	9	37	3.5	4.1
Total	55	1058	100	

55 partnership professionals of which 10 with high EI skills built 323 successful partnerships. 36 of the population with average EI skills built 915 successful partnerships and finally 9 with low EI skills built 37 successful partnerships. All during the duration of three years. (Table 6).

Table 7. Survey Data Finding B: Percentage Calculations EI versus Unsuccessful Partnerships (Appendix 6.)

EI Skills	Amount of people	Unsuccessful Partnership	Percentage	Partnerships per person
High EI	10	33	21.72	4.6
Avg EI	36	107	70.39	1.42
Low EI	9	12	7.89	3.42
Total	55	152	100	

Therefore, we can say that on average a partnership professional with just average EI skills builds 69% more partnerships than a person with low EI. It is left unstudied which partnerships are impactful and which are not, however if there is a relation between the amount of partnerships and the impact that they have, this is relevant data. Further research and a more detailed population and insight to the context of the partnerships in question would give detailed information on whether it is relevant for an organisation to acquire many partnerships. At least in sales it is said that the broader number of prospect customers the larger the potential sales.

Considering the neuroplasticity of the sample population the possibilities of advancing the amount of partnerships through implementing EI skills to a higher level could result in effective outcomes. Looking at the sample data 1 person with high EI on average was capable of building approximately 10.6 partnerships during the past three years. When a person with an average EI built 25.4 partnership and a person with low EI built 4.1 partnerships. The results reflect the fact that an average level of EI skills is more beneficial that having high EI skills. However, the amount of unsuccessful partnerships must then be aligned with the amount of

unsuccessful partnerships, hence a chi-squared test to compare the significance between these variables becomes viable. (See table 6 & 7).

Time spent on unsuccessful partnerships should be turned into successful partnerships or time spent on something beneficial for the organisation in question. The population sample revealed that high EI population experienced 0.31 unsuccessful partnerships per every successful partnership the average EI cluster experienced a much higher number of 8.55 unsuccessful partnerships per every successful partnership. Lastly, members of the low EI cluster were unsuccessful with 0.33 partnerships per every successful partnership which on a whole, leaves a deficiency in the understanding of the impact of the partnerships. Therefore, could we assume that the partnerships of the cluster with high EI is more impactful? The results do not give any indications; however, we can outline that an average amount of EI is clearly more beneficial in partnership building than a lower level of EI.

The population sample with an average amount of EI built 86% of the successful partnerships and 70% of the total unsuccessful partnerships. The population sample with the highest EI surprisingly had lower partnership percentages of only 10% of the successful partnerships and 22% of the unsuccessful partnerships. The sample population with low EI skills built 4% of the successful partnerships and 8% of the unsuccessful partnerships.

5.4.2   Chi-squared test: Age versus Partnerships

The chi-squared test was also applied to understand the relation between emotional intelligence, and age calculated in table 13. The correlation between age and EI skills was not significant. It was evident that EI spread equally among all age groups, therefore it was decided upon to test the relation between successful partnerships and age. The population was divided into three age groups as per table 14. The observed, expected and chi-squared value where calculated in a contingency table.

Table 8.   The Chi-squared Calculation Table (Stangroom, 2019.)

Age Group	Successful Partnerships	Unsuccessful Partnerships	Total
21-39 Observed	556	62	618
21-39 Expected	(540.37)	(77.63)	
21-39 Chi-squared	[0.45]	[3.15]	
40-51 Observed	273	38	311
40-51 Expected	(271.93)	(39.07)	
40-51 Chi-squared	[0.00]	[0.03]	
52-68 Observed	229	52	281
52-68 Expected	(245.70)	(35.30)	
52-68 Chi-squared	[1.14]	[7.90]	
Total	**1058**	**152**	**1210**

N0: Age has an affect on the amount of partnerships built.
N1: Age does do not have an affect on the amount of partnerships built.

The population was divided into three age groups the youngest respondents being between the ages of 21-39 years. The second group between the 40-51 years of age and lastly the oldest participants ranging between 52-68 years of age. The numbers reveal that the highest percentage 51.87% of successful partnerships lies within the youngest age group that of 21-39-year olds. 40-51 years old displayed 26.17% and lastly the oldest age group of 52-68-year olds build 21.96% of the partnerships of the test population.

These age groups were selected as a result of the population that chose to respond to the survey. Many participants of the eldest age group made comments such as "these EI skills come with age" however the numbers clearly could show that EI skills were distributed evenly across the whole population sample and that no considerable differences exist between the expected and observed frequencies, of age and EI. Therefore, age and partnership success were measured instead with the following results: the relation between these variables was significant, X^2 (2.353, N = 1210) = 12.67, p = .001. Age affects the amount of partnerships built. (Stangroom, 2019.)

Despite, the older respondents feeling that their self-awareness and EI skills had matured over the years, the sample population furthermore presented the youngest population group between ages 21-29 to consist of numerically the most successful partnerships.

Table 9.   Survey Data Findings D: Percentage Calculations Age versus
Partnerships (Appendix 8.)

Age Group	Successful Partnerships	Percentage
21-39	556	52.55
40-51	273	25.8
52-68	229	21.64
	1058	100

5.4.3   Chi-squared test: Gender versus Partnerships

Lastly the sample population was again divided into high emotional
intelligence skills, average emotional intelligence skills and partnership
professionals that possess low emotional intelligence skills and compared
to gender. Hence a chi-square test of independence was preformed to
examine the relation between emotional intelligence skills and gender.
The relation between these variables however was not significant.
Accordingly, the chi-squared test was then used to study the
independence of the relation between gender and successful and
unsuccessful partnerships. X^2 (4.303, N = 1210) = 7.96, p = .004. Women
built more partnerships. (Stangroom, 2019.) The same population sample
was used throughout this research consisting of 55 complete survey
responses, of which 43 were females and 12 males.

The numbers of successful and unsuccessful partnerships where placed
alongside the female and male population into a contingency table. The
Pearson´s chi-squared test calculated the observed numbers and expected
numbers for all high, low and average EI skills between successful and
unsuccessful partnership numbers, revealing the likelihood through which
gender does or does not have an impact on the amount of partnerships,
partnership professionals are capable of building. Hence, the results
retaliate the condition that gender and partnership building are
completely independent to be tested. The likelihood to which the
distribution of gender in each successful and unsuccessful partnerships is
purely random for testing.

N0: Women build more partnerships than men.
N1: Women do not build more partnerships than men.

Table 10. Chi-squared test: Gender versus Partnerships.

Gender	Successful Partnerships	Unsuccessful Partnerships	Total
Women Observed	885	113	998
Women Expected	(872.63)	(125.37)	
Women Chi-squared	[0.18]	[1.22]	
Men Observed	173	39	212
Men Expected	(185.37)	(26.63)	
Men Chi-squared	[0.83]	[5.74]	
Total	**1058**	**152**	**1210**

Women do indeed build more partnerships than men, therefore the hypothesis is valid as stated. 84% of the sample population´s successful partnerships where built by women as where 74% of all the unsuccessful partnerships as well. This gives a clear understanding that women are considerably more active than men in initiating partnerships altogether. In conclusion it could be stated that the most successful partnership professional would be a woman between the age of 29-39 years with an average scale of EI skills.

Empathy has mistakenly been thought to be a feminine trait; however, researchers have proven that empathy is not biased to gender, but it is related to the way females are brought up or motivated. The plasticity of the human brain and the brain functions or circuitry where the analytical side closes of the empathetic side can explain why women for example seem to bring forth more empathy, which can be in relation to their partnership building capabilities. Empathy is seen as a positive trait when building trust in negotiations for a partnership and is therefore a desirable social intelligence trait. Research has found that empathy traits are emphasised when bringing up females and can therefore be the reason why females are more capable than males to form successful partnerships. Women are exposed to an empathy praising environment and expected to be more empathetic than boys, at least when considering the age range of the sample population of the research. (Toussaint & Webb, 2007, p.2; see also Van Steenladt, 2019).

5.5   Research Ethics

To ensure the quality and integrity of the research anonymity has been granted to all respondents. All participants have responded to the survey and emails questionnaire voluntarily considering that the SEI survey touched upon very personal questions regarding the respondent´s emotional capabilities giving them instant feedback on which areas they

perhaps could work on to improve their EI skills. Taking this into consideration, it taken into consideration that negative responses might occur and how these responses should be dealt with understanding and patience. The matter that the survey was split into two parts the easy to respond to SEI online survey did not receive but a few negative responses, however that fact that 5 questions on partnerships where designed to cause a dialogue between the researcher and respondent. This was not satisfactory to twenty-two out of seventy-six respondents who did not either have partnerships to respond about or did not want to take that extra five more minutes to respond to the email questions.

Due diligence was carried out in the requests to respond to the surveys. Feelings of anger towards the area of research where prepared for but mostly participants were eager to receive their results for the SEI or were feeling content by the fact that they were helping a student finalize her research material. Only two negative responses surfaced due to requesting to respond to the surveys due to technical difficulties with the survey itself. Nevertheless, even these participants took the time to answer even though they made it clear that it was inconveniencing them.

High ethical morals have been implemented in bringing forth all references to earlier work around partnerships and EI. Using the Six Second´s SEI survey has reduced the amount of design work needed to assess the respondents EI skills nevertheless attention to the independence of the research should not be compelled to the ready tools used to bring forth the research data needed to make the analysis and examine the hypothesis of the affects of EI skills on partnership building. Having used tools scientifically proven functional and reliable, the researcher is assured that the results speak for themselves.

6 RESULTS

The purpose of this research was to study the effects of emotional intelligence on partnership building. Within this endeavour, the EI skills of Finnish partnership professionals were measured and compared to the amount of partnerships these individuals have built within the past three years. Other variables such as age and gender were also measured against the number of partnerships the sample population had built during the same three-year period. The research population consisted of 55 partnership professionals within the range of 21-68 years of age. No distinction was made between the professionalism or the experience level of the partnership professionals, or the impact of the partnerships in question, however only respondents who had partnership experience over the past three years were eligible to respond to the survey.

The selection of the population was primarily based around the fact that the sample population had worked with partnerships. Secondly the willingness to participate and confidentially revealing personal EI data and partnership numbers affected the eligibility of the sample population chosen. Personal contact was made with each respondent to obtain mutual understanding of the type of partnerships the survey was focusing on and to reach a mutual understanding of a partnership. As the research progressed however, the lack of respondents led to the survey being published on LinkedIn.com and Facebook, leading to ineffectual data. Out of 76 responses 21 were not applicable resulting in a final tally of 55 eligible responses.

The initial scope of the research was enlarged from only twenty responses to as many as possible across in the durations of 3 months, allowing for chi-squared tests to be implemented. In total 300 people were contacted of which 154 people by phone and email, 77 by LinkedIn messaging and 69 via Facebook messenger. The highest participation 45% came via Facebook messenger, after which email, and phone contacts responded at a rate of 33% and 22% via LinkedIn. The overall theory and analysis of the research data relied on the validity of the responses of the questionnaires. The Six Seconds SEI questionnaire was translated into the Finnish language enabling a more valid set of data to be gathered with the respondent being native Finns (Freedman, 2019). When gathering data on feelings and multifaceted layers of feelings, being able to respond in one's mother tongue was considered important for the validity of the responses (Daum, Markowitsch & Vanderkerckhove, 2009).

The percentage of partnership professional's participation does not reflect a certain outlined sector or cluster of partnership professionals, but a variety of sectors in which people with varying job descriptions work with partnerships. The researcher had the benefit of being familiar with the NGO sector in Finland and the understanding of what kind of organisations work with partnerships, allowing for online screening to be made to enable direct communication with people familiar with partnerships.

The majority of the respondents in this study were in the age range of 21-39 years 42%. Participants in their forties and fifties comprised of 31% while those over 51 years of age represented 27% of the sample population. The gender division of the sample population was 22% male and 78% female. Further, the youngest age group that being of partnership professional between the ages of 21-39 built the most successful partnerships. Additionally, 82% of all the partnerships in the study were built by women.

The research found that people with an average skill set of emotional intelligence are the most likely to build the most partnerships. The same group also had the highest number of unsuccessful partnerships initiating that they were active all in all. Again, it must be stressed that the research did not specify as to how impactful these partnerships were, leaving a gap

in the research as to explain why did the people with high EI skills have fewer successful partnerships? The smaller number of unsuccessful partnerships, amongst the people with high EI, could be explained by the fact that a person who can understand that a partnership will not be going forward is not a partnership worthwhile pursuing further.

Considering the recent findings in the field of neuroscience it would be beneficial to implement this simple knowledge into business practices performed between people. As to date partnership strategies lack any input from the field of neuroscience and biology, nevertheless trends such as EI and mindfulness are on the rise. The United Nations Sustainable Development Goals of 2030 consist of 17 significant areas where organisation need to come together in order to save the environment and the future of the planet. Emotional, - and social intelligence has been named as one of the most crucial factors in meeting these SDS as all the areas stipulated in the SDS occur between people.

When outlining the partnership strategies and what all parties seek from the specific partnership at hand an Emotional Intelligence mapping would come in handy. In order to outline strengths and abilities of the partnership participants. Partnerships without exception consist of negotiations and optimizing the emotional climate to negotiate the direction for partnerships has sought to be beneficial by Kelly et. al. (2016, p.4).

The existing partnership theory framework lack any mention of EI and only builds on trust building and negotiation tactics. Even a light insight into the neuroscientific facts on how mirror neurons work when human beings are in contact with each other could shift many partnerships from formal document transactions into positive encounters that reach mutual goals. During the course of this research the United Nations hosted the first Emotional Intelligence Conference at the UN headquarters, where EI professionals took to explaining how EI and mindfulness will enable the SDG to occur. (Six Seconds, 2019.) There has been an increase according to the United Nations Sustainable Development Goals Report (2019) in partnerships after the UN endorsed partnerships to be a sustainable way to reach the SDGs, however work is left to be done. (United Nations, 2019.)

Reflecting upon the results of this research partnerships are more easily build when EI skills are in place or at a sufficient level. The frequency distributions used to categorize the number of partnerships each EI skill cluster was capable of building within a time period of three years verifies that an average skill set of EI is the most desirable. Hence, the majority of partnership professionals possessed an average of EI skills which thus leaves room for development.

As research shows EI can be learned due to the neuroplasticity of the human brain, while the standard intelligence quotient (IQ) is fixed. Partnership professionals with high EI skills where the second largest cluster with partnership professionals with the lowest skill sets in EI came

in last, with the weakest partnership building results. Neuroplasticity is the brain´s adaptability meaning it offers infinite possibilities when stimulated and exercised. This very relevant finding has dethroned the understanding of the brain's capabilities.

Earlier it was believed that the human brain is merely build-up of unchangeable DNA and that emotions and skills could not be altered. Thus, Nobel Prize winner of 2000, Eric Kendel was the first to define the notion according to which social experiences, the surrounding environment, stress, anger, anxiety, and interactions could affect the gene expression either positively or negatively. Briefly the human gene expression allows cells to respond to their changing environment, supporting the findings and notion of Six Seconds, that emotional, - and social intelligence skills are in fact teachable and learnable skills. (Salopek, 1998, p. 27-30, see also Van Steenlandt, 2019.)

For partnership professionals to be able to implement EI skills in building partnerships, the understanding of emotional intelligence and implementing social intelligence is crucial. Firstly, acknowledging that one cannot be separated from feelings or leave feelings out of the workspace or business transactions. Human beings are biological beings and we are imbedded with feelings and emotions. Understanding the relevance of managing one's emotions to enable successful encounters with partners is key. Goleman stresses that initially one must understand their own feelings, why they occur and how to alter them knowingly for the benefit of the other person being encountered, after which the ability to read another person comes into play and is also a skill that can be practiced and mastered. There are people with abnormalities in their social interactions and communication due to developmental disorders who lack in the ability to read facial expression, however, these skills can be practiced and learned.

Since people work with partnerships in very varied sectors and organisations the knowledge of EI should reach these professionals through company HR departments and leaders who are the key to implementing new ways of working in today's organisation. Assessing levels of EI when recruiting personnel and with existing personnel leaders could benefit from assessment tools to manage the capabilities of their personnel and gain understanding to where improvements should be made.

Also, in multi-stakeholder partnerships the same understanding of who best to implement EI skills with another organisation could be crucial in the success of the partnership in question. Possessing average EI skills could merely be the best skill set to aim for when recruiting personnel whose key function would be to build partnerships. The findings of this research also suggest that women are more likely to build partnerships, however these skill sets are easy to determine using online EI assessment tools and without being gender biased personnel could easily be trained to

implement emotional, - and social intelligence. Also, the finding suggests that people in their twenties and thirties are more likely to build partnerships than their older peers.

In the era of AI, it has also been detected that human resources is at a turning point where mapping skills is on the rise according to Mannila's article where Jakobi stresses that EI can be implemented as one skill set to measure in recruiting and inhouse training. With predictive data-analytics skill deficits can be identified as well as occurring changes within personnel. The future of HR lies in a model that better serves personnel and enables improving skill sets. Here lies a great possibility for EI and organisations to impact their personnel through EI skill sets which would benefit the organisations in more ways than one. Organisations must understand that being an employee is as important as being a leader. Therefore, personnel must be integrated into the development of organisations and workplaces enabling them to commit. (Mannila, 2019).

There are a wide variety of partnership strategies to use as guiding framework when working with partnerships, however they do not directly include indications of EI. Communication, resource management, decision-making and conflict resolution are the norm, including designs for open and honest communication. Social intelligence being the "sister" of emotional intelligence are however fundamental in communication. (Goleman, 1996.) The economic, political and physical aspects of a partnership process, where the emotional tenor of the individuals involved affect each other (Kelly et. al. 2016 p.1). Damasio (2004) has called attention to the neglect of research on emotions in the field of neuroscience throughout the 20th century. Neural mechanisms however have brought forth the neural mechanisms of emotion since then. Damasio states that "emotions are an expression of basic mechanisms of life regulation developed in evolution and are indispensable for survival." Emotions play a critical role in absolutely all aspects of life including learning, reasoning, and even creativity, affirming that beneficiaries are even more vastly spread than partnership professionals.

Furthermore, research would be beneficial to be implemented on a sample population with low emotional intelligence and record how quickly these skills can be learned and measure the impact these new skills have on partnerships. The adaptability rate of EI skills of a sample population could be measured after which they are taught about emotion regulation and the different layers of emotional intelligence and measured again, to see how quickly these skills are adaptable. Studies such as these done by Goleman in hospitals for example. Reference here. Results are staggering. Apply to any field.

As brain processing and clearer neural patterns emerge from ongoing research it would be highly beneficial to further study the impact of premonition or the human inner "gut feelings" and how could the understanding of it benefit partnership building and operating with

different people in the workplace. What are the links of premonitions and these new identified neural patterns with emotional intelligence and how can these further enhance partnership building?

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THESIS MIND MAP
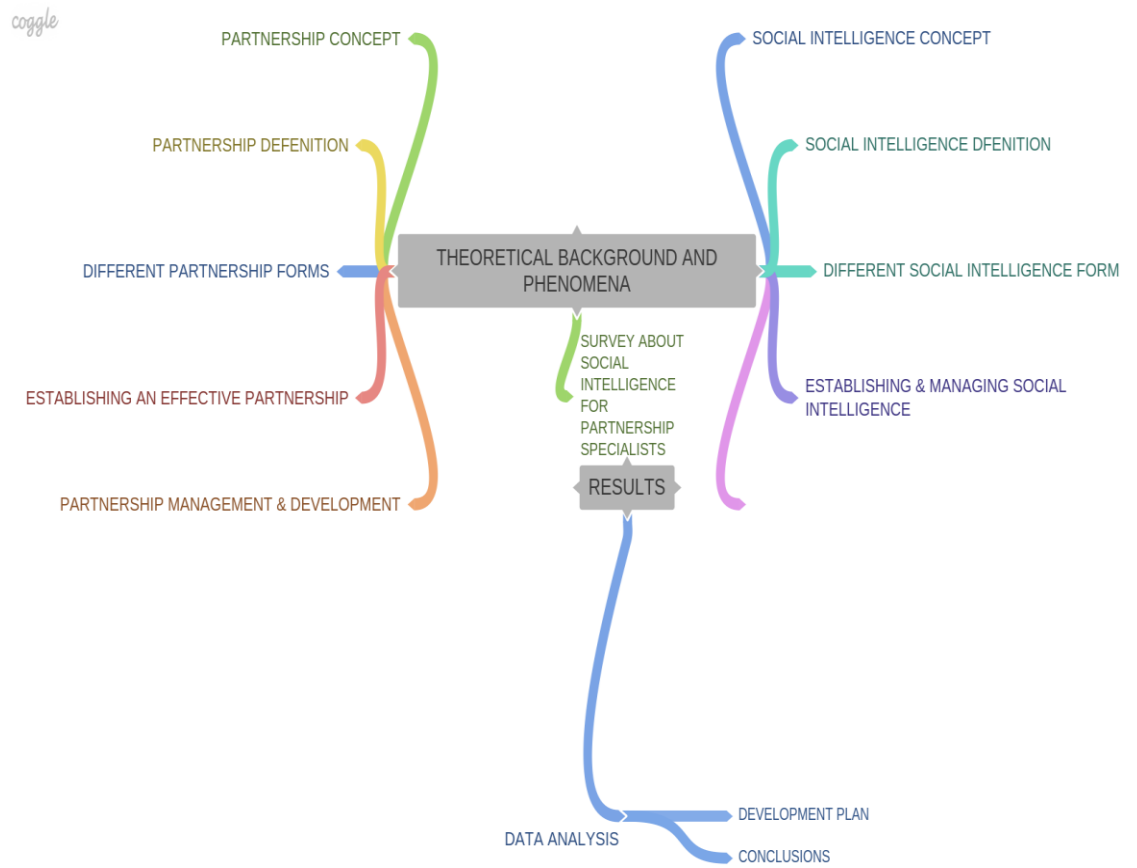
SIX SECONDS GRANT APPLICATION

Six Seconds' Grant Application

Please email the completed form to: grants@6seconds.org

Date of application: 27.12.2018

Name: Helina Mellanen

Email address: helina.mellanen@gmail.com

Organization and location: Hame University of Applied Sciences, Hameenlinna, Finland

Are you a current Six Seconds certified associate? No

What are you certified in? I am a Partnership Professional (BA) and Masters student (Business Management and Entrepreneurship) working on my final thesis.

Are you at least a free member of EQ.org? Yes

Describe how your research/study meet our Grant Criteria: Social Value, Awareness Value, Research Value, External Support, Need:

The United Nations Sustainable Development Goals have underlined a need for partnerships and this is the direction NGOs, businesses and even start-ups are taking. However, having studied how partnerships are built and how different players form various organisations come together EQ has been completely left out of the equations. No studies have been conducted or rather no studies have been presented to the general public on this specific topic.

Social Value: Amongst partnership professionals the value would be immense to understand why some partnerships are successful and why some are not. How big of a role does EQ play in building a successful partnership?

Awareness Value: EQ stretches out as far as there is social interaction amongst people and the findings of this research could be initiated in partnership trainings as well as amongst partnership professionals who are accustomed to working with a broad scale of people from different organisations, but whom have not taken EQ into consideration. Research Value: I have been unable to find any research that links partnerships and EQ, therefore there is research value for this specific topic. Need: The need to understand the effects of EQ in the partnership field is valuable not only for partnership professionals but for recruiting organisations. Partnerships being a relatively new course of action for many organisations the research data would benefit any organisation planning on starting partnerships. Not only are the partnership strategies relevant, but also who is chosen to work with them and what kind of skill and competencies do these people have.

Project goals and research questions: To conduct a successful thesis that would enable my personal growth in the partnership field but also enable and broaden the understanding of EQ within partnerships. The umbrella organisation Kepa ry for whom I am conducting my final thesis for is also interested in the results of my research as they conduct partnership trainings and workshops for Finnish NGOs.

Research questions:

1. "How have Social Intelligence factors affected successful partnerships?"

2. "What are the advantages of acknowledging Social Intelligence in partnerships?"

Study design/methodology. Please describe the context, participants (who and #), hypotheses, potential findings and plans for data analysis. For example, will you use pre-post assessments or study and control groups, focus groups, individual or group debriefs, interviews, other measures?

Context: The key objective of this thesis is to explore what are the Social Intelligence factors that affect partnership building. As one of the motivators Agenda 2030 goals set by the United Nations for enhancing partnerships for a more sustainable future is but one key objective. The rest lie in the potential of acknowledging and understanding the potential and power of Social Intelligence for a more sustainable future through successful partnerships. Participants: Online survey aimed at Partnership professionals. Targeting as many survey respondents as possible.

Hypothesis: To underline that EQ skills, competencies and traits have had an effect on successful partnerships. Potential Findings: Who are effective personnel to work in partnerships?

What EQ traits have progressed a successful partnership? -

Does EQ have an effect on the success of a partnership? -

How and who to train and coach to better serve an organisations partnerships? -

Plans for data analysis: still open

What interventions will be done, if any? The data may be used as part of partnership trainings to reinforce the importance of EQ in partnerships.

What and # of Six Seconds research tools/assessments would you prefer to use? This I would like your help with. My initial plan was to try and identify through a survey the EQ skills/competencies that a partnership professional has identified in their counterpart during a successful partnership and if any of those could have been the reason for the partnership being successful. Any ideas here are welcome or if any of your assessments could generate some valid data for analysis.

Which Six Seconds certifications do you have? None

Do you have IRB approval or organizational consent? No IRB approval but organisational consent, yes.

Will you be using an informed consent form for your participants?

If no, please explain: I am not this far yet in my research. If need be one can be used.

Name of research partner/supervisor in your organization, if applicable:

Kyllikki Valkealahti, supervising lecturer from the Hame University of Applied Sciences Tel: +358505745139 email: kyllikki.valkealahti@hamk.fi

Research partner/supervisor email address:

Additional comments:

Note: Grant Applications are evaluated quarterly and within 30 days from the receipt. Consultation can be offered only after approval. The grant application can be approved - rejected - pending with request for integration

PERCENTAGE CALCULATION EI VERSUS SUCCESSFUL PARTNERSHIPS

Table 1. Survey Data Findings A.

EI Skills	Amount of people	Successful Partnership	Percentage	Partnerships per person
High EI	10	106	10.02	10.6
Avg EI	36	915	86.48	25.41
Low EI	9	37	3.5	4.1
Total	55	1058	100	

PERCENTAGE CALCULATIONS EI VERSUS UNSUCCESSFUL PARTNERSHIPS

Table 2. Survey Data Findings B.

EI Skills	Amount of people	Unsuccessful Partnership	Percentage	Partnerships per person
High EI	10	33	21.72	4.6
Avg EI	36	107	70.39	1.42
Low EI	9	12	7.89	3.42
Total	55	152	100	

CHI-SQUARED CALCULATIONS GENDER VERSUS PARTNERSHIPS

Table 3. Survey Data Findings C.

	Women	Men	Total
High EI Observed	6	4	10
High EI Expected	(7.82)	(2.18)	
High EI Chi-squared	[0.42]	[1.52]	
Average EI Observed	29	7	36
Average EI Expected	(28.15)	(7.85)	
Average EI Chi-squared	[0.03]	[0.09]	
Low EI Observed	8	1	9
Low EI Expected	(7.04)	(1.96)	
Low EI Chi-squared	[0.13]	[0.47]	
Total	43	12	55

The chi-square statistic is 2.6618. The *p*-value is .264244.
The result is *not* significant at *p* < .05.

PERCENTAGE CALCULATIONS AGE VERSUS PARTNERSHIPS

Table 4. Survey Data Findings D.

Age Group	Successful Partnerships	Percentage
21-39	556	52.55
40-51	273	25.8
52-68	229	21.64
Total	1058	100

PERCENTAGE CALCULATIONS GENDER VERSUS PARTNERSHIPS

Table 5. Survey Data Findings E.

Gender	Number of Participants	Successful Partnerships	Unsuccessful Partnerships	Percentage of Succesful Partnerships	Percentage of Unsuccessful Partnerships
Women	43	885	113	83.64	74.34
Men	12	173	39	16.35	25.65
Total	55	1058	152	100	100