

Resource 1: Defining emotional intelligence

(From 'Working with Emotional Intelligence' by Daniel Goleman, p317).

“Emotional Intelligence” refers to *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*. It describes abilities distinct from, but complementary to, academic intelligence, the purely cognitive capacities measured by IQ. Many people who are book smart but lack emotional intelligence end up working for people who have lower IQs than they but who excel in emotional intelligence skills.

Among the most influential theorists of intelligence to point out the distinction between intellectual and emotional capacities was Howard Gardner, a Harvard psychologist, who in 1983 proposed a widely regarded model of ‘multiple intelligences’. His list of seven [he later increased it to eight] kinds of intelligence included not just the familiar verbal and math abilities, but also two ‘personal’ varieties: knowing one’s inner world and social adeptness.

[Peter] Salovey and [John] Mayer defined emotional intelligence in terms of being able to monitor and regulate one’s own and others’ feelings, and to use feelings to guide thought and action. While they have continued to fine-tune the theory, I have adapted their model into a version I find most useful for understanding how these talents matter in work life. My adaptation includes these five basic emotional and social competencies:

Self-awareness: Knowing what we are feeling in the moment, and using those preferences to guide our decision making; having a realistic assessment of our own abilities and a well-grounded sense of self-confidence

Self-regulation: Handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress

Motivation: Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations

Empathy: Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people

Social skills: Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for co-operation and teamwork.