What is Emotional Intelligence?

• In the early 1990s, Dr. John Mayer, Ph.D., and Dr. Peter Salovey, Ph.D., introduced the term "emotional intelligence" in the Journal of Personality Assessment.
  – They used this term to describe a person’s ability to understand his or her own emotions and the emotions of others and to act appropriately based on this understanding.

Daniel Goleman, 1998

• “We are being judged by a new yard stick: not just how smart we are, or by our training and expertise, but also how well we handle ourselves and each other.”
IQ vs. EI

- Is your intellectual intelligence (IQ) the greatest predictor of what you’ll accomplish in life?

- Not necessarily… !!!

E.I. according to Goleman

It is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. - Daniel Goleman, 1998

Updated definition

- EI as the ability to:
  - Recognize, understand and manage our own emotions
  - Recognize, understand and influence the emotions of others
  - This means being aware that emotions can drive our behavior and impact people (positively and negatively), and learning how to manage those emotions – both our own and others – especially when we are under pressure.
Heart & Head combined

- It is very important to understand that Emotional Intelligence is not the opposite of intelligence, it is not the triumph of head over heart - it is the unique intersection of both.
  - Emotional Intelligence combines affect with cognition, and emotion with intelligence.
  - Emotional intelligence, then, is the ability to use your emotions to help you solve problems and live a more effective life.
  - Emotional intelligence without intelligence, or intelligence without emotional intelligence, is only part of a solution.
  - It is the head working with the heart.

Physiology of E.I.

- In a very real way, our human intelligence affords us the ability to regulate our emotions.
- Every decision we make is directly influenced by our emotions—a specific part of the brain, the amygdala, handles all basic emotional reactions, such as fear and anger.
- The neocortex, or “thinking” part of the brain, allows us to fully comprehend situations.
- Our reactions are the result of our unique and individual combination of “thinking” and “feeling”.
  - Our specific manner of comprehending situations dictates our subsequent reactions.

Who needs EI?

- Research shows that for jobs of all kinds, emotional intelligence is twice as important as IQ plus technical skills.
- Emotional intelligence can be 85% of what sets star performers from the average.
- The higher the level of a job’s complexity and authority, the greater the impact of outstanding performance on the bottom-line.
### Emotional Competency Framework

<table>
<thead>
<tr>
<th>Recognition</th>
<th>Regulation</th>
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<tr>
<td><strong>Personal Competence</strong></td>
<td><strong>Self-Management</strong></td>
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<tr>
<td>- Self-Awareness</td>
<td>- Handling conflict effectively</td>
</tr>
<tr>
<td>- Self-confidence</td>
<td>- Clearly expressing ideas and information</td>
</tr>
<tr>
<td>- Emotional awareness</td>
<td>- Building emotional intelligence</td>
</tr>
<tr>
<td>- Awareness of one’s emotions and their effects</td>
<td>- Managing Interpersonal Relationships successfully</td>
</tr>
<tr>
<td>- Accurate self-assessment</td>
<td>- Facilitating personal and team development successfully</td>
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<tr>
<td>- Knowing one’s strengths and limitations</td>
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<td>- Emotional Self-control:</td>
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<td>- Persistence in pursuing goals despite obstacles and setbacks</td>
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### Personal Competence

These competencies determine how we manage ourselves

- **Self-Awareness**: Knowing one’s internal states, preferences, resources, and intuitions
  - Emotional awareness:
  - Recognizing one’s emotions and their effects
  - Accurate self-assessment:
  - Knowing one’s strengths and limitations
  - Self-confidence:
  - A strong sense of one’s self-worth and capabilities

- **Self-Management**: Managing one’s internal states, impulses, and resources
  - Emotional self-control:
  - Keeping disruptive emotions and impulses in check
  - Transparencies:
  - Maintaining integrity, acting congruently with one’s values
  - Adaptability:
  - Flexibility in handling change
  - Achievement orientation:
  - Striving to improve or meeting a standard of excellence
  - Initiative:
  - Readiness to act on opportunities
  - Optimism:
  - Persistence in pursuing goals despite obstacles and setbacks

### Social Competence

These competencies determine how we handle relationships

- **Social Awareness**: Awareness of others feelings, needs, and concerns
  - Emotionally intelligent feeling and perspective-taking:
  - Anticipating, recognizing, and meeting emotional needs

- **Relationship Management**: Adherence at inducing desirable responses in others
  - Building relationships:
  - Sensing others’ development needs and tailoring initiatives to meet them
  - Inspirational leadership:
  - Inspiring and galvanizing others to achieve collective goals
  - Influence:
  - Using influence tactics for persuasion
  - Change catalyst:
  - Navigating change and managing change
  - Conflict management:
  - Resolving and managing conflict constructively
  - Teamwork & Collaboration:
  - Working with others toward shared goals, creating group synergy in pursuing collective goals.
Emotions & Business

**Conventional View**
- No place in business.
- Confuse.
- Interfere with good judgment.
- Distract us.
- Undermine authority.

**High Performance**
- Essential in business.
- Clarify.
- Essential to good judgment.
- Motivate us.
- Generate influence without authority.

Are organizations interested?
- According to studies, Emotional Intelligence is on the decline across all economic groups across all cultures.
- As a result, a survey of American employers reveals that:
  - More than 50% of the people who work for them lack the motivation to keep learning and improving in the job.
  - 4 in 10 people are not able to work cooperatively with fellow employees.
  - Only 19% of entry level applicants have enough self-discipline in their work habits.
  - Billions of dollars are wasted on development programs leading to a less than desired return on investment in leadership training.
  - 70% of all change initiatives are not netting the desired results due to people issues - ability to lead, work with others in teams, take initiative, deal with change, etc.

Do organizations benefit?
- When it comes to technical skill and the core competencies that make a company competitive, the ability to outperform others depends on the relationships of the people involved which ultimately relates to the degree of emotional intelligence of its employees and leaders.
Appealing in the workplace?

- Emotional intelligence does not and should not be thought of as a replacement or substitute for ability, knowledge or job skills.
- Applications of emotional intelligence in the workplace may include these:
  - Career Development
  - Management Development
  - Team Effectiveness

Emotional Intelligence At Work

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<th>Definition</th>
<th>Hallmarks</th>
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<tr>
<td>Self-Awareness</td>
<td>the ability to recognize and understand your mood, emotions, and biases, as well as their effect on others</td>
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<tr>
<td>Self-Regulation</td>
<td>the ability to control or regulate disruptive impulses and stabilize the propensity to respond with judgment to stress before acting</td>
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<tr>
<td>Motivation</td>
<td>a passion to work for reasons that go beyond money or benefits, a propensity to pursue goals with energy and persistence</td>
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<tr>
<td>Empathy</td>
<td>the ability to understand the emotional makeup of other people, select the right people according to their emotional reactions</td>
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<tr>
<td>Social Skills</td>
<td>proficiency in managing relationships and building networks, an ability to find common ground and build support</td>
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Bottom line…

- According to a study by the U.S. Department of Labor, employers are looking for candidates who know how to listen and communicate well — both important aspects of emotional intelligence.
- They also prefer employees who are adaptable to changing work environments, not rigid and inflexible.
- Other attributes employers seek in people during the hiring process include self-management, the ability to work in teams and strong leadership potential.
- All of these competencies are intertwined in emotional intelligence.