

What is Emotional Intelligence (EQ)?

In the last few decades, researchers have been identifying specific things that make people successful and it's clear that high achievers see life and behave in ways that we can learn. They use a set of skills that, broadly speaking, give them the ability to successfully manage their emotions and behaviors, and to effectively build and maintain relationships with others. These skills have been collectively referred to as Emotional Intelligence.

EQ can be visualized as comprised of two skill sets - those related to self awareness/management and those related to social awareness/relationship management.

<p>SELF AWARENESS</p> <p>Can I accurately identify my own emotions and tendencies as they happen within me, and use that awareness to guide my decisions/behavior?</p>	<p>SELF MANAGEMENT</p> <p>Can I manage my emotions and behavior so that I cause a positive outcome?</p>
<p>SOCIAL AWARENESS</p> <p>Can I accurately identify your emotions and tendencies as I interact with you?</p>	<p>RELATIONSHIP MANAGEMENT</p> <p>Can I manage the interaction I have with you and others in a way that causes a positive outcome?</p>

Self Awareness means...

- knowing your feelings at the moment
- knowing how those feelings affect your performance
- having a realistic picture of your abilities
- having a well-founded self-confidence

Self-management means...

- having the ability to handle stressful situations well
- being open about your mistakes and expecting the same of others
- being conscientious, being adaptable, having initiative
- being optimistic as you strive to perform better

Social awareness means...

- accurately picking up on others' emotions, what's really going on
- being able to show empathy
- giving good service to others
- being aware of what's going on in your organization

Relationship management means...

- building bonds with others
- communicating effectively
- managing conflict to achieve win/win outcomes
- developing other people's abilities

How Important is EQ in the workplace?

Researchers disagree on how much the emotional skills contribute to success, but even the most skeptical think they are probably as valuable as your intellectual and technical skills. You can't do much about your I.Q. but you can certainly increase your E.Q. (Your Emotional Quotient.) Studies of major organizations show that the need for emotional intelligence grows with the complexity of the work. For success in the top levels of leadership, emotional skills are virtually the entire difference between outstanding leaders and mediocre ones.

Here are some examples:

In a national insurance company, insurance sales agents who were weak in emotional competencies such as self-confidence, initiative, and empathy sold policies with an average premium of \$54,000. Those who were very strong in at least 5 of 8 key emotional competencies sold policies worth \$114,000 (Hay/McBer Research and Innovation Group, 1997).

Experienced partners in a multinational consulting firm were assessed on the EI competencies plus three others. Partners who scored above the median on 9 or more of the 20 competencies delivered \$1.2 million more profit from their accounts than did other partners – a 139 percent incremental gain (Boyatzis, 1999).

A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them (Walter V. Clarke Associates, 1997).