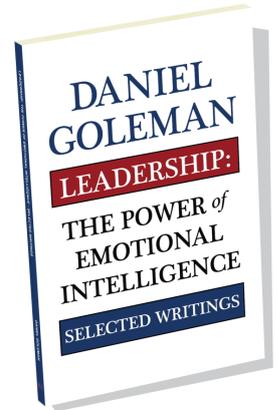


# Emotional Intelligence - Daniel Goleman

Emotional Intelligence is a relatively recent behavioural model, rising to prominence with Daniel Goleman's 1995 Book called 'Emotional Intelligence'.

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 is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more.



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 we are. Success requires more than IQ (Intelligence Quotient), which has tended to be the traditional measure of intelligence, ignoring essential behavioural and character elements. We've all met people who are academically brilliant and yet are socially and inter-personally inept. And we know that despite possessing a high IQ rating, success does not automatically follow.

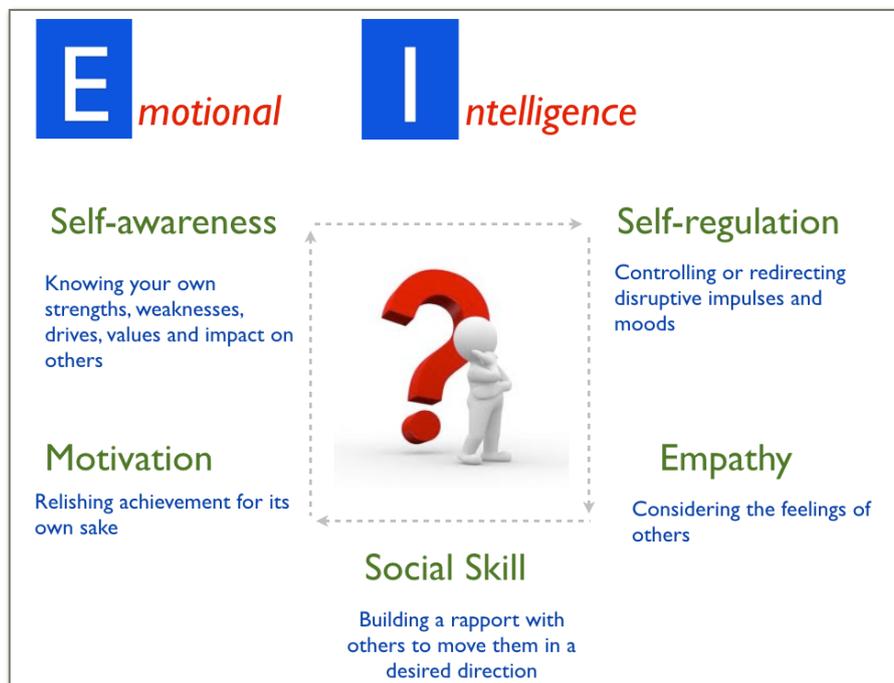
## Two Aspects

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, behaviour and all
- Understanding others, and their feelings

## Five Domains

Goleman identified the five 'domains' of Emotional Intelligence



Domain	Definition	Hallmarks
<b>Self-awareness</b>	The ability to recognise and understand your moods, emotions and drives - as well as their effect on others	Self-confidence Realistic self-assessment Self-Deprecating sense of humour
<b>Self-regulation</b>	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgement - to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
<b>Motivation</b>	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism even in the face of failure Organisational commitment
<b>Empathy</b>	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-functional sensitivity Service to clients and customers
<b>Social Skills</b>	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Source: Daniel Goleman, 'What Makes a Leader' - HBR: Nov-Dec 1998

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 organisations, by decreasing conflict, improving relationships and understanding, and increasing stability, continuity and harmony.

Source: businessballs.com