

IQ, EQ & MQ in Irish tourism



Summary Report

September 25th 2024

Context

This document presents a summary of research conducted by Genesis and ITIC, focusing on employee performance in Ireland, with a particular emphasis on the tourism sector.

The research explores a theory of performance driven by the interplay of three critical factors: IQ (Intellectual Quotient), EQ (Emotional Quotient), and MQ (Meaning Quotient). These factors are examined both across sectors and within tourism to better understand how they contribute to workforce effectiveness.

The study was carried out in early September through a nationally representative online survey (n=1,005), which sampled Irish adults across different sectors. By capturing a broad cross-section of the workforce, the research provides a comprehensive picture of performance in the workplace in Ireland today.



The theory

What does IQ + EQ + MQ mean?



IQ + EQ + MQ = Performance

The central theory behind this research suggests that high performance results from the integration of IQ, EQ, and MQ.



IQ refers to the intellectual capacity to understand and carry out one's role, which includes having the necessary knowledge, training, and resources.



EQ speaks to emotional intelligence—specifically, how well individuals understand the broader impact of their work on colleagues, the organisation, and customers.



Finally, **MQ** (Meaning Quotient) represents the personal sense of purpose or fulfillment employees find in their work, which is often the hardest element to cultivate.

In practice, this theory means that if employees know their roles clearly, are well-equipped to perform their tasks, understand the larger significance of their work, and find personal meaning in it, they are far more likely to excel. When these three dimensions align within teams, performance tends to increase across the board.

The Intellectual Quotient

Knowing what your job is and being resourced and skilled to do it

The Meaning Quotient

Finding meaning in your work

$$\text{IQ} + \text{EQ} + \text{MQ} = \text{Performance}$$

The Emotional Quotient

Having perspective and being able to join the dots

The Four Key Questions

To explore these dimensions of performance, four key questions were asked in the study.

Two addressed IQ: First, participants were asked how clear they were on the role they've been assigned, rating their clarity from "not clear at all" to "totally clear" on a scale of 1 to 10. The second IQ-related question focused on the adequacy of resources, asking respondents whether they felt equipped with the necessary skills, training, and tools to perform their jobs well.

The EQ question asked participants how well they could "join the dots" between their individual work and its impact on the organisation and its customers.

Finally, the MQ question addressed meaning: respondents were asked to what extent they found their work personally meaningful, again on a scale from "very little meaning" to "significant meaning."

These questions were designed to provide a holistic understanding of performance, moving beyond technical capability to include emotional engagement and personal fulfillment.

The Four Key Questions in Detail

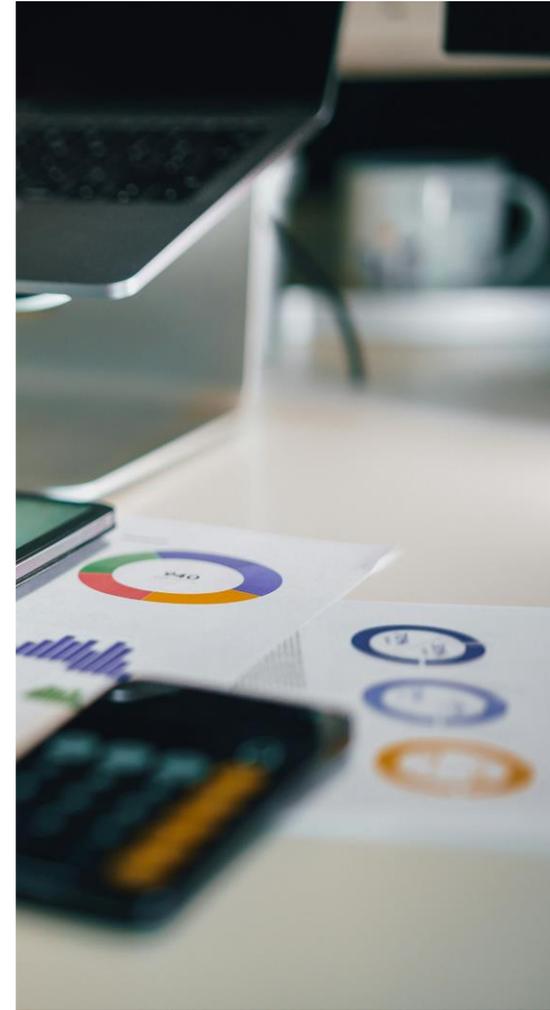
IQ 1	IQ 2	EQ	MQ
<p>To what degree do you feel you are clear on your role and the job you have been asked to do?</p>	<p>To what degree do you feel that you have the appropriate resources (including skills & competencies / training) to do the job you have been asked to do properly?</p>	<p>To what degree do you feel you can join the dots between what you do and its impact on the business and customer, and what other people and parts of the organisation do?</p>	<p>To what degree do you find meaning in your work?</p>
<p>Not clear at all – Totally clear</p>	<p>Poorly resourced – Very well resourced</p>	<p>Not clear to me – Fully understand</p>	<p>Very little meaning – Significant meaning</p>

Findings

The national picture

Tourism

Highs and lows across sectors



National Results

At a national level, the results were relatively strong, with IQ scoring particularly high. The average IQ scores were 8.4 and 8.2 out of 10, suggesting that most employees feel confident in their roles and believe they are adequately resourced.

EQ scored an average of 8.2, indicating a strong sense of understanding regarding how individual work fits into the bigger picture.

However, MQ scored slightly lower at 7.7. This is not entirely unexpected, as for many employees, work is seen as a necessity rather than a source of deep personal fulfillment.

While a score of 7.7 is still respectable, it suggests that organisations may have room to improve when it comes to helping employees find more meaning in their work.

IQ 1 Clear on role	IQ 2 Equipped	EQ Clear on connection and impact	MQ Derive Meaning
8.4	8.2	8.2	7.7

Rating based on a scale of 1-10

Age and Gender

Examining the data through the lens of age and gender revealed some intriguing trends. As people age, their performance scores rise, which suggests that experience plays a significant role in enhancing clarity, resources, and the ability to find meaning in one's work.

Older employees tend to feel more confident and connected to the broader purpose of their work, which is encouraging from a developmental perspective.

However we know that work has historically been central to life for older people in Ireland because of the impact of history, cultural values and career structures. Younger people, on the other hand, often view work as part of a broader life experience. Employers may have to focus on helping younger employees find meaning in their work.

Gender differences were relatively minor, with women slightly outscoring men across all factors. However, these differences were not significant enough to indicate major disparities in performance between the genders, which is a positive finding in terms of workplace equality.

	IQ 1 Clear on role	IQ 2 Equipped	EQ Clear on connection and impact	MQ Derive Meaning
18-24	7.9	7.8	7.9	7
25-34	8.3	7.9	8	7.3
35-44	8.4	8.1	8.2	7.7
45-54	8.5	8.3	8.3	7.8
55-64	8.7	8.3	8.4	7.9
65+	9.1	9	9	8.9
Male	8.4	8.1	8.1	7.6
Female	8.4	8.3	8.3	7.7

Public Vs Private Sector

When comparing public and private sector employees, there was surprisingly little difference in overall performance.

Both sectors scored similarly high on IQ, with public and private sector workers rating their clarity on job roles at 8.5. However, there was a small difference in terms of resource adequacy, with the private sector scoring slightly higher at 8.3 compared to 8.1 for the public sector.

Interestingly, public sector employees scored higher on MQ, or meaning. This could be due to the nature of many public sector roles, particularly in areas like healthcare, education, and civil service, where a strong societal mission might provide a greater sense of purpose.

IQ 1 Clear on role	IQ 2 Equipped	EQ Clear on connection and impact	MQ Derive Meaning
Private sector (Irish)			
8.5	8.3	8.4	7.7
Public Sector			
8.5	8.1	8.3	8.0

Rating based on a scale of 1-10

Tourism Vs. the National Average

When focusing on the tourism sector, the research found no dramatic differences compared to the national average, although there were some slight variances.

For example, tourism employees reported feeling slightly less resourced (IQ) and slightly less able to "join the dots" between their work and its wider impact (EQ).

The sector also scored marginally lower on MQ, indicating that tourism workers may struggle more than others to find personal meaning in their jobs.

These differences, while not large, suggest opportunities for improvement within the tourism sector. Although tourism skews towards a younger workforce and this may impact on overall numbers

Increasing access to training, clarifying the connection between individual roles and the customer experience, and fostering a stronger sense of purpose could enhance performance.

IQ 1 Clear on role	IQ 2 Equipped	EQ Clear on connection and impact	MQ Derive Meaning
National Average			
8.4	8.2	8.2	7.7
Tourism			
8.4	8.1	8.0	7.5

Tourism in More Detail

Tourism Sector as a whole

IQ + EQ + MQ =

32

No significant differences are present

31.4

Travel, Stay & Logistics

Accommodation, hotels, B&B, hostels, self-catering or camping facilities, Airports/seaports, airlines or ferries, Car/vehicle hire, Tourist information, guide or support services

32

Entertainment, Events and Attractions

Festival or events organisation and/or delivery, Music, theatre and entertainment venue, acts or performer Other hospitality/tourism activities, Pubs, clubs and nightlife, Tours and excursions company/operator Visitor attractions, experiences or sites

32.4

Food and Hospitality

Restaurants and Food service

Note: tourism subsectors have been clustered to enable statistically robust analysis

Sector Highs & Lows/1

When examining performance by sector, some clear trends emerge. In terms of IQ—being clear on one’s role—the construction sector scores the highest. This is likely due to the structured nature of construction work, where clarity on tasks is critical.

Tourism performs respectably in the mid-range, but financial services lag behind with a score of 7.9, suggesting that employees in this sector may face more challenges in understanding their roles.

For feeling adequately resourced (also part of IQ), the IT and communications sector ranks the highest, indicating that employees in these fields feel well-equipped with the skills and tools they need.

The tourism sector again scores in the mid-range, while financial services report the lowest score. This may reflect challenges related to compliance and rapidly evolving industry dynamics, signaling a need for improved training and development.



Sector Highs & Lows/2

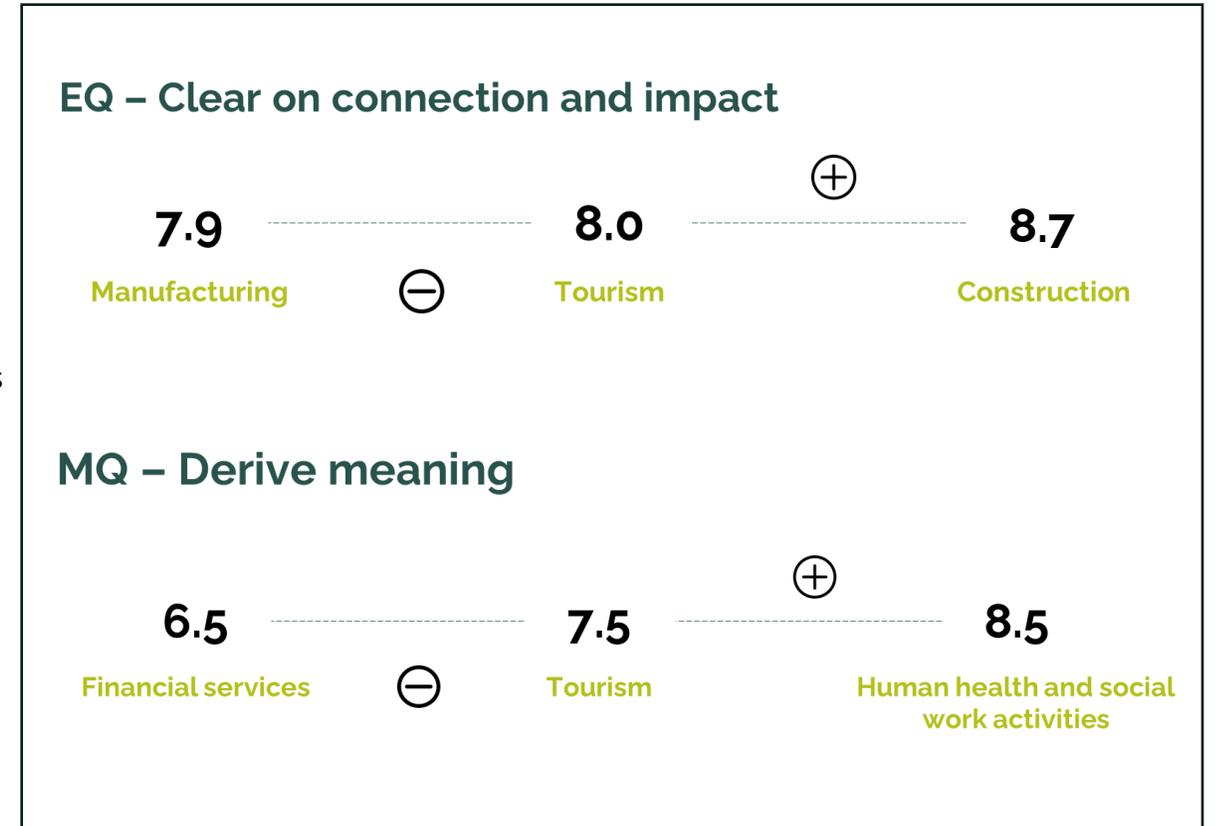
In terms of EQ—emotional intelligence and the ability to connect one's work to the broader organisational impact—construction again leads. This is unsurprising, given the importance of coordination in construction projects.

Tourism scores slightly below the national average, suggesting that better support is needed to help employees "join the dots" and see how their work contributes to the overall customer experience.

Manufacturing scores the lowest in EQ, possibly because workers on production lines may have less visibility into how their tasks impact the larger picture.

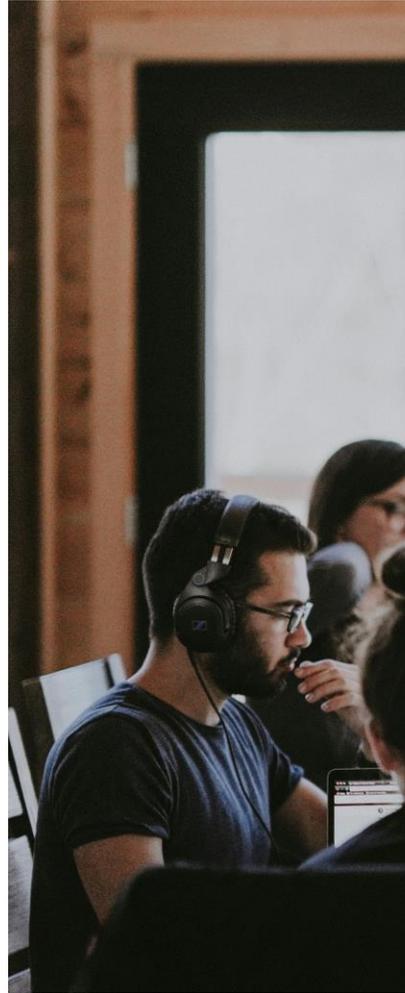
Finally, regarding MQ (meaning), employees in human health and social work report the highest levels of meaning in their work, which aligns with the purpose-driven nature of these fields.

Tourism falls into the mid-range, with room for improvement, particularly in fostering a greater sense of purpose among younger workers. Financial services once again score the lowest, with many employees struggling to find personal meaning in their roles, significantly below the national average of 7.7. This highlights a potential challenge in improving engagement and fulfillment in this sector.



So what?

A Genesis view



So what? A Genesis View

The IQ + EQ + MQ model provides a useful framework for understanding workforce performance and identifying areas for improvement. However, it is essential to remember that every organisation is unique, and the scores from this research are merely a starting point. While some organisations may score well across all areas, others may face challenges in specific dimensions.

At Genesis our view is that organisations should not focus solely on the numbers but should use these insights as a basis for deeper conversations with their employees.

Leaders can take this opportunity to engage with their teams by asking questions such as: Are employees clear about their roles? Do they feel they have the necessary resources and training? Do they understand how their work contributes to the larger business? And finally, do they find meaning in their work?

By fostering open dialogue, investing in training and resources, and creating a culture where people can see the value of their contributions, organisations can significantly enhance both individual and collective performance.

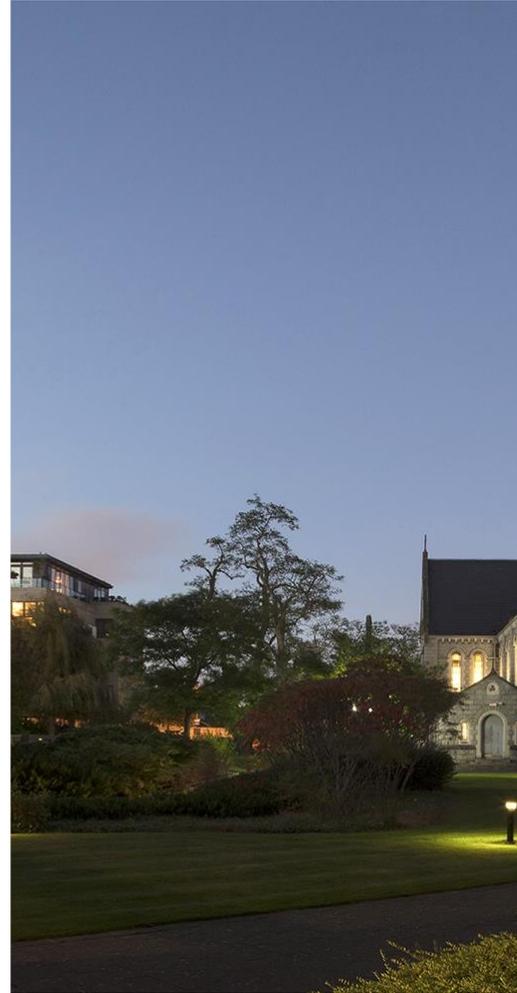
Pursuing meaning, in particular, can lead to higher levels of engagement and satisfaction, regardless of the sector. Ultimately, taking the time to connect with employees and help them understand the broader significance of their roles is key to unlocking their full potential.

About Genesis

Who we are

What we do

Contact details



Genesis helps organisations grow and succeed by reimagining and redefining their strategy, brand and organisational culture..

Genesis is a collective of passionate thinkers and doers, combining sharp strategic thinking with creativity.

We believe there is always a better way.

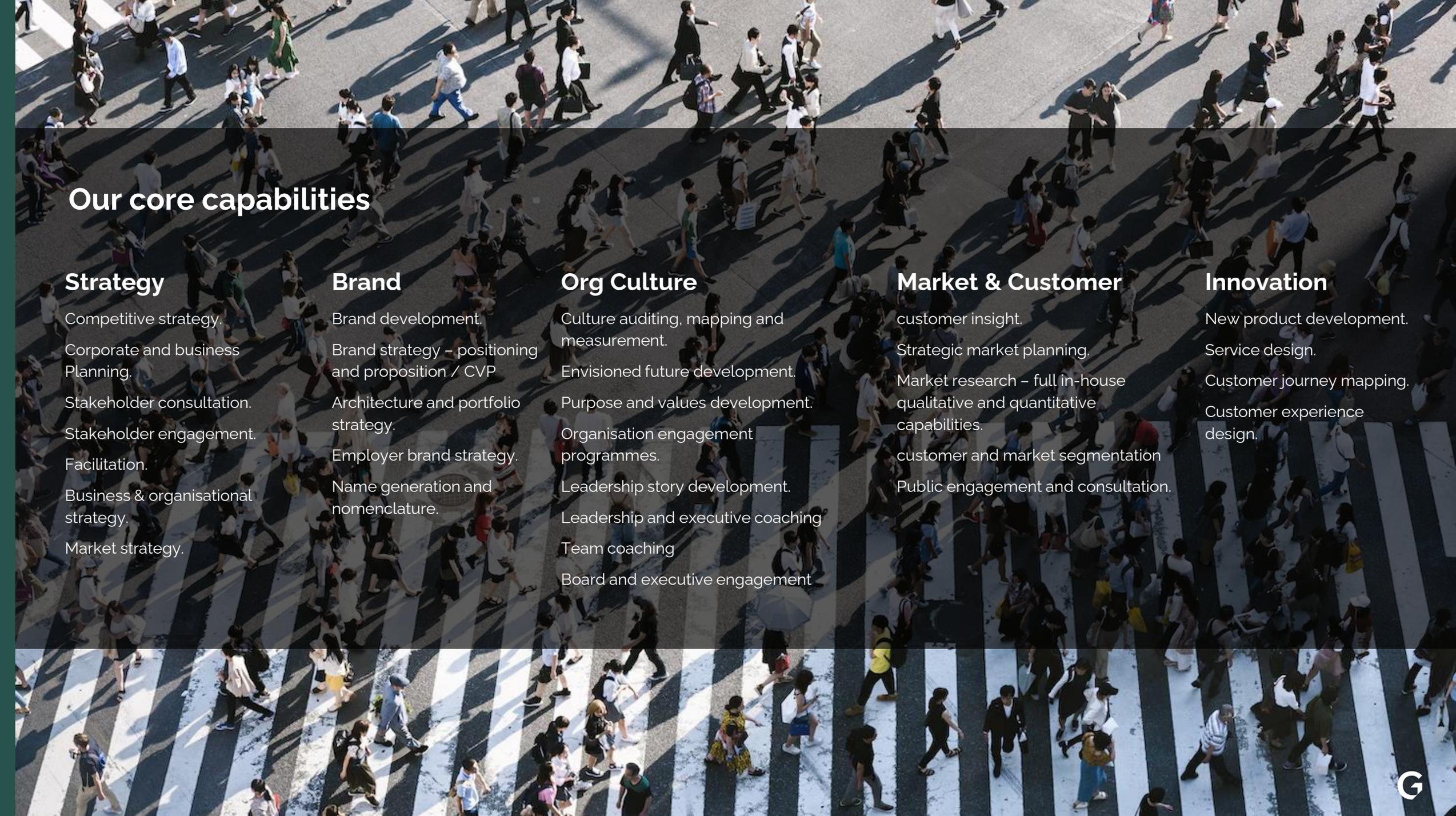
We work with leaders and teams to solve complex problems, improve performance, and drive change so they can win in the market.

Established in 1995.
29 years in business.
Blue chip client list,
multi-sector.

Leading specialist in
B2B and B2C
services. Extensive
experience.

Senior-only,
multidisciplinary team.
Experienced, expert,
hands-on.

Collaborative,
challenging, supportive
and engaging in our
approach.



Our core capabilities

Strategy

- Competitive strategy.
- Corporate and business Planning.
- Stakeholder consultation.
- Stakeholder engagement.
- Facilitation.
- Business & organisational strategy.
- Market strategy.

Brand

- Brand development.
- Brand strategy – positioning and proposition / CVP
- Architecture and portfolio strategy.
- Employer brand strategy.
- Name generation and nomenclature.

Org Culture

- Culture auditing, mapping and measurement.
- Envisioned future development.
- Purpose and values development.
- Organisation engagement programmes.
- Leadership story development.
- Leadership and executive coaching
- Team coaching
- Board and executive engagement

Market & Customer

- customer insight.
- Strategic market planning.
- Market research – full in-house qualitative and quantitative capabilities.
- customer and market segmentation
- Public engagement and consultation.

Innovation

- New product development.
- Service design.
- Customer journey mapping.
- Customer experience design.

Our People

Our team comprises only senior people with many years' experience. We have extensive experience across many sectors and markets and are well versed in complex stakeholder engagement and facilitation as well as organisation engagement at every level. Our expertise spans industry and consulting - across strategy, research, innovation and leadership - as well as entrepreneurs, business owners, and independent non-executive board directors. To find out more, visit: <https://www.genesis.ie/people>



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