

What is Emotional Intelligence?

Emotional intelligence (EQ) refers to the ability to recognize our own emotions and those of others. It affects group dynamics, individual and group performance, creativity, communication, and motivation. A higher EQ level reduces anxiety and protects against stress.

Teams where people feel valued, cared for, consulted, informed, and understood far outperform those that do not. Effective team leaders have the ability to understand other people's motivations and emotions and influence them for good. Leadership also requires you to understand and influence your own emotions and motivations.

The Five Pillars of Emotional Intelligence



Self-Awareness

“Know thyself.” – Socrates

Self-Awareness

- Understanding your own emotions, strengths, and weaknesses.
- Being aware of the way you feel and the impact your feelings can have on decisions, behavior, and performance, allowing you to manage your reactions and behavior.
- Recognizing your own strengths and weaknesses and equipping yourself to take on board feedback and constructive criticism and make positive changes.
- Understanding how your actions and words impact others, making you a better team player and leader.

Developing Self-Awareness

- ✓ Regularly pause and consciously identify how you feel and what is causing your emotions.
- ✓ Realize that emotions are transitory and it is best not to make decisions based on them.
- ✓ Think about how your negative emotions (anger, frustration, indifference, fear) may affect yourself and your team, and acknowledge the consequences of this behavior.
- ✓ Ask for objective feedback from the people you work with and seek guidance from trusted mentors.
- ✓ Keep a journal to improve your self-awareness.



Self-Management

“The first and best victory is to conquer self.” – Plato

Self-Management

- The capacity to effectively manage your motives and regulate your behavior.
- Developing resiliency and the ability to manage stress without being temperamental, allowing you to find opportunities and possibilities that exist even in the face of adversity.
- Being able to put off gratification in the present in order to get better results at a future time.
- Motivating yourself to stick with something over time, even though it may be difficult and time consuming,

Developing Self-Management

- ✓ Understand your triggers. Someone who blows their stack is both scary and demotivating. It may sound cliché, but when someone pushes your buttons, count to ten before responding.
- ✓ Brainstorm ways to control your emotions in order to avoid hasty reactions and inadequate responses, whether it's focusing on your breathing, taking a break, or focusing on a calming mantra.
- ✓ When responding to a triggering email, take some time before you hit send.
- ✓ Identify what you like best from your job and find a way to spend more time dedicated to what motivates you the most and still dedicate yourself with full attention to those tasks you might not like so much.
- ✓ It's ok to let others know you are upset, but practice expressing your feelings in a controlled and appropriate manner. Do not let bad moods or a strong emotional reaction govern your behavior.
- ✓ Take a breath and slow down when you experience strong emotions, so you have a few moments to examine what you're feeling.



Motivation

“You must be the change you wish to see in the world.” – Mahatma Gandhi

Motivation

- What drives you to accomplishment.
- Ideally driven internally, rather than by external rewards, like money and titles.
- Using that internal drive to remain optimistic and resilient in the face of disappointment.

Developing Motivation

- ✓ Do not make unreasonable demands on yourself and learn to be assertive when responding to the demands of others.
- ✓ Focus on small, measurable goals.
- ✓ Introduce challenges to keep things interesting and work with a friend or co-worker to foster accountability.
- ✓ Write down your values and post them where you will see them often. This will keep what's important to you front and center.
- ✓ Adopt an optimistic mindset, which gets easier over time.



Empathy

“Each of us is more alike than we are unlike.” – Maya Angelou

Empathy

- Perceiving, understanding, and acknowledging the way others feel.
- Identifying the things that make people feel valued, listened to, cared for, consulted, and understood.
- Connecting with others on an emotional level and responding authentically and genuinely to others’ concerns.
- being able to sense what the other person is feeling, and to know what their emotion feels like from your own experience.
- Communicating with others that you understand and care, even if you do not agree with them.
- Paying attention or knowing how other people are reacting, or anticipating how they are likely to react to what you do and say.

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People Skills

“Alone, we can do so little; together we can do so much.” – Helen Keller

People Skills

- The skills we use to interact with other people.
- Make you a good listener, easy to talk to, charismatic and attractive to others.
- Include adapting to the different way people communicate and interact with others.
- Communicating ideas, information, and requests to others effectively.

Developing People Skills

- ✓ Ask open-ended questions and practice active listening.
- ✓ Be aware of your tone and body language and what they may be communicating to others.
- ✓ Practice good eye contact and using icebreakers to help start conversations.

Practicing Emotional Intelligence

1. Meditate.

In order to rationally manage your emotions, you must be aware of them. You need to take time to process emotional challenges. Even if all you can do is to close your door, shut your eyes and sit in silence for 5 minutes, allowing yourself time to process your emotions is a great way to make sense of them and act logically in the face of emotional turmoil.

2. Be honest.

Being emotionally intelligent doesn't mean ignoring or suppressing your emotions, although you may sometimes have to filter exactly how you feel. It is healthy to express how situations affect you in a mature and situationally appropriate way. Just remember to take time to really acknowledge and sort through your emotions before you express them.

3. Avoid assumptions.

Remember, people don't act irrationally due to one event; they act irrationally in response to being overwhelmed. You never know what could be happening in a person's life. Don't take it personally, and don't match their emotional behavior.

4. Walk away.

While you work on your emotional intelligence, there will be times when you have to walk away from situations. It can be hard to address problems when they are fresh. Most people will respect you if you ask them to let you continue the conversation after you've had some time to process.

5. Take care.

You need to take care of your emotional health, just like your physical health. This might mean taking some time off, listening to music, or meditating – whatever helps you settle your emotions so you can stay level-headed in the face of difficulties.

6. Manage expectations.

Remember, you can't control other people. Unrealistic expectations of others are often a misguided attempt to control other people. If you expect certain behaviors and others fall short, you compare them to the expectation not the reality of who they are. Try to be present for people as they are, validate their current struggles, and set boundaries on their behavior. Meet them where they are instead of where you want them to be.

References and Resources

Emotional Intelligence by Daniel Goleman maps the territory where IQ meets EQ, where we apply what we know to how we live. *Emotional Intelligence* provides the evidence for what many successful people already knew: being smart isn't just a matter of mastering facts; it's a matter of mastering your own emotions and understanding the emotions of the people around you.

[Daniel Goleman Introduces Emotional Intelligence](#)

[Daniel Goleman: Emotional Intelligence is a Superpower](#)

[Genos International](#). The Genos model shown below comprises a set of emotionally intelligent workplace behaviour competencies. Competencies represent skills and behaviours, based on underlying abilities and experiences, that are measurable and observable. The six emotionally intelligent leadership competencies of the Genos model capture the skills and behaviours that manifest from emotional intelligence abilities.

[Michael Cloonan on Emotional Intelligence](#). Going behind the buzz words to make meaningful change.

[Can emotional intelligence be trained?](#) by Victoria Mattingly and Kurt Kraiger. Human resource practitioners place value on selecting and training a more emotionally intelligent workforce. Despite this, research has yet to systematically investigate whether emotional intelligence can in fact be trained. This study addresses this question by conducting a meta-analysis to assess the effect of training on emotional intelligence, and whether effects are moderated by substantive and methodological moderators.

[Leading with Emotional Intelligence](#). If everyone in the world works on the five principles of emotional intelligence (EQ) with the proper intent (not to manipulate others), the entire world would change. Work environments would be way less toxic. Job satisfaction would skyrocket (it is pretty low according to surveys). You will be kinder and more authentic with yourself. You'll be kinder and more authentic with others. Families and friend groups will greatly benefit.

[5 Ways HR Can Increase Emotional Intelligence](#). Developing the ability to understand, interpret and effectively respond to our own emotions and the emotions of others is especially important for HR. It helps us communicate more effectively and overcome challenges—two things demanded of us daily. Further, people with emotional intelligence are more respected, rise to leadership positions more often and are able to step over office politics to focus on their productivity.

[The role of social and emotional intelligence for leadership effectiveness during the 4th industrial revolution](#) by Vanessa Druskat and A. Bencks; **Emotion and team performance: Team coaching mindsets and practices for team intervention** by Vanessa Druskat, S. Wolff, S., & G. Bharwaney; **Using Emotional Intelligence to Build High Performing Teams: Self-awareness, self-control, social awareness and relationship management. In Building Blocks of Emotional Intelligence** by Vanessa Druskat.