

Emotional Intelligence

Developed initially by two psychologists - Peter Salovey and John Mayer - Emotional Intelligence (EI) became popular in 1998 when Daniel Goleman published his book looking at the value of Emotional Intelligence (EI) compared to Intelligence Quotient (IQ).

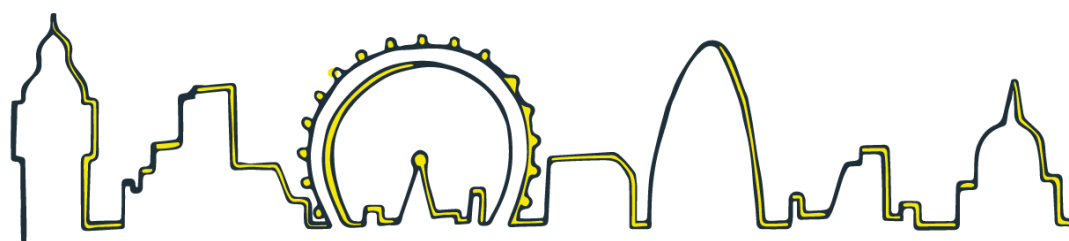
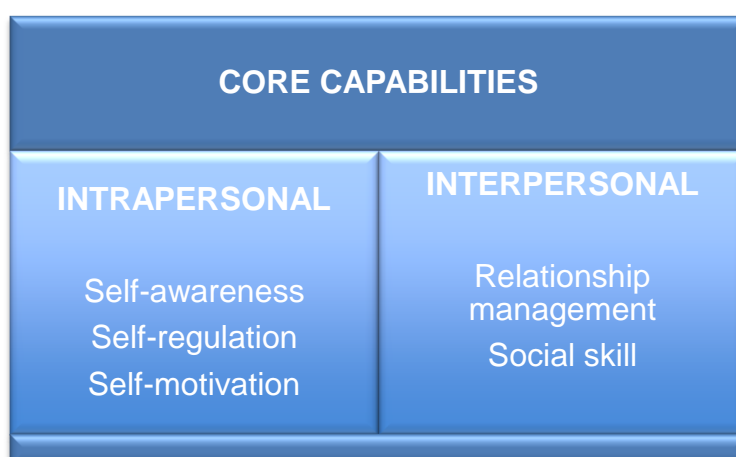
According to Salovey and Mayer, emotional intelligence is "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth." They believed that it was possible to learn the ability to perceive and understand emotions so that they worked for us and not against us.

Emotional intelligence is:

- Understanding how you and others feel, what feels right and what does not
- Possessing emotional awareness and sensitivity
- Understanding how to react and managing emotions accordingly

Those with high emotional intelligence experience less stress, are better able to cope with change and challenge and enjoy more harmonious relationships.

There are various models for emotional intelligence, Goleman's model considers Emotional intelligence falls into two categories within which there are five stages:



Intrapersonal:

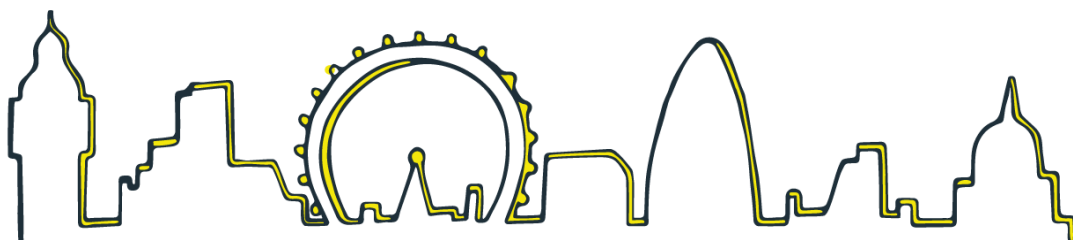
This refers to our understanding of ourselves and our ability to 'manage' ourselves and includes three key areas:

- **Self-Awareness** – this is the ability to understand ourselves, to be aware of our inner drivers and external dimensions, to understand the impact we may have on others. This includes being aware of:
 - Our values
 - Our beliefs
 - The rules we live by
 - Our goals and objectives
 - Our self-motivation
- **Self regulation or emotion management** - this is effectively controlling our emotions so that they work for us instead of against us through an understanding of the triggers that provoke unproductive behaviours. Being able to understand the link between your interpretation of a situation and your response to it, identifying the thoughts and feelings and managing emotions so that your response is appropriate. This may mean changing the way we see things, altering our perception of situations, people and events and learning to manage stress. For most people, this is the hardest element of emotional intelligence.
- **Self-motivation** – understanding the inner drivers that push us and motivate us to react and to act. Learning to become self-motivated involves positive thinking, creating good support networks, developing the right environment and finding effective ways to manage stress and worry.

Interpersonal

This refers to our ability to interact with other people, the sense of managing relationships and understanding other people. There are two stages:

- **Relationship management** – is understanding that different relationships are essential for personal growth, development and happiness. Managing relationships is understanding different types of relationship, how to manage these effectively and how to develop social networks, building new relationships.
- **Social skill** – this stage has also been called 'emotional coaching' and considers the ability to help other people to develop. This may be through helping them to resolve conflict, solve problems, move forward towards their goals, become more motivated or to communicate more effectively. This final stage has been



considered as one of the most important for a manager, mentor or coach in developing individuals and encouraging them to develop.

Improving your Emotional Intelligence

Understanding your own emotional intelligence in the different areas helps you to identify your strengths and where you need to develop further. There are a variety of tests available online to help assess your emotional intelligence for example, <https://www.mindtools.com/pages/article/ei-quiz.htm> which provides you with a simple self-assessment. Improving emotional intelligence requires reflection and consideration of how you have responded in different situations and the effect of your response, consider different ways you could have responded and how this would have resulted. Beginning to observe and reflect on your own emotional responses in different situations helps you to develop a greater self-awareness which is the first step in developing your emotional intelligence.

Benefits of Emotional Intelligence

Although EI has been heavily criticised, a number of benefits have been identified by people with high EI and these include:

- Lower levels of stress
- Better health and well being
- Enhanced communication skills
- Improved levels of motivation and morale
- Ability to stay calm in difficult situations
- Ability to articulate emotions and adapt to different environments and situations
- Improved relationships
- Increased ability to deal with change and challenge

References:

Goleman Daniel. (1998) *Working with Emotional Intelligence*. Bloomsbury
<https://www.mindtools.com/pages/article/ei-quiz.htm>

