

## Emotional intelligence, the next generation

Emotional intelligence has become one of the hottest buzzwords in the business world. When Harvard Business Review published an article on the topic a few years ago, it attracted a higher percentage of readers than any other article published in that periodical in the last 40 years.

Emotional intelligence is the capacity to appropriately respond to emotional stimuli in a way which leads to positive outcomes in yourself and others. (EQ) is a learned ability to identify, experience, understand, and express human emotions in healthy and productive ways. It is a relatively new concept which was popularized in 1995 by Dr. Daniel Goleman in two books; "Emotional intelligence" and "Emotional intelligence at work".

My own interest in emotional intelligence began about 7 years ago. At that time, I was conducting research for a curriculum for anger management classes. Previous anger management models tended to focus on what happens to the body and mind when a person is under stress or anger. Emotional intelligence provided an intervention with a different set of skills which includes managing anger, stress, improving communication and emotional intelligence. It is now a key component in the Anderson & Anderson model of anger management intervention.

In contrast to IQ, which is the ability to manipulate objects and master precision learning, emotional intelligence can be changed, improved at any stage of life. In contrast, IQ remains stable over time and does not predict success in life or relationships.

Research by Goleman and others have shown that success in life and work is not determined by IQ but rather by emotional intelligence (EQ). The brightest students do not necessarily become the most successful. The emotionally intelligent person is the one who is aware of his own feelings, moods, assets and limitations and is sensitive, empathic and compassionate to others. He or she has the capacity to actively listen to others, give feedback and positively influence others that lead to win win situations.

By improving your emotional intelligence you will be better able to positively influence both your overall performance and well-being, and get incredible results from your work and life. A growing body of research suggests that emotional intelligence is a better predictor of success than the more traditional measures. In fact, EQ may be the single most important factor in predicting success.

There is now a considerable body of research suggesting that a person's ability to perceive, identify, and manage their emotions provides the basis for the kinds of social and emotional competencies that are important for success in almost any job.

This research indicated that only 20% of your success is contributed by your IQ. With 36% attributable to your emotional intelligence. At least 90% of the difference between outstanding and average leaders is related to emotional intelligence and explains why some people excel while others of the same caliber lag behind. It has been clearly established that emotional intelligence is linked to important work-related outcomes such as individual performance and organizational productivity. Emotional intelligence matters most in times of change. It is a measure of your ability to recognize and manage your own feelings and those of other people (staff, colleagues and customers) to produce results and traditional management skills. It is equally important when selecting the next generation of leaders.

The skills taught in an emotional intelligence coaching or classes may include some, all or some of the following: self-esteem, interpersonal assertion, interpersonal awareness, empathy, commitment, motivation, decision making, time management, leadership, stress management, and anger management.

How do issues like substance abuse, anger management and violence relate? They are the result of unresolved conflicts relating to personal growth and a lack of knowledge about the process of making positive personal changes. Self-defeating and destructive living patterns are the result of learned behavior, any behavior which is learned can be unlearned.

When you work with other people, your relationship with them can really matter. Using emotional intelligence at work is all about getting the most out of these relationships in ways that benefit everyone. Whenever you need to work with other people to deliver business outcomes, having the skills to work effectively with them will help you create a better solution and stronger relationships.

When you learn to recognize other's emotions, you immediately begin to have greater empathy with them and to better connect with them. This gives you an advantage when working in a team.

Sometimes we respond to situations and people in ways that we may regret. It's harder to rebuild bridges than it is to establish them. Using emotional intelligence allows you to develop strategies to respond to others comments, incidents and events that would normally push your emotional buttons.

It's never easy to deal with conflict, but when you are aware of what drives conflict, you will be able to not just cope with the situation, but be able to diffuse the emotions that always accompanies conflict. When you know your own skills and abilities, you can focus on developing in areas that will benefit you most.

Here are some of the skills that can be developed through emotional intelligence:

**Emotional competency:** constitutes the capacity to tactfully respond to emotional stimuli elicited by various situations, having high self-esteem and optimism, communication, tackling emotional upsets such as frustration, conflicts, inferiority complexes, enjoying emotions, doing what succeeds, ability to relate to others.

**Emotional maturity:** constitutes evaluating your own emotions and those of others. The capacity to identify and express feelings. The ability to balance the state of your heart and mind. Being adaptable and flexible, appreciating other's point of view, developing others, and delaying gratification of immediate psychological satisfaction.

**Emotional sensitivity:** constitutes understanding the threshold of emotional arousal, managing the immediate environment, maintain rapport, harmony and comfort with others, letting others feel comfortable in your company while you feel comfortable in your own skin, empathy.

**Customer service:** learning how to help your customers feel heard, understood, helped, served, respected, valued and important.

**Hiring:** Selecting employees with relatively high emotional intelligence, emotionally sensitive, aware, optimistic, resilient, positive, and responsible.

**Turnover:** Enabling turnover, reduction through helping employees feel appreciated, recognized, supported challenged, rewarded and respected.

**Training:** Raising emotional intelligence at all levels of the business through emotional literacy and emotional intelligence workshops.

**Corporate culture:** Creating an environment where employees feel safe, trusted, special, needed, included, important, cooperative, focused, productive, motivated, respected and valued.

**Productivity:** Developing intrinsic motivation. Increasing employee commitment, cooperation and cohesion. Reducing lost time spent on conflict, turf-battles, defensiveness and insecurity.

**Goal setting:** Setting goals based on feelings. For example, stating the goal that we want customers to feel satisfied, appreciated, and setting similar goals for employees, and then getting feedback on feeling and measuring and tracking performance.

**Leadership:** A leader with high emotional intelligence is emotionally aware. This means that he or she is aware of his own feelings and is not limited to logic, intellect and reasons when making decisions and managing people.

The Anderson & Anderson anger management model includes emotional as one of its key components. For information about our training classes, please contact us at 310-207-3591.