



Emotional Intelligence

Emotional Intelligence (EQ) can be defined as “the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.”

Emotional Intelligence is increasingly relevant to organisational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential.

Emotional Intelligence links strongly with concepts of love and spirituality: bringing compassion and humanity to work, and also to 'Multiple Intelligence' theory which illustrates and measures the range of capabilities people possess, and the fact that everybody has a value.

The EQ concept argues that IQ, or conventional intelligence, is too narrow; that there are wider areas of emotional intelligence that dictate and enable how successful individuals are. Success requires more than IQ (Intelligence Quotient), which has tended to be the traditional measure of intelligence, ignoring essential behavioural and character elements.

Emotional Intelligence: Two Aspects

This is the essential premise of EQ: to be successful requires the effective awareness, control and management of one's own emotions, and those of other people. EQ embraces two aspects of intelligence:

- Understanding yourself, your goals, intentions, responses, and behaviour.
- Understanding others, and their feelings.

Emotional Intelligence: Five Domains

Goleman includes a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and developed to achieve outstanding performance. Goleman stated that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies. Goleman identified the five 'domains' of EQ as:

- Knowing your emotions
- Managing your own emotions
- Motivating yourself

- Recognising and understanding other people's emotions
- Managing relationships, i.e., managing the emotions of others.

Emotional Intelligence uses an eclectic mix of behavioural, emotional and communications theories, such as NLP (Neuro-Linguistic Programming), Transactional Analysis, and empathy.

By developing our Emotional Intelligence in these areas and the five EQ domains, we can become more productive and successful at what we do, and help others to be more productive and successful too. The process and outcomes of Emotional Intelligence development also contain many elements known to reduce stress for individuals and organizations, by decreasing conflict, improving relationships and understanding, and increasing stability, continuity and harmony.

Criticism of the Theoretical Foundation of EI

The underlying success of Goldman's EI theory, are several arguments which states the downfalls in the theory. So of these arguments include:

- EI is too broadly defined and the definitions are unstable
- EI cannot be recognised as a form of intelligence
- EI has not substantial predictive value.