

EMOTIONAL INTELLIGENCE (EQ)

What is emotional intelligence?

'The ability to monitor one's own feelings and emotions, to discriminate among them and to use this information to guide one's thinking and action' (Salovey & Mayer 1990)

In other words... it's about:

- Knowing how you and others feel and what to do about it
- Knowing what feels good, what feels bad and how to get from bad to good
- Possessing emotional awareness, sensitivity and the management skills that will help to maximise long-term happiness and survival

What are the origins of EQ?

Originally coined in 1990 by two US psychologists, Peter Salovey and John Meyer, EQ refers to a learned ability to perceive, understand and express our feelings accurately and to control our emotions so that they work for us and not against us. In 1995, the publication of Daniel Goleman's book, *'Emotional Intelligence: Why It Can Matter More Than IQ'* introduced the words *'emotional intelligence'* and the term has entered common management-speak with unprecedented speed.

Why is it important?

It was Aristotle, the 4th BC thinker and philosopher, who spoke of a rare ability, *'to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way.'* There is building evidence that in today's working environment, you don't just need to be intelligent; you need to be *emotionally intelligent*.

Recent research in the US and the UK suggests that those successful leaders who are at the top of their profession are more emotionally intelligent than those below them and that many people in organisations who have a well-developed sense of EQ suffer from less stress, enjoy better health, possess higher self-confidence and overall perform better. Those who are more aware tend to step back in moments of emotional crisis to reflect and are more likely to enter into dialogue rather than harangue!

The higher you look in an organisation, the less critical technical and analytical skills become and the more important EQ competencies become in distinguishing the outstanding performers.

Can it be learnt?

Again, research suggests that unlike IQ, which is largely genetic and changes little from childhood, the skills of EQ can be learnt at any age.

How can I learn more about it?

There are many different 'models' that deal with roughly the same types of topics. One of these deals with a 'five-step model' (Margaret Chapman: *Emotional Intelligence Pocketbook 2001*)

Intrapersonal

The inner-intelligence we use to know, understand and motivate ourselves

1. Self-awareness
2. Emotion management
3. Self-motivation

Interpersonal

This is the outer-intelligence we use to read, sense, understand and manage our relationships with other people

1. Relationship management
2. Emotional coaching

1 , The core capabilities , <=

Self-awareness: The ability to see ourselves with our own eyes and tuning into our senses and feelings.

Emotion management: Controlling those unproductive behaviours that don't get us anywhere and understanding the link between our own interpretation of an event and our responses to it.

Self-motivation: Being positive through words and actions and creating the right environment to move forward.

Relationship management: 'The ways that people treat us are reflections of the ways we treat ourselves' (*Linda Field: The Self-Esteem Workbook*). Realise and accept that you can't change other people; all you can do is change yourself. If you keep on doing what you have always done, you will keep on getting what you have always got!

Emotional coaching: Help others to develop their emotional capabilities, resolve differences, solve problems, communicate effectively and become motivated.

And finally...

'Managers need to change their whole approach to managing and instead of relying on systems and control procedures, need to get to know and trust their people as individuals... Direct personal contact and coaching keeps managers apprised of real business challenges and provides an opportunity to shape responses through a shared understanding. The new corporation is the individualised corporation'.

(Goshal & Bartlett: Harvard Business Review, May/June 1995)

ASSESSING AND DEVELOPING YOUR EMOTIONAL INTELLIGENCE

For each question, tick the box that comes closest to how you feel about the answer

	Question	A	B	C	D
1	Can you tell when your mood is changing?	Always	Sometimes	Rarely	Never
2	Do you know when you are becoming defensive?	Always	Sometimes	Rarely	Never
3	Can you tell when your emotions are affecting your performance?	Always	Sometimes	Rarely	Never
4	How quickly do you realise you are starting to lose your temper?	Very quickly	Not very quickly	Slowly	Very slowly
5	How soon do you realise that your thoughts are turning negative?	Straightaway	Quite soon	After a while	Usually too late
6	Can you relax when you are under pressure?	Very easily	Quite easily	Hardly ever	Not at all
7	Do you <i>just get on with things</i> when you are angry?	Usually	Sometimes	Not usually	Never
8	Do you engage in <i>self-talk</i> to vent feelings of anger or anxiety?	Often	Sometimes	Rarely	Never
9	Do you remain cool in the face of others' anger or aggression?	Always	Usually	Occasionally	Never
10	How well can you concentrate when you are feeling anxious?	Very well	Quite well	Just about	Not at all
11	Do you <i>bounce back</i> quickly after a setback?	Always	Sometimes	Occasionally	Never
12	Do you deliver on your promises?	Without fail	Quite often	Rarely	Never
13	Can you <i>kick start</i> yourself into action when appropriate?	Yes, always	Yes, sometimes	Not often	No, never

ASSESSING AND DEVELOPING YOUR EMOTIONAL INTELLIGENCE

14	How willingly do you change the way you do things when current methods are not working?	Very willingly	Quite willingly	Quite reluctantly	Very reluctantly
15	Are you able to lift your energy level to tackle and complete <i>boring tasks</i> ?	Always	Usually	Rarely	Never
16	Do you actively seek ways of resolving conflict?	Yes, often	Yes, sometimes	Not often	Never
17	To what extent do you influence others about the way things are done?	A great extent	To some extent	Very little	None
18	How willing are you to act as a spokesperson for others?	Very willing	Can be persuaded	Quite reluctantly	Not at all willing
19	Are you able to demonstrate empathy with others' feelings?	Always	Sometimes	Rarely	Never
20	To what extent do you find that others trust and confide in you?	Frequently	Occasionally	Hardly ever	Never
21	Do you find yourself able to raise morale and make others feel good?	Yes, often	Yes, sometimes	Rarely	Never
22	How freely do you offer help and assistance to others?	Very freely	Quite freely	Reluctantly	Not freely at all
23	Can you sense when others are feeling angry or anxious and respond appropriately?	Yes, always	Yes, often	Hardly ever	Never
24	How effective are you at communicating your feelings to others?	Very	Quite	Not very	Not at all
25	Do you contribute to the management of conflict and emotion within your work group and family?	Yes, often	Yes, sometimes	Rarely	Never

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Marking your answers

Give yourself 4 points for each box ticked in Column A; 3 points for each box ticked in column B; 2 for C and 1 for D.
Enter the scores in the boxes below and fill in the totals.

Question

1	2	3	4	5	Total	(Questions 1-5)
						Your score for Self-awareness
6	7	8	9	10	Total	(Questions 6-10)
						Your score for Emotion management
11	12	13	14	15	Total	(Questions 11-15)
						Your score for Self-motivation
16	17	18	19	20	Total	(Questions 16-20)
						Your score for Relationship management
21	22	23	24	25	Total	(Questions 21-25)
						Your score for Emotional coaching

If you scored 17 or more, then you are quite emotionally intelligent already.

A score of 13-16 means that some slight remedial work is necessary.

A score of 12-9 means you must roll up your sleeves!

A score of 8 or less means, *oh, dear!*

But do not despair whatever your score.

Now that you have a greater understanding of what emotional intelligence means, you can now take steps to develop it within yourself. Good luck!