

What is Emotional Intelligence?

Emotional intelligence can be described as; “a set of skills, competencies and capabilities, which makes the difference in being successful in life and in work”. Goleman, the writer who popularised the term, said it was; “the capacity for recognising our own feelings and those of others, and for managing emotions in ourselves and in our relationships”. It is often illustrated in the form of a 2x2 matrix as seen below.

Self-awareness	Awareness of others
Self-control	Handling relationships

Generic model of Emotional Intelligence

There are several models or frameworks of emotional intelligence and the above four factors are common to most of them. Goleman’s original model included motivation; Bar-on’s model includes adaptability eg problem solving, stress management eg impulse control, and general mood eg optimism; and Higgs and Dulewicz’s includes conscientiousness, emotional resilience, and decisiveness.

Research shows that Emotional Intelligence, or **EQ**, is:

- twice as important as any other factors in predicting outstanding employees, and
- better at predicting top performance than higher degrees or technical experience. In addition,
- top performers typically outperform those at the bottom by at least 10 times and are almost 100% more productive than the average.
- These results apply across a range of jobs and industries including sales, mechanics, perfume, beverages, furniture and manufacturing.
- Training manufacturing supervisors in EI has resulted in fewer accidents and lost time, a reduction in grievances and increased production.
- Unlike **IQ** (which peaks before 21), it continues to develop into late middle-age
- **EQ** can be developed!

Source: www.eiconsortium.org