

Leadership Bites: Emotional Intelligence

LEADERSHIP LEARNING IN 20 MINUTES

NHS

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Introduction

Emotional intelligence (or emotional quotient – EQ) is the ability to recognise and manage emotions in ourselves and in others, leading to more productive relationships.

In his 1995 book, Daniel Goleman described the emotional intelligence framework of 5 simple categories:

1. Self-awareness:

The ability to identify and be aware of your emotions is central to emotional intelligence. If you're unable to recognise emotions, you are more likely to be at their mercy. In fact, self-understanding is at the foundation of the framework. The more aware you are of your emotions, the more likely you are to be able to make informed decisions about your life. This includes points like: How do I feel? How did I feel before, during and after a specific event? Is there a pattern to my emotional states? How do I feel about myself? How would someone else view my current situation?

2. Self-management:

Having identified emotions, you should learn how to manage them effectively. This is a skill that can be learned and developed. Without it, you are much more likely to feel out of control and unhappy. It is also a useful skill when dealing with other people, particularly during disagreements or conflicts.

Key questions include:

- *Is the way I feel a hindrance or a help?*
- *Under what circumstances do I share my emotions with others?*

3. Self-motivation:

The next step is to be able to use emotions to help achieve goals. This is particularly important for paying attention or for creative processes. The other key emotional skill is self-control.

Points to consider include:

- *What do I want and how can I get it?*
- *What is in my way?*
- *What motivates me in other circumstances?*
- *How confident am I?*

4. Social awareness:

Self-awareness also helps promote empathy. Being able to understand how others feel and why is vital to most areas of life. Managing relationships in your personal life or in the workplace cannot be successful unless you understand individual motivations.

- *Why did a person act or say something? What was the real reason?*
- *Do people react to you in a consistent manner? What does their reaction tell you?*
- *Do you pay attention to non-verbal communication such as body language?*

Self awareness

- Being aware of your own emotions

Self management

- Being able to manage your emotions effectively

Self motivation

- Being able to use emotions to achieve goals

Social awareness

- Understanding how others feel

Relationship management

- Being able to effectively interact and communicate with others

5. Relationship management

Effective relationship handling requires interpersonal and intrapersonal awareness of emotion.

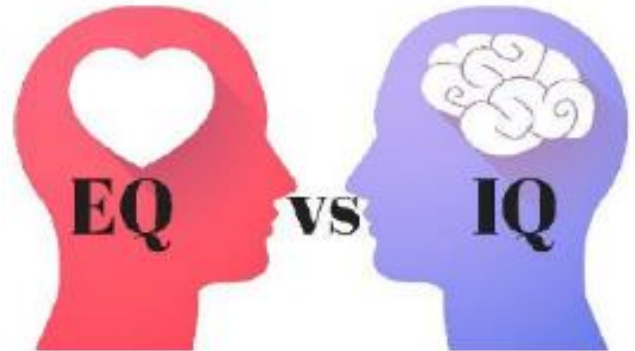
- *How do I influence others?*
- *How well can I judge reactions?*
- *Do I think about how I want people to feel?*

How is Emotional Intelligence (EQ) different to cognitive intelligence (IQ)?

IQ, or intelligence quotient, is the way we measure a person's human intelligence, based on how well they process items such as arithmetic, vocabulary, or general knowledge. EQ, or emotional quotient, is the measurement used to assess a person's emotional intelligence.

Your IQ has nothing to do with your EQ – a high IQ does not correlate to a high EQ.

IQ refers to the ability to concentrate, plan, organise and understand facts. IQ is a measure of memory, vocabulary, maths skills, logical reasoning and visual motor co-ordination.



Many factors will influence the development of our individual IQ, although it's typical for IQ to be set around the age of 17, to remain constant during adulthood, and to decline with age.

Our EQ is different – rising steadily through into our 50s and is developed through life experience.

How can I develop my EQ?

The good news is that you can continue to develop your EQ in all four of the key areas. Think about situations that you find yourself having an emotional reaction, and here's a few suggestions on how to develop:

<p>Pay attention to yourself:</p> <p>What were your triggers? What emotions did you feel? How did you respond? What was the outcome? When are you at your best emotionally?</p>	<p>Manage your own emotions:</p> <p>Take a deep breath before reacting to one of your triggers Plan how you can respond effectively to a challenging situation Take yourself away from a stressful situation, even briefly, and think about the outcome that you're aiming for and whether your emotional response will help you achieve your aim Practice mindfulness</p>
<p>Pay attention to others:</p> <p>Watch body language Watch EQ at the movies Step into their shoes Live in the moment and be present Listen empathetically</p>	<p>Work on your relationships:</p> <p>Be open and curious Take feedback well Acknowledge the other person's feelings When you care, show it Explain your decisions and your intentions</p>

Further learning ...

For further information and learning, as well as suggested activities, feel free to visit the People.NHS.uk website or our [South East Leadership Academy site](#).



Time to reflect...



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Take some time to note down your thoughts on what you've learned;

What resonated?

What has made you curious?

What small changes could you make to start having an impact differently and quickly?

What might you need to share with your team, and commit to 'testing and learning' together?

A large, empty rounded rectangular box with a thin blue border, intended for writing reflection notes.