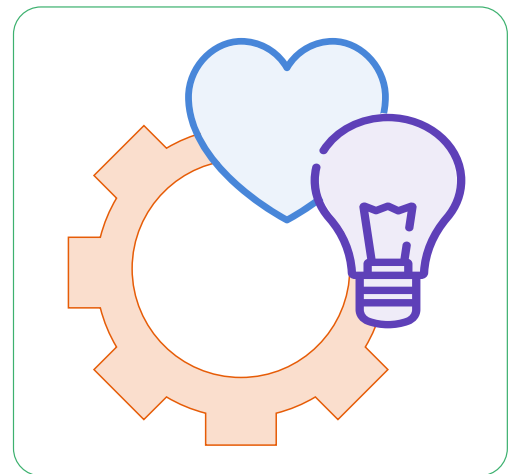


# UNDERSTANDING AND DEVELOPING EMOTIONAL INTELLIGENCE



**The Skills You Need Guide  
to Interpersonal Skills**

**PART 4**

# **UNDERSTANDING AND DEVELOPING EMOTIONAL INTELLIGENCE**

Skills You Need

This is one of a series of eBooks  
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# INTRODUCTION

Many of us are aware of IQ (Intelligence Quotient). Designed to measure intellectual intelligence, it gives a score from a series of tests. Higher IQs indicate better cognitive abilities, or the ability to learn and understand. People with higher IQs are more likely to do well academically without exerting the same amount of mental effort as those with lower IQ scores.

A logical assumption, therefore, is that people with higher IQs will be more successful at work and through life.

**But time and time again, this assumption has been proven incorrect.**

We can probably all think of some very intelligent people who have simply not done as well as might be expected, based solely on their IQ. The world is also full of people who were labelled ‘stupid’ or ‘underachieving’ at school, but who have gone on to be extremely successful in their lives. Examples include many entrepreneurs.

**In other words, there is more to success than simply being ‘clever’.**

The key, instead, seems to lie in an individual’s abilities to recognise and manage their emotions, and the emotions of other people, both individually and in groups. This is a concept known as **emotional intelligence**.

Emotional intelligence (EI or sometimes EQ, for emotional quotient) as a concept was only fully developed in the mid-1990s, by Daniel Goleman, among others, but it has come to be recognised as a crucial aspect of building and maintaining interpersonal relationships.

People with higher emotional intelligence find it easier to form and maintain interpersonal relationships and to ‘fit in’ to group situations. They are also better at understanding their own psychological state, which can include managing stress effectively and being less likely to suffer from depression.



## **THERE IS NO CORRELATION BETWEEN IQ AND EI SCORES.**

In other words, academic aptitude (IQ) has no connection with how people understand and deal with their emotions and the emotions of others (EI). This makes perfect sense: we've all met very clever people who nonetheless had no idea about how to deal with people, and the reverse.

Some people have high IQs and low emotional intelligence and vice versa, while some people score highly on both and some do not.

IQ and emotional intelligence attempt to measure different forms of human intelligence; along with personality, these measures make up an individual's psyche. Emotional intelligence is perhaps the one part of the human psyche that we can develop and improve by learning and practising new skills.

This book focuses on emotional intelligence. It explains the elements that make it up, and discusses how you can develop each one.

You may find it helpful to do the Skills You Need Interpersonal Skills Self-Assessment, which includes a section on emotional intelligence, to help you identify particular areas for development. It is available free online at [www.skillsyouneed.com/ipstest](http://www.skillsyouneed.com/ipstest), or as a hard copy from the Skills You Need website shop [www.skillsyouneed.com/shop](http://www.skillsyouneed.com/shop).

# 1

## ELEMENTS OF EMOTIONAL INTELLIGENCE

Daniel Goleman divided emotional intelligence into 'Personal' and 'Social' competences. Within each of these sections are a range of skills. These are the elements of emotional intelligence. The table below shows the elements that make up each aspect of personal and social skills or competences.

PERSONAL SKILLS OR COMPETENCES	SOCIAL SKILLS OR COMPETENCES
<b>HOW WE MANAGE OURSELVES</b>	<b>HOW WE HANDLE RELATIONSHIPS WITH OTHERS</b>
<b>Self-awareness</b>	<b>Empathy</b>
Emotional awareness	Understanding others
Accurate self-assessment	Developing others
Self-confidence	Service orientation
<b>Self-regulation</b>	<b>Leveraging diversity</b>
Self-control	Political awareness
Trustworthiness	<b>Social Skills</b>
Conscientiousness	Influence
Adaptability	Communication
Innovation	Conflict management
<b>Motivation</b>	<b>Leadership</b>
Achievement drive	Change catalyst
Commitment	Building bonds
Initiative	Collaboration and cooperation
Optimism	Team capabilities

Based on 'Working with Emotional Intelligence' Daniel Goleman.

Each of us will have strengths and weaknesses in different aspects of emotional intelligence. You might, for example, have very good self-control, but find it much harder to work with others. Understanding how these elements interact can make it easier to develop all of them to become strengths.



**The full eBook  
is available at**

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