

Emotional intelligence

01 Five elements

Psychologist Daniel Coleman identified five elements that make up emotional intelligence. These are:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Self-awareness. The ability to recognise what you are feeling, understand your habitual emotional responses to events, and recognise how your emotions affect your behaviour and performance. When you are self-aware, you see yourself as others see you and have a good sense of your abilities and limitations.

Self-regulation. The ability to manage emotions, the ability to stay focused and think even when experiencing powerful emotions. Managing your emotional state is essential for taking responsibility for your actions and can save you from hasty decisions that you later regret.

Motivation. Motivating oneself is using your deepest emotions to move and guide you towards your goals. This ability enables you to take the initiative and persevere despite obstacles and setbacks.

Empathy. Empathy is the ability to sense, understand and respond to other people's feelings. Self-awareness is essential to having empathy with others. If you are not aware of your own emotions, you will not be able to read the emotions of others.

Social skills. Skill The ability to manage, influence and inspire emotions in others. Handling emotions in relationships and influencing and inspiring others are essential foundation skills for successful teamwork and leadership.

02 The Exercise

Evaluate each statement as you are rather than as you think you should be. To what extent do you agree or disagree with these statements? ****Please remember to reverse scores on the following questions: 2,6,7,9,10,13,14.**

1	2	3	4	5
NOT AT ALL	RARELY	SOMETIMES	OFTEN	VERY OFTEN

1. I can recognise my emotions as I experience them



2.** I lose my temper when I feel frustrated



3. People have told me I am a good listener



4. I know how to calm myself down when I feel anxious or upset



5. I enjoy organising groups



6.** I find it hard to focus on something over the long term



7.** I find it difficult to move on when I feel frustrated or unhappy



8. I know my strengths and weaknesses



9.** I avoid conflict and negotiations



10.** I feel that I don't enjoy my work



11. I ask people for feedback on what I do well, and how can I improve



12. I set long-term goals, and review my progress regularly



13.** I find it difficult to read other people's emotions



14.** I struggle to build rapport with others



15. I use active listening skills when people speak to me



YOUR RESULT

Scoring

☐ Total

Scoring constructs results		Sub-total
Self-awareness	(Questions 1,8,11)	
Self-regulation	(Questions 2,4,7)	
Motivation	(Questions 6,10,12)	
Empathy	(Questions 3,13,15)	
Social skills.	(Questions 5,9,14)	

Your score

15–34

You need to work on your emotional intelligence. You may find that you feel overwhelmed by your emotions, especially in stressful situations; or you may avoid conflict because you think that you'll find it distressing. It's likely, too, that you find it hard to calm down after you've felt upset, and you may struggle to build strong working relationships. Don't worry – there are plenty of ways that you can build emotional intelligence, starting now. Read our tips below to find out more.

35–55

Your emotional intelligence level is... OK. You probably have good relationships with some of your colleagues, but others may be more difficult to work with. The good news is that you have a great opportunity to improve your working relationships significantly. Read more below to boost your EI still further.

56–75

Great! You're an emotionally intelligent person. You have great relationships, and you probably find that people approach you for advice. However, when so many people admire your people skills, it's easy to lose sight of your own needs. Read our tips below to find out how you can continue to build your EI. Researchers have found that emotionally intelligent people often have great leadership potential.

03 Developing

Self-Awareness (Questions 1, 8, 11), People with high self-awareness are "aware of their moods as they have them." To increase [self-awareness](#), learn about [mindfulness](#). This involves focusing on the present moment – including how you're feeling. And keep a [journal](#) in which you write about and analyse the emotional situations you experience daily. You also need to understand your strengths and weaknesses to build self-awareness. Do a [personal SWOT analysis](#), and [ask for feedback](#) from your boss, friends, and trusted colleagues to improve further.

Self-regulation (Questions 2, 4, 7) is about staying in control. To develop your skills in this area, learn to [manage your emotions](#) effectively. If you often get angry, note what triggers this feeling, and think about why this happens. Use techniques such as [deep breathing](#) to calm yourself down, and give yourself time to pause before responding to emails or requests so that you don't say something you'll regret later. You may also be affected by other negative feelings and emotions, such as [anxiety](#) and [stress](#). So, do what you can to manage these feelings effectively. [Accountability](#) is another essential element of self-regulation. Take responsibility for your actions and behaviours, and make sure that these align with your [values](#).

Motivation (Questions 6, 10, 12) Self-motivation is strongly affected by your emotions. Distracted by your feelings, you may struggle to see tasks through. [Boost your motivation levels](#) by developing, looking for, and celebrating small wins – simple jobs that give you a sense of achievement when you've completed them. Also, set yourself longer-term [goals](#). When you decide what you want to achieve, you'll focus on what matters. This can be highly motivating, especially when you connect personal goals with career-related ones. Aligning your goals with your core values will enhance your motivation.

Empathy (Questions 3, 13, 15). Empathy is recognising other people's emotions and understanding their perspectives. Goleman calls this aspect of EI "the fundamental people skill." To develop [empathy](#), start by simply thinking about other people's viewpoints. Imagine how they may feel, and use [active listening skills](#) to understand them fully when they express their emotions to you. Try not to interrupt or talk about your feelings during the conversation. Look at their [body language](#), too: it can tell much about their emotions. If you watch and listen to others, you'll quickly become attuned to how they feel. (The [Perceptual Positions](#) technique can give you a particularly sharp insight into what others may think and feel.)

Social Skills (Questions 5,9,14) Even if you're not a natural "people person," it is possible to develop better social skills. Start by taking our [quiz](#) to see which communication skills you need to improve. Then, find out how to develop trust and rapport with people – this is essential to building relationships. Don't shy away from negative situations, either. Learn how to [deal with conflict](#) and other difficult situations effectively. If you're uncomfortable with social problems, work on [building self-confidence](#). Start slowly, then look for opportunities to practice your skills with bigger groups. For example, you could offer to attend conferences on behalf of your team.