



EMOTIONAL

INTELLIGENCE

THE BEGINNER'S GUIDE

Psychological Consultancy Ltd

What is Emotional Intelligence?

Emotional Intelligence (EI) is most commonly recognised as a set of emotional and social skills that collectively establish how we perceive and express ourselves and use emotional information in an effective and meaningful way.

Research suggests that emotional intelligence and cognitive intelligence (IQ) are distinct: you can have a high level of emotional intelligence but a low level of cognitive intelligence, and vice versa.

"From a scientific (rather than a popular) standpoint, emotional intelligence is the ability to accurately perceive your own and others' emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotions. It doesn't necessarily include the qualities (like optimism, initiative, and self-confidence) that some popular definitions ascribe to it."

John Mayer, Professor of Psychology



What are the central aspects of emotional intelligence?

One of the most robust and well-validated measures of emotional intelligence is the EQ-i 2.0 tool. The tool uses a framework covering five key areas of emotional intelligence, each containing three underlying scales. Your scores in each scale are compiled to present an overall picture of your level of emotional intelligence compared to the general population.



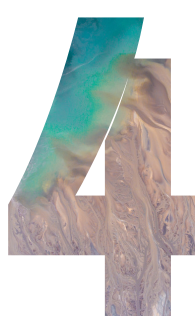
Self-Perception: this comprises three underlying scales of self-regard, self-actualisation and emotional self-awareness and is concerned with understanding your own emotions; how they affect your behaviour and how you manage their impact.

Self-Expression: comprising emotional expression, assertiveness and independence, this area concerns expressing your emotions and feelings to those around you, both verbally and non-verbally.



Interpersonal: this area includes interpersonal relationships, empathy and social responsibility. It concerns your ability to recognise, understand and appreciate how others feel and your ability to manage your behaviours accordingly.

Decision Making: this is comprised of problem solving, reality testing and impulse control. It concerns the ability to manage the influence of your emotions on the decision-making process - remaining objective when necessary but connected to yours and others' emotions..



Stress Management: the final area includes flexibility, stress tolerance and optimism. It is concerned with coping with and adapting to stressful situations or environments without losing positivity, optimism, or your grasp of reality.

How does emotional intelligence affect the workplace?

If technical skills and experience are the hard necessities for access to leadership positions, we can view emotional intelligence as the soft-skills necessary for success. Even the most well-qualified, experienced leader can fail in a leadership position if they lack qualities such as self-awareness or the ability to empathise with their subordinates.

Take Fred Flint as a hypothetical example...

Fred is the Managing Director of a small data processing company, with 21 staff members reporting directly to him. Fred has worked in the industry for his whole career, starting at the bottom and eventually establishing his own business. He has all the technical skills necessary to be an excellent data processor. However, what Fred doesn't have is emotional intelligence. Fred is not in control of his emotions and is often unduly influenced by them. If a mistake is made by one of his staff, Fred will react instinctively, often calling out the individual's failure in front of the rest of the staff or imposing strict top-down restrictions to avoid future mistakes. Fred is not empathetic; a mistake is a mistake, regardless of the reason behind it. His workers are unhappy, unmotivated and unlikely to stay at the company longer than necessary.



In this example, Fred's lack of emotional intelligence hinders his success at work, despite having the technical know-how to succeed. In leadership roles in particular, a balance of technical and emotional skills is crucial for long-term success.



How can I improve my emotional intelligence at work?

The first thing to note is that self-awareness is key when developing your emotional intelligence. Before you can work on yourself, you need to have an understanding of where your strengths and weaknesses lie so that your developmental efforts can be targeted to the right areas.

The most robust and reliable method of assessing where your emotional intelligence levels are currently is to take a solid psychometric assessment, such as the EQ-i 2.0 tool described above.

Your overall EI score on this model gives you an indication of whether you are in the low, mid or high range compared to the general population, whilst your scores on each scale will highlight areas where development could be beneficial.

What steps can I take NOW?

There are plenty of things you can do to self-assess your levels of emotional intelligence in the workplace. Although this won't be nearly as accurate or specific, it will begin making you more aware of your emotions and the emotions of those around you, and how they affect interactions in the workplace. To start with, try asking yourself these questions over the next few days in the office:

1

During a meeting or uncomfortable conversation: how could my actions be perceived by others? Am I expressing my views clearly, or could they be taken the wrong way?

2

While interacting with other staff members: try asking them how they are feeling - are you able to build a stronger bond with them by doing this? Try to speak about personal life and steer the conversation away from work.

3

In a stressful or pressured situation: am I assessing the situation logically or emotionally? If I'm assessing it emotionally, am I able to view it through a logical lens instead? Does this help resolve the situation?

4

When reading your emails: record in two words how you feel after reading a noteworthy email, e.g. 'discouraged and tired' or 'excited and invigorated', and then identify any physical feelings or changes this emotion elicits - can you identify a clear link between your emotional and physical feelings?

5

When about to make an important decision: pause for 30 seconds and ask yourself 'are there any alternative actions I could take, or consequences I haven't considered'?

If you've asked yourself these questions, you've begun the process of identifying areas of weakness. For example, if you felt extremely uncomfortable with question two, discussing a colleague's feelings, then your Interpersonal area could be developed to improve this, ultimately allowing you to build stronger relationships with colleagues which will help you succeed in the workplace. Similarly, if you find yourself writing down negative emotions after each email you read, you might want to consider developing strategies to improve your optimism at work.

So, where do I start?

If you're ready to take the plunge into the world of emotional intelligence, let us know!

We'd recommend taking the EQ-i 2.0 assessment followed by a coaching session. You'd be guided through your strengths and weaknesses revealed by the EQ-i 2.0 model and our coaches would help you to develop specific, measurable actions to improve in particular areas.

Get in touch with our consultants who can help you develop a tailored emotional intelligence coaching plan.



EQ-i^{2.0}
assess. predict. perform.

Find out more about the EQ-i 2.0 & EQ360 [here](#).



EQ360
assess. predict. perform.

Book an emotional intelligence workshop [here](#).



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