



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 unconnected: 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.

1

Self-Perception: this is formed of 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 explores expressing your emotions and feelings to those around you, both verbally and non-verbally.

2

3

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..

4

5

Stress Management: the final area includes flexibility, stress tolerance and optimism. It covers 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 workers can fail if they lack qualities such as self-awareness or the ability to empathise with their peers, bosses and subordinates.

Take Julia Jones as a hypothetical example...

Julia is the Human Resources Manager of a small accountancy firm. Julia has worked in HR for 10 years, starting at the bottom and working her way up to managing a team of four. She has excellent knowledge of the industry and the company.

However, what Julia doesn't have is emotional intelligence. Julia is not in control of her emotions and is often unduly influenced by them. Julia feels pressure from above, and pressure from her subordinates. She often reacts impulsively and creates a tense atmosphere in her team. Julia is not empathetic or able to manage well under pressure. Her bosses are concerned about her, and her subordinates feel stressed and pressured all the time.

In this example, Julia's lack of emotional intelligence hinders her success at work, despite having the industry knowledge necessary to succeed. Workplace success relies on both experience and emotional intelligence.





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 develop 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.

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 as accurate as the EQ-i 2.0 tool, 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 recommend taking the EQ-i 2.0 assessment followed by a coaching session. You will be guided through your strengths and weaknesses, as revealed by the EQ-i 2.0 model, and our coaches provide expert support to help you 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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