

The term emotional intelligence has been around since the 1980's and was popularised by Daniel Goleman in the mid 1990's when he wrote his best-selling book of the same name. It has many definitions, but its essence is about exploring the ability to manage ourselves and our relationships effectively.



The ability to manage ourselves and our relationships effectively

| | |
|------------------------|-------------------------|
| Self Awareness | Social Awareness |
| Self Management | Social Skills |

These EI competencies are not innate talents, but learned abilities, and each area has a unique contribution to your impact and effectiveness

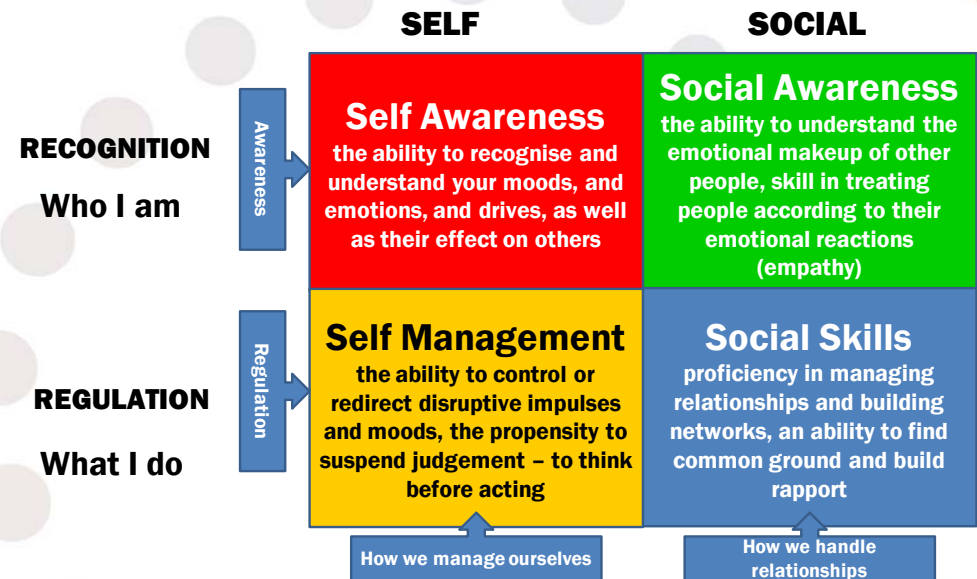
Emotional Intelligence is the ability to identify, understand and manage emotions - the ability to manage ourselves and our relationships effectively.

If you have high emotional intelligence, it means that you can recognise your own emotional state and the emotional states of others, and engage positively with people in a way that draws them to you and strengthen relationships. This can be an advantage in your professional life, but of course can help you form healthier relationships in all aspects of your life.

Most experts in EI do not believe EI competences are innate talents, but learned abilities. This means everyone has the ability to increase their EI, if they work on building the skills and capabilities.

What are the four EI dimensions?

There are four dimensions of Emotional Intelligence : two that relate to *how we manage ourselves*, and two that relate to *how we handle relationships*. Splicing the model the other way, two dimensions relate to recognition or **awareness**, and two relate to *what we do* - how we manage ourselves or relationships.



● Tips for improving your Emotional Intelligence (EQ)

"All information to the brain comes through our senses, and when this information is overwhelmingly stressful or emotional, instinct will take over and our ability to act will be limited to the flight, fight, or freeze response. Therefore, to have access to the wide range of choices and the ability to make good decisions, we need to be able to bring our emotions into balance at will.

Memory is also strongly linked to emotion. By learning to use the emotional part of your brain as well as the rational, you'll not only expand your range of choices when it comes to responding to a new event, but you'll also factor emotional memory into your decision-making process. This will help prevent you from continually repeating earlier mistakes.

To improve your emotional intelligence—and your decision-making abilities—you need to understand and control the emotional side of your brain.¹"

Self Assessment Tool

We have put together a self assessment tool that can help you reflect on the dimensions of Emotional Intelligence.

Under each of the sub-components, there are a range of statements which are indicative of each component. The scale we are using is 1 if these statements are least like you, and 7 if they are most like me. Score yourself somewhere along this continuum.

Following each dimension, there are a range of suggestions for how to improve your emotional intelligence skills. The assessment statements themselves also provide indications of what things you could try to do / make part of your practice, to strengthen your EQ.

Self Awareness - the ability to recognise and understand your moods, and emotions, and drives, as well as their effect on others 1= least like me to 7 =most like me

| Attribute | Description | Self-Rating | | | | | | |
|---------------------------------|--|-------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Emotional self-awareness | <ul style="list-style-type: none"> I know which emotions I feel and why I recognise how my feelings affect me and my work performance I realise the links between my feelings and what I think, do and say I have a deep understanding of who I am, my values and beliefs, my motivations + my goals I am candid in my communications, and am able to speak openly and with conviction about my emotions or my vision | | | | | | | |
| Accurate self-assessment | <ul style="list-style-type: none"> I am able to assess myself realistically - my strengths and weaknesses, my needs and my drives I speak accurately and openly about my assessment, and do this with a sense of candor and humour I actively seek feedback about my performance +/- or about the impact my actions and behaviours have on others - and respond effectively to feedback provided to me I reflect on my experiences to assess whether the results I get are as I expect (assumptions, cause and effect) | | | | | | | |
| Self-confidence | <ul style="list-style-type: none"> I have a firm grasp of my capabilities and shortcomings and use this to set myself up for success I present myself with self - assurance I am open about my thoughts, feelings and opinions I am comfortable voicing views that may be unpopular if I am confident about what is right I am decisive - I am able to make sound decisions despite uncertainties and pressures | | | | | | | |
| Impact on Others | <ul style="list-style-type: none"> I recognise how my feelings and behaviour affect my impact on others I am able to detach myself from situations and recognise the impact my actions and behaviours have on others I reflect on my experiences to assess whether the results I get from my interactions with others are as I expect I behave in a way that is consistent with how I expect others to behave | | | | | | | |

Self Awareness

the ability to recognise and understand your moods, and emotions, and drives, as well as their effect on others

Tips for Improving Self Awareness

- **Try to be more conscious of the feelings you are having; the good and the bad.** Try to connect to them. Give them a name. (Write them down?) Notice the physical reaction you have to them. What does your face reveal? How are you holding yourself? Notice your tone. How does the feeling influence what you think, do and say? Do you move through a cycle of emotions? How long do you feel each emotion? Try to notice if they are a factor when you make decisions.
- **Make reflective practice part of your routine.** Clear a cluttered mind - write things down, reflect on the 'why'. Self assess what you are good at, and where are less strong or able. Observe yourself - how you react and respond in certain situations and with certain people. Build time in the diary to pause - to think and make sense of experiences. Did things work out as you expected? And openly **seek feedback** from others.
- **Spend time reflecting on what really matters to you.** What are the values you live by - consciously or sub-consciously. Identify what makes you happy; what your goals are for the context you are reflecting on. Remember : what you think (the values that matter) influences what you do (how you behave) and the results you get! Make sure you know what is driving your choices.
- Try to practice **'open awareness'**. Don't judge, censor, or tune out; simply observe and perceive.
- **Realise and recognise when you are feeling stressed.** How do you feel? What physical response do you have when you are stressed? Recognise these signs. Take notice of the triggers that contributed to you feeling stressed.
- **Find ways to reduce stress.** It is suggested that the best way to reduce stress quickly is to engage one or more of your senses - sight, sound, smell, taste, and touch. Visualise your 'happy place', listen to uplifting or calming music. Do something active. Shawn Achor² suggests that if you feel overwhelmed, make a list of stresses that you can control and those you can't. Pick one you can and come up with a small concrete way to address it. Help nudge your brain back into a more positive mindset. **Stop and take a breath.** Conscious and controlled breathing is one of the simplest and most effective ways to help you maintain control and reduce stress.
- **Develop new habits.** Daily, or at least weekly, write down 3 things you are grateful for. Take note of what you are proud of, any 'wins' - even the small ones. You will notice you will start seeing more of what you are looking for!
- **Look at things with a sense of humour.** You will 'stuff up' occasionally. We all do!

Self Management - the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement – to think before acting

| Attribute | Description | Self-Rating | | | | | | |
|---------------------|---|-------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Self-control | <ul style="list-style-type: none"> • I am able to keep bad moods, disruptive emotions and emotional impulses under control • I can stay composed and positive even in trying moments • I can think clearly and stay focused under pressure • I can manage my time effectively | | | | | | | |
| Transparency | <ul style="list-style-type: none"> • I try to 'live' my values - consistently displaying honesty and integrity • I create an environment of trust and fairness through my reliability and authenticity • I admit my own mistakes and confront unethical actions in others | | | | | | | |
| Adaptability | <ul style="list-style-type: none"> • I am comfortable with multiple demands and am open to changing circumstances • I adjust quickly to changing situations and try to overcome obstacles quickly • I am comfortable learning from my mistakes | | | | | | | |
| Optimism | <ul style="list-style-type: none"> • I am able to 'roll with the punches', often seeing an opportunity rather than a set back • I see others positively, expecting the best of them • I tend to see changes in the future as something that will be for the better • I tend to remain optimistic, even in the face of failure or when things go wrong | | | | | | | |
| Achievement | <ul style="list-style-type: none"> • I have high personal standards that consistently drive me to seek performance improvements • I am pragmatic and set measurable but challenging goals • I always look to find better ways • I like to learn how to improve my performance • I have a strong sense of the things that motivate me, and know when these motivational drivers are being met | | | | | | | |
| Initiative | <ul style="list-style-type: none"> • I readily seek to seize or create opportunities • I seek out fresh ideas from a wide variety of sources | | | | | | | |

Self Management

the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement – to think before acting

Tips for Improving your Self Management

Your aim is to be able to not only sense feelings and emotions, but control or manage them - in the moment - in healthy ways. Just because you *should* do something does not mean you *will* when the time comes, especially when you are under pressure or some stress. You need to experience and practice

these skills in your everyday life to help rewire your brain.

- **Tips to manage moods:** be aware of your mood and impact it might have - moods are contagious!
 - **Recognise when you might be in a negative mood.** What has provoked this reaction? Is it an appropriate reaction? Does the evidence support my mood?
 - Be aware of **your impact** on others. Is it appropriate to share this mood with the team? How are you contributing to the situation?
 - **Take time out.** Go for a walk. Talk to a trusted colleague to process what is going on. Take time for reflection.
 - Deliberately make an effort to **reframe your mood.**
 - Take time out to look for what is **positive** in the situation
 - Pause for reflection and **make sense** of what is going on
 - Identify **options** to change things
 - Take **action**
 - If possible, **remove yourself from the negativity.** Negativity spreads. Surround yourself with more positive people.
- **Be conscious of your body language and non-verbal clues;** when you are speaking, and when you are listening. How might people interpret those?

What is my mood?
What has provoked this reaction?

Is it an appropriate reaction?
Does the evidence support my mood?

Is it appropriate to share this mood with my team?
How can I reframe this mood?

- When you hear something you disagree with, take a breath and attempt to consider **what might be true in that view.** Momentarily suspend judgment. Try to be more **open-minded**, be **curious** - seek to understand and reflect on the emotions and ideas of others. Consider more possibilities, not just your own. And accept when your position or view is not as accurate as you once thought!
- Learn to be more agreeable and increase your trust in others. Invest in relationships. Try to treat people with a sense of '**unconditional positive regard**'. Most people actually *do* have good intentions! It helps to try to see things from their perspective - even if it seems wrong or ridiculous at first glance!
- Recognise negativity - and deliberately be **optimistic** - reframe your thoughts, look for the opportunity, look for ways to overcome obstacles, find good in others, recognise and accept flaws, This helps to rewire otherwise more challenging tendencies!
- **Be prepared to admit your mistakes.** You are only human after all! Approach those situations with a learning orientation.
- **Pick your battles!** Knowing what really matters can help you to know when you need to let things go. It helps to loosen up, have some fun (really!), get perspective, and reprioritise. Know your motivational drivers and focus on ensuring the ones that matter most are being satisfied.
- **Try to approach new or changing situations with a more positive mindset.** Rather than thinking about what you stand to lose, explore what is possible, look to find better ways.
- When making a decision, do not decide according to your mood. Make sure you make decisions when you have a clear head. Be conscientious, apply some rational thinking as well as emotional thinking. Analyse, make sense then act in a positive manner. **Slow things down.**
- When we make important decisions the limbic part of the brain presents us with our life wisdom on the subject – **not in words** but in **signals** within the body, particularly in the **gut.** **Pay attention to your 'gut feel'!** (Simon Sinek, The Golden Circle.)

Social Awareness - the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)

1= least like me to 7 =most like me

| Attribute | Description | Self-Rating | | | | | | |
|---------------------------------|---|-------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Empathy / Attunement | <ul style="list-style-type: none"> I sense other people's feelings and emotions, understand their perspectives and their viewpoints and take an active interest in their concerns I listen attentively and think about how others feel I ask questions to seek to understand things from others people's perspectives | | | | | | | |
| Service orientation | <ul style="list-style-type: none"> I readily recognise, anticipate and meet customers needs (internal and external) I seek feedback about performance and client satisfaction I seek ways to increase customer satisfaction and loyalty | | | | | | | |
| Organisational awareness | <ul style="list-style-type: none"> I understand how an organisation works by being able to read the currents of organisational life, build decision networks and navigate politics I appreciate the culture and values of an organisation I understand social networks and know the unspoken norms I can read the emotional current of different groups and accurately read key power relationships | | | | | | | |

When you have strong social awareness, your awareness antennae when in the company of others, is strong. You sense the social / emotional clues in others, you understand how others are feeling, what may be concerning them and what they need. You understand power dynamics at play in a group and are comfortable socially.

Tips to Improve your Social Awareness

- **Focus on the other person - be present!** Make a personal commitment to really take notice in the situation. Remove distractions (turn off your phone, shut the door), face the person speaking, and maintain a comfortable level of eye contact.
- **Keep a check on your 'internal voice'.** If find yourself getting distracted remind yourself of your intention. Re-focus your attention on the speaker. Take mental notes. Listen for key words. Notice what they are saying (with their voice, and their non-verbal cues), and notice what they are 'not saying'!
- **Respond appropriately to show that you understand and ask infrequent effective questions.** Do this with the odd "uh-huh" and nod your head. Smile. Raise your eyebrows. Keep an open posture. Say words such as "really," "that is interesting," as well as ask clarifying questions, such as "What did you do then?" and "What did she say?", "And then what happened?"
- **Try to keep an open mind.** It is tempting to try to form your view, or recommend the 'answer' before the conversation finishes. Try to wait until the speaker is finished before making up your mind. Stand in their shoes, think about their position / needs + wants. Try to view things from their perspective. Consider alternative possibilities. And try not to make assumptions about what the speaker is thinking. If in doubt, validate this by asking them a question.
- **Be less selfish - it is not all about you!** Try to understand the motivational drivers affecting others.
- **Focus heavily on customer satisfaction.** Seek to understand what matters to your important stakeholders, and find out if you are meeting their expectations.
- **Take the time to observe relationships at work.** Who are the people who generate ideas? Whose opinion counts? Who convinces others when no one else can? Who socialises with whom? Who are the formal leaders? Who are the unofficial ones? Who are the key power groups at work?
- Listen / observe professional debates that others are having. **Try to see both sides of the argument.** You may then be more able to do this when you are personally involved in a situation with more than one perspective.

Social Awareness

the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)

Social Skills - proficiency in managing relationships and building networks, an ability to find common ground and build rapport

| Attribute | Description | Self-Rating | | | | | | |
|--|--|-------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Alignment | <ul style="list-style-type: none"> I understand the core goals of the organisation and my team and take the time to / help others to understand the role we all play in achieving these goals | | | | | | | |
| Visionary leadership / Inspiration (only complete if you lead others) | <ul style="list-style-type: none"> I articulate a compelling vision, build group pride, and foster a positive emotional tone I lead by bringing out the best in people I know what the motivational drivers are for others in my team and actively pay attention to them | | | | | | | |
| Influence | <ul style="list-style-type: none"> I persuade others by engaging them in discussion and appealing to their interests I take the time to understand others' positions and find a way forward that appeals to both of our interests I get support from key people I involve and consult with others when making decisions and explain the rationale behind decisions that are made | | | | | | | |
| Communication | <ul style="list-style-type: none"> I foster open communication, ask effective questions + actively share information I focus on sending clear, convincing and well-tuned messages I use different approaches to disseminate information I try to be present when I am listening to people and look for what is said as well as what is not | | | | | | | |
| Working with others / Building bonds | <ul style="list-style-type: none"> I invest time in getting to know people on a personal level and seek to find a common connection of some kind I show genuine interest and respect for people I work with, by asking them questions, seeking their input and listening I provide regular and timely feedback that people find helpful, and thank them for their contribution I seek to be open minded, explore alternatives and options and am prepared to compromise when this is appropriate I try to ensure others feel appreciated I express thoughts and feelings in a way that is sensitive to those of others | | | | | | | |

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|--|---|---|---|---|---|---|---|
| Conflict management | <ul style="list-style-type: none"> I handle difficult situations and people with diplomacy and tact I encourage debate and open discussion I have an ability to de-escalate disagreements and orchestrate resolutions If things don't go to plan I try to resolve things quickly and find out what will help repair the relationship If things don't go my way, I don't walk away | | | | | | | |
| Change catalyst | <ul style="list-style-type: none"> I initiate and encourage new ideas and lead people in a new direction when required I recognise the need for change and remove barriers where possible I champion the change and enlist others in its pursuit | | | | | | | |
| Teamwork and collaboration | <ul style="list-style-type: none"> I solicit input from everyone in my team I support all team members and promote cooperation and collaboration within the team I draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity I notice inappropriate behaviour in others and respond effectively I recognise others' hard work and achievements | | | | | | | |
| Developing others (only complete if you lead others) | <ul style="list-style-type: none"> I coach and mentor others with compassion and personally invest time and energy in the relationship I provide regular and timely feedback that people find helpful I help build capability in others through feedback and guidance | | | | | | | |

Tips to Improve your Relationship management

- If you are the leader of a team, **accept and own that role**. Actively communicate your vision, and ensure there is clarity about what is expected of your team members. Build your **story telling skills**, and help people align their motivational drivers to the vision .
- **Make use of the knowledge** gained through applying the **social awareness skills** above, and **pause** - think before you act. Choose how to behave through the sense gained from this awareness. Get in touch with your own feelings and communicate them appropriately. Consider how others may perceive your messages.
- **Actively engage** others by seeking their contributions, understanding their positions and sharing information.
- Promote and celebrate positive examples of **collaboration** and **teamwork**. Role model what you expect in others. Help remove barriers.
- Acknowledge and validate the feelings of others, their work, and challenges. Encourage them to share their feelings. In times of **change**³, provide the leadership and support they need.
- Find opportunities to grow, develop and provide **feedback** to those in your team.
- **Actively expand your network**. Both inside and outside the organisation.
- Focus on building your **communication skills**. Develop your active listening skills. Be deliberate about asking more effective questions. Invest in relationships with those you work with.
- **Learn to resolve conflict in healthy and constructive ways**
 - Practice your own self control. Take a breath. Walk away and come back if there is a risk of escalation.
 - Calmly advocate your position. Watch your tone, volume and language.
 - Seek first to understand, rather than to judge. Attempt to understand the other person's perspective - ask questions and listen.

Social Skills

proficiency in managing relationships and building networks, an ability to find common ground and build rapport

- Take responsibility for your actions and apologise if it is appropriate
- Be prepared to forgive people - let it go!
- Use humour to help smooth over differences - a good hearty laugh can diffuse things quickly
- Disengage from conflict when no progress is being made - agree to disagree!

- As we move from the 'knowledge age' to the 'conceptual age', the skills that will matter even more are **skills of 'high touch'** (empathy, understanding subtleties of human interaction, to find joy in one's purpose and meaning) and skills of **'high concept'**⁴ (the capacity to detect patterns and opportunities, combine different – maybe unconnected ideas together). Focus on building these skills to help develop your emotional intelligence.

Other useful reading :

- *The New Leaders, Transforming the art of leadership into the science of results, Daniel Goleman, Richard Boyatzis and Annie McKee, Time Warner (2002, reprint 2006)*
- *Working with Emotional Intelligence, Daniel Goleman, Bloomsbury, 1998*
- *The Focused leader, Daniel Goleman, HBR, December 2013*
- *Follow Daniel Goleman on Linked In to see weekly blogs*

