

## Emotional Intelligence Explained

**Emotional Intelligence refers to the capacity to recognise and manage our own feelings and to recognise and respond effectively to those of others.** The rules for work are changing. We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how we handle ourselves and each other. This is increasingly applied in choosing who will be hired and not, who will be let go or retained. In a time with no guarantee of job security, when the very concept of a job is being replaced by “portable skills,” these are prime qualities that make and keep us employable. Talked about loosely for decades under a variety of names, from “character” and “personality” to “soft skills” and “competence,” there is at last a more precise understanding of these human talents: emotional intelligence.

- Emotional intelligence does not mean merely “being nice,” but rather, for example, bluntly confronting someone with an uncomfortable but consequential truth they have been avoiding.
- Emotional intelligence does not mean giving free rein to feelings. Rather, it means managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward their common goal.
- Levels of emotional intelligence are not fixed genetically, nor does it develop in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop through life and learn from our experiences.

Surveys on the topic reveal that more than 50% of employees lack the motivation to keep learning and improving in their job. Four in ten are not able to work cooperatively with fellow employees, and just 19 percent of those applying for entry-level jobs have enough self-discipline in their work habits. More and more employers are complaining about the lack of social skills in new hires. IQ alone explains surprisingly little of achievement at work or in life. When IQ test scores are correlated with how well people perform in their careers, the highest estimate of how much difference IQ accounts for is about 25%. This means that IQ alone at best leaves 75% of job success unexplained.

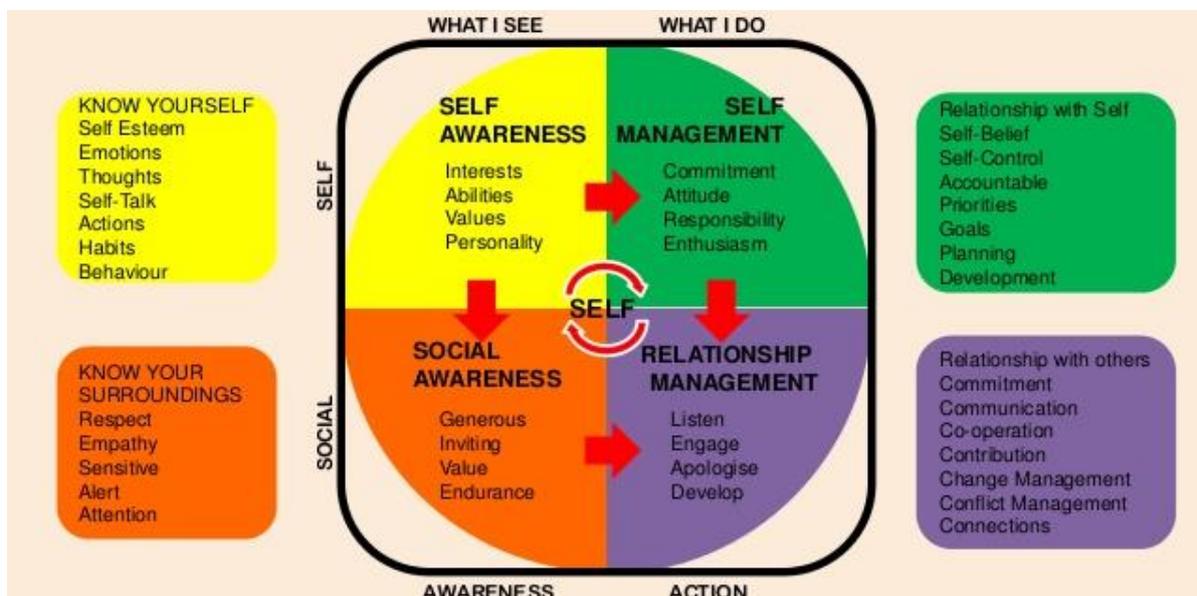
**Five Domains of Emotional Intelligence:** Daniel Goleman’s model of emotional intelligence includes five realms.

1. **Know** your emotions.
2. **Manage** your emotions.
3. **Motivate** yourself.
4. **Recognise and understand** other people’s emotions.
5. **Manage relationships** (others’ emotions)

These five realms are broken down into four quadrants:

1. **Self-Awareness.**
2. **Social Awareness.**
3. **Self-Management.**
4. **Relationship Management.**

Source: Working with Emotional Intelligence – Daniel Goleman



## Self-Awareness

- Emotional self-awareness •Accurate self-assessment •Self-confidence

According to John Mayer (University of New Hampshire psychologist and one of the first to study emotional intelligence) self-awareness is being “aware of both our mood and our thoughts about mood.” It is also explained by Goleman (2002) as the ability to read and understand your emotions as well as recognize their impact on others. It can simply be put that self-awareness is a basic understanding of how we feel and why we feel that way. The more we are aware of our feelings that easier they are to manage and dictate how we might respond to others.

## Self-Management

- Emotional self-control •Transparency •Adaptability •Achievement •Initiative •Optimism

Self-Management, or self-regulation, can be defined as the ability to manage one’s actions, thoughts, and feelings in flexible ways to get the desired results. Optimal self-regulation contributes to a sense of well-being, a sense of self-efficacy or confidence, and a sense of connectedness to others. The goal is for a self-regulating individual to be able to take his or her emotional responses as cues for both action and coping effectively in relationships. It is important to understand self-awareness first for this to be possible.

## Social Awareness

- Empathy •Organisational awareness •Service

Social Awareness is the ability to accurately notice the emotions of others and “read” situations appropriately. It is about sensing what other people are thinking and feeling to be able to take their perspective using your capacity for empathy. Goleman explains, our ability actually comes from neurons in an extended circuitry connected to the amygdala. They read another person’s face, voice, etc. for emotion and help direct us how we should speak to them. “Empathy refers to the cognitive and emotional processes that bind people together in various kinds of relationships that permit sharing experiences as well as understanding of others”.

## Relationship Management

- Inspirational leadership •Influence •Developing others •Change catalyst •Conflict management
- Building bonds •Teamwork and collaboration

The ability to take one’s own emotions, the emotions of others, and the context to manage social interactions successfully. This quadrant pulls together the other 3 dimensions and creates the final product – relationship management. Often if we have the other three dimensions figured out, this will flow more naturally. This can be known as “friendliness with a purpose” or getting desired responses when working with others. This can be very depending on the situation and this is why this dimension has 7 competencies that fall under it that all have to do with relationships. Relationship management can be used to influence those around us to make a good decision. We can sense other’s reactions to the situation and fine-tune our response to move the interaction in a positive direction. It is critical that this is a genuine attempt to help everyone reach the best possible outcome and not to ever become an act of manipulation for self-interest.

**10% of conflict is due to the difference in opinion and 90% is due to the delivery and tone of voice.**

Source: [What is Emotional Intelligence – Crystal Ott](#): Ohio State University