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Leading Through Change, Uncertainty & Transformation Psychological Safety & Organizational Culture Coaching, Mentorship & Leadership Pipeline Development Leading in a Hybrid, AI-Driven & Technology-Enabled Workplace Strategic Thinking, Business Acumen & Cross-Functional Collaboration Strengthening leaders ability to navigate rapid change, industry shifts, and digital transformation.Developing change agility to sustain engagement and productivity amid economic and technological disruptions.Integrating strategic workforce planning into leadership decisions to ensure long-term business resilience. Cultivating leaders who enhance workplace culture through EQ and psychological safety.Embedding inclusion, trust, and open communication to foster collaboration and innovation.Strengthening leaders ability to manage burnout and workload balance, improving employee engagement and retention. Equipping leaders with coaching and mentoring skills to drive talent retention and succession planning.Creating a culture of leadership development where emerging leaders are continuously nurtured.Aligning leadership development programs with organizational culture and business strategy to ensure sustainable growth. Training leaders to effectively manage hybrid and remote teams while maintaining strong communication and collaborationEnhancing leaders ability to integrate AI and HR technology to optimize decision-making and workforce management.Preparing leaders for the impact of automation, digital transformation, and emerging technologies on leadership effectiveness. Strengthening leaders ability to align strategy with business objectives and competitive pressures.Enhancing decision-making skills through data-driven insights and economic awareness.Breaking down silos by promoting cross-functional collaboration to drive innovation and improve customer satisfaction. Emotional intelligence (sometimes abbreviated as EI or EQ) is the ability to recognize, understand, and manage emotions in yourself and others. It's a broad term that encompasses several prized workplace skills, such as active listening, empathy, and leadership. Cultivating your EI can lead to smoother interactions, more productive working relationships, and better stress management. Learn more about emotional intelligence, including key benefits and how to strengthen it. What is emotional intelligence?Emotional intelligence (EI) is a set of skills that helps you identify and manage your own emotions and the emotions of those around you. It's not unique to the workplace, but it's often a highly valued workplace skill. With higher levels of emotional intelligence, you are more likely to respond calmly to conflict, empathize with colleagues, and recognize how emotions can influence behavior. Emotional intelligence may sometimes be referred to as emotional quotient (EQ), which is often considered the flipside of IQa measurement of your cognitive intelligence. The psychologist Dr. Daniel Goleman popularized the concept of emotional intelligence in the 1990s with his book Emotional Intelligence. He argued that EQ is just as crucial as IQ for success, especially in leadership, teamwork, and interpersonal relationships. 5 components of emotional intelligenceLet's review the different traits that make up emotional intelligence. 1. Self-awarenessSelf-awareness helps you develop an understanding of how others may perceive your words and actions. When you are self-aware, you can facilitate positive interactions and limit offensive actions. Self-awareness also helps you identify your strengths and weaknesses, so you can choose tasks to strengthen the former while looking for ways to improve the latter. In a professional setting, you're displaying self-awareness when you notice an action is making a colleague uncomfortable and refrain from that action in the future.2. Self-regulationSelf-regulation involves managing your behavior when you encounter a difficult conversation or situation. In a professional setting, you self-regulate when you think before you speak or take action.As an emotionally intelligent individual, it is important to recognize your emotions and seek ways to self-regulate instead of reacting. This can be critical when navigating the workplace. For example, if a coworker's poor time management stresses you out, you may want to take a short walk at lunch to regulate yourself and then reapproach the situation to find a reasonable compromise. 3. MotivationMotivation is the driving force that compels us to take action, pursue goals, and overcome challenges. As an emotionally intelligent individual, you can use your emotions and internal drive to stay focused on your goals, even when faced with obstacles or setbacks. With higher emotional intelligence, you may feel more compelled to complete personal goals, follow passions, and be intrinsically motivated toward personal growth.In a professional setting, motivation is used when you decide to finish your tasks or complete your next milestone, even when you feel tired or discouraged.4. Social skillsSocial skills refer to your ability to recognize and understand the emotions, perspectives, and needs of those around you. This involves being attentive to social cues, such as nonverbal body language, facial expressions, and tone of voice. By using social skills, you can accurately perceive and interpret nonverbal and verbal cues, allowing you to respond appropriately to the emotions and needs of others.In a professional setting, you're practicing social skills when you take the time to actively listen to your colleagues and consider their perspectives when making decisions or completing tasks.5. EmpathyEmpathy is your ability to understand and share others' feelings. This component of emotional intelligence refers to how well you connect with others on a deeper level, fostering trust, compassion, and support. Empathy is crucial in personal and professional relationships, as it helps create a sense of belonging and understanding.In a professional setting, empathy is displayed when you respond to the emotional needs of others in your workplace. For example, if a teammate is ill and has difficulty finishing their tasks, you show empathy when you offer to help them so they can rest.Who uses emotional intelligence in the workplace?Emotional intelligence is important for everyone in the workplace to foster effective communication, collaboration, and overall success. As a manager, you might use emotional intelligence to help resolve conflict, empathize with your employees, and motivate your team. As an employee, you might use emotional intelligence to foster better collaboration on team projects, discuss challenges, and listen to different perspectives.Emotional intelligence is also important across professions. For example, you may use emotional intelligence in careers such as:Human resources professionals: Emotional intelligence can help you better understand employee needs and concerns, resolve conflicts, and create a more supportive work environment.Customer service representatives: Customer service representatives use emotional intelligence to establish better connections with clients and customers by empathizing with their needs, concerns, and emotions.Teachers: Teachers use emotional intelligence in the classroom to understand students' needs, identify emotional barriers to learning, and create a supportive learning environment.Health care professionals: As a health care professional, you can use emotional intelligence to discuss delicate topics with patients empathetically, understand the perspective of your patients and their families, and foster stronger patient-provider relationships.Workplace benefits of emotional intelligenceBuilding emotional intelligence can improve relationships, reduce stress, manage change, and increase one's overall quality of life. While EQ can lead to significant improvements in one's personal life, it can also have a big impact on one's professional experience.A few benefits you may gain from higher levels of emotional intelligence in the workplace include:Improved communication: You can express your emotions clearly and constructively when you have high emotional intelligence. You can also understand what others are feeling, which leads to more effective communication and teamwork in the office. For example, you might alter your communication style to be more compassionate if a coworker seems to be having a bad day.Improved leadership: Emotional intelligence can help you better understand the emotions of your team members and employees and encourage open and empathetic communication. For example, if a disagreement occurs between people on your team, you would be able to listen to the perspectives of each side and help facilitate compassionate understanding and resolution.Increased resiliency: High levels of emotional intelligence can help you deal with change and process unpleasant emotions. Coping with stress can lead to improved performance in your professional tasks.Better decision-making: By growing your emotional intelligence, you can empathize with the emotions of your colleagues and predict how your decisions may affect others. This can help you make choices that encourage a healthy work environment while maintaining productivity.4 ways to strengthen your emotional intelligenceBuilding or further developing emotional intelligence takes time and regular, intentional effort. Let's review four ways you can strengthen your emotional intelligence. 1. Practice active listening.At its core, active listening is really about cultivating attention. It means really hearing what someone is sharing with you rather than planning your response. In team meetings and more personal exchanges, try to focus fully on what others are saying. If you notice your attention drifting, bring it back to the person speaking. Attention is a muscle and with practice you can strengthen yours to stay focused. You can also practice active listening by asking clarifying questions and reflecting back what you've heard through body language, such as nodding. 2. Develop self-awareness.If attention to others is the external component of emotional intelligence, then self-awareness is its internal counterpart. Spend time throughout the workday reflecting on your emotions. Notice if your mood shifts and you become agitated or, conversely, really excited and energized and how that affects your work or interactions. Should you ever have an emotional reaction at work, take responsibility for it and seek feedback to improve next time. 3. Exercise empathy.Empathy is about understanding someone else's perspective. As you navigate your workday and interact with coworkers or clients, try to think about projects or situations from their point of view and any pressures they may be facing. It's also important to acknowledge your colleagues' feelings, even if you disagree about a point. 4. Manage work relationships with care.There may be times when disagreements arise at work. How you manage that conflict is a sign of emotional intelligence and can be a useful opportunity to strengthen your abilities in this area. Address conflicts directly but diplomatically by providing constructive feedback and taking ownership over any part you played. Look for ways to compromise. Build key workplace skills on CourseraThere are many different ways to learn a new skill, strengthen an existing one, get comfortable with a new technology, or even invest in a personal passion on Coursera. Discover different programs to build and strengthen important workplace skills. Join for free to get personalized recommendations about how to keep growing.Emotional intelligence in the workplace is one of the most critical leadership skills, as it helps workers understand and manage their own emotions when around their coworkers. The workplace can be a volatile environment, filled with stress, pressure, anxiety, and even drama from time to time. It can also be a place of happiness, contentment, and excitement. All of these facets can play a role in how someone feels at any given moment, and managing those feelings indicates their level ofemotional intelligence (EI).EI contributes to how people handle their professional relationships. An office filled with even one person with low EI management may suffer from an increase inworkplace conflict, decreased performance, and high turnover. On the other hand, teams with highly emotionally intelligent people will perform better, have increased job satisfaction, and experience betteremployee retentionrates.In this article, youll learn information about what emotional intelligence is, why its key in the workplace, examples of low and high emotional intelligence, and how to improve its different characteristics.If leadership at companies are only just beginning to get on board with the idea of emotional intelligence in the workplace, that should come as no surprise. Emotional intelligence is a relatively new concept that organizations are only starting to keep in mind when managing their workplaces. Peter Salovey and John Mayer, two professors in the United States, got the ball rolling on the concept back in 1990. They found, through theirresearch, that some people were much better at the ability to identify what other people felt. With this skill, they were able to solve problems dealing with emotions.Emotional intelligence eventually gained widespread recognition in 1995 thanks to the publication of Daniel GolemansEmotional Intelligence. Goleman wrote his book partly based on Salovey and Mayers research. It went on to become an internationalbestseller, and it wasnt long before businesses wanted to adopt the ideas and apply them to their workplaces.The old way of thinking emphasized a persons IQ or intellectual quotient. If someone had a high IQ, that meant they were highly employable. That idea has transformed in recent years as more organizations realize it takes more than a high IQ for someone to be an excellent worker. Yes, organizations still want to hire smart people, but even more critical is an employee that knows how to navigate the office environment with all its ups and downs. In this sense, emotional intelligence (sometimes referred to as EI or EQ) may play a more critical factor in success than IQ.Executives are quickly coming around to the importance of emotional intelligence in the workplace. In a recentsurvey, more than 40 percent of leaders stated that emotional intelligence would be a must-have ability within the next three years. Furtherresearchindicates why executives want their employees to have emotional intelligence at work. Heres a quick look at some of the numbers:Astudyfrom UC Berkeley determined that emotional intelligence was four times better at predicting a persons success than measuring IQ.On average, those who have higher emotional intelligence earn $29,000 more than people who have low emotional intelligence.When looking at top performers at companies, 90 percent of them have greater emotional intelligence scores.An internal study by PepsiCo found that managers with stronger emotional intelligence at work outperformed their annual revenue goals by up to 20 percent.From these stats and many more, its no wonder companies have taken a keen interest in hiring people who demonstrate emotional intelligence. They want to see their teams perform better and handle conflicts in a mature manner. As more organizations understand why emotional intelligence matters, it has become increasingly important for people to develop the characteristics of someone with a high EQ score.Its easy to say that companies should do all they can to hire emotionally intelligent people. Its another thing to recognize what an emotionally intelligent person acts like.So, what is emotional intelligence, and how does it appear in the workplace? To better understand it, a comparison may help. Lets take a look at two fictional people, one who displays low emotional intelligence at work and one with highly developed EI management.Gary works in marketing for a major agency. While his work is commendable, people in the workplace tend to avoid him. He does most of his work alone and does not want to be part of a team, saying that he prefers it that way. He can communicate with others, but much of his communication, verbally and through email, is done in either an aggressive or passive manner. When people share opinions with him, he usually dismisses them outright or he is very critical. Most worrying is that whenever something goes wrong, he refuses to take responsibility for it. He often makes himself out to be the victim and insists others are at fault.Christine heads up the sales department for a growing SaaS company, and everyone loves working for and with her. She knows how to solve problems and always promotes an atmosphere ofpositivityin the workplace. Christine encounters pressure-packed situations all the time but manages to stay calm and collected no matter how much stress she experiences. She knows how to handle difficult situations because she has a high EQ at work. Christine empathizes with her coworkers, understanding what theyre feeling. As a result, she has gained a reputation for resolving conflicts. She also listens carefully to criticisms and responds constructively, always seeking ways to improve upon her already excellent work.Daniel Goleman, back when he first popularized emotional intelligence, broke the concept down into four elements: self-awareness, self-regulation, empathy, and social skill. Further research has expanded on this idea, with some experts including motivation as an additional element. These key separate elements all work in tandem to promote emotional intelligence in the workplace.The element of self-awareness involves the ability to recognize ones feelings and emotions. People with high self-awareness pay close attention to how theyre feeling at any given moment. They understand that their emotions have a close impact on how they respond to certain situations. They know that making a sudden decision during a highly emotional moment might lead to negative consequences down the road. Self-awareness also involves noting what a persons particular strengths and weaknesses are. Perhaps someone knows they struggle to communicate with others, which makes them aware of what needs to change.Talk with employees and listen to what they have to sayAssess emotional weaknessesCreate a morning routine that puts you in the right mood to start the dayAvoid making decisions at the height of an emotional momentCreate a daily schedule that ensures work gets done ahead of timeAfter someone becomes aware of their emotions, they next need to learn to regulate them. Self-regulation involves managing ones feelings and learning how to adapt to different situations. Think of self-awareness as planning and self-regulation as the execution of the plan. With self-regulation, people learn how to control their emotions instead of allowing their emotions to control them.Understand many things are out of your controlRelieve stress with hobbies or meditation exercisesTake a moment to pause before responding to criticismCall out toxic environments in a constructive mannerThose who demonstrate emotional intelligence at work show a high degree of empathy. Becoming empathetic means being able to see what other people are going through. That means understanding how they feel. This becomes especially important when making business decisions that affect people in vastly different ways. Empathizing with others also involves reading verbal and nonverbal cues from coworkers as they may not always directly state how theyre feeling.Take the time to see a situation from another persons point of viewList out the potential outcomes of a decision and how it affects team membersGet to know your employeesRecognize others input and thank them for voicing an opinionRegularly praise other peoples workThe motivation element involves what drives a person. There are many sources of motivation such as wealth, fame, and power, but for people with high emotional intelligence, simply doing a good job is enough for them to get up every morning. Their motivation comes from enjoying what they do. They follow their passions and love reaching goals they set for themselves. In other words, they have intrinsic motivation rather than extrinsic.Focus on the positiveFollow what youre passionate aboutPractice having an optimistic attitudeAvoid chasing material rewardsThose who want to work on having high emotional intelligence should concentrate on improving social skills. This element involves knowing how to react in social situations. If the moment calls for words of encouragement, you give them. If theres a situation where listening would matter more, you take a moment to listen. People with great social skills say the right things at the right time. They communicate their ideas so others can understand them.Practice public speaking, like talking in front of a mirrorBe an active listener at all timesPay attention to nonverbal cues from othersHelp resolve workplace conflicts whenever they ariseNearly every aspect of business operations feels the impact of emotional intelligence. Take communication as one example. A workplace that experiences low emotional intelligence will quickly find communication difficult. People wont trust each other to understand what they say or how theyre feeling. As a result, workers tend to retreat into silos, communicating with others only when necessary. This is out of fear of getting hurt in some way.On the other hand, employees with workplaces that value high emotional intelligence benefit from great communication. Workers constantly exchange ideas and dont suffer from misunderstandings or inappropriate remarks. The benefits extend beyond communication, though, and include better decision-making and improved performance.For companies experiencing problems rooted in low emotional intelligence, training could be the answer. This might be done through more informal means, such as through amentorrelationship. Mentors can guide workers, helping them know where they might be struggling. They also teach team members how to manage their EI and help them understand the overall importance of it.Training for emotional intelligence can also happen through workshops put on by the organization. Through these workshops, employees can learn how to recognize their emotions, navigate tough situations, communicate as professionals, improve sensitivity, and deal with emotional stress. Whatever choices companies make, training should be ongoing, with regular checkups to make sure everyone is on the same page.If even one person at work has low emotional intelligence, it affects everyone. Emotional intelligence should come from every position within a company. For this reason, managers, entry-level workers, executives, department heads, HR representatives, and more should work on improving their emotional intelligence. Asworkplace diversityincreases, this needs to be a team effort or conflicts and misunderstandings will crop up.Ready to work on your emotional intelligence?You can start by reading the following resources and information:Although academic skills and technical proficiencies are often equated to success, how we use emotional information to guide our conduct is a more important predictor of our ability to reach professional goals and objectives (Hess and Bacigalupo, 2011). Emotional intelligence enables us to make decisions and solve problems effectively, promotes clear communication between co-workers, and enhances an overall positive work environment. In addition, leaders with high emotional intelligence are better able to motivate their subordinates and inspire them to operate at high standards (Krn and Sllei, 2021). There are many contexts in which emotional intelligence has proven to be an important skill in the workplace: People with greater emotional awareness are more capable of recognizing situations that can increase their stress levels and putting in place strategies to promptly manage difficult emotional reactions (Sunil and Roopra, 2009). In turn, they can respond more effectively to unpredictable circumstances at work, make more rational decisions without acting on autopilot, and prioritize their well-being outside the work environment to relieve stress. Leaders emotions significantly influence team dynamics, affecting both mood and performance. Positive and well-regulated emotions in leaders foster a more positive and productive work environment, while negative emotions can lead to decreased performance and morale As many work environments require employees to embrace new initiatives and redefine plans to maximize outcomes, maintaining an open attitude to change is necessary to promote flexibility at work. People who can reflect on their beliefs around change and challenge the difficult emotions associated with it can also assume a more optimistic outlook and identify new opportunities for professional growth (Sunil and Roopra, 2009). With greater emotional awareness, it is possible to better understand our own personal resources and build confidence, which can help reach desired outcomes when confronted. This skill is also important in education, where adjusting difficult emotions associated with academic performance allows students to assume effective coping skills and achieve higher self-efficacy in activities such as classes or internships (Sun and Lyu, 2022). People who take the time to understand different perspectives and are open to redefining their own views can work more effectively towards finding a shared solution, enhancing team decision-making. Managing conflicts also allows better communication between colleagues, preventing misunderstandings based on unspoken assumptions and encouraging different parties to take responsibility for their mistakes (Jordan and Troth, 2004). Most importantly, emotional intelligence has been shown to be strongly associated with job satisfaction and performance. A study among secondary school heads found that job satisfaction could be predicted by dimensions of emotional intelligence such as emotional stability, self-development, integrity, managing relations, and altruistic behavior (Suleman et al., 2020). Job satisfaction also influences the enthusiasm and productivity of employees of an organization, as the sense of gratification deriving from ones work can motivate behaviors directed towards further achievements. In support of this, some studies have found that the relationship between emotional intelligence and job performance was mediated by how satisfied employees were with their jobs (Papoutsi, Drigas, and Sianis, 2019). It is recognized that traditional intelligence (IQ) supports critical thinking and problem-solving skills, which are crucial to determining the employees adaptability to a work environment. However, a persons emotional quotient (EQ) is just as important. People who have difficulty managing their own emotions and struggle to acclimatize to a team are more likely to leave their job and not progress in their careers (Papoutsi, Drigas, and Sianis, 2019). In addition, although IQ is associated with leadership success, EQ allows for a better understanding of employees needs and priorities, which can enhance team trust and cohesion. Ultimately, this leads to improved performance within an organization (Sadri, 2012). In general, both IQ and EQ are considered essential abilities for success. Balancing logical thinking with emotional intelligence and empathy can result in greater versatility, which represents a highly valued attribute in todays workforce. On the one hand, IQ allows us to maintain focus, analyze problems with accuracy and respect deadlines, which can be advantageous in fast-paced work environments. On the other hand, applying emotional intelligence skills in everyday work situations promotes more constructive relationships between co-workers, leading to successful group outcomes (Zeidner, Matthews, and Roberts, 2004). Although emotional skills may come more naturally to some people, being influenced by factors such as personality and upbringing, anyone can improve their emotional intelligence with effort and practice. Self-awareness is the ability to recognize our own emotions and understand the effects they can have on our moods, behaviors, and interactions with other people (Goleman, 1996). The first step towards achieving greater self-awareness is paying attention to how we are feeling. What is causing us to experience discomfort, and how do the first signs of stress manifest in us (e.g., fatigue, irritability, headache)? Another helpful exercise might involve reflecting on our emotional strengths and weaknesses. For example, how effective is communication with our colleagues, and how often do we create opportunities to understand more about each other, including the personal values underlying work attitudes and performance? Do we often find ourselves experiencing annoyance or impatience with others, and what are the ripple effects of our emotions on the work environment? Another aspect to keep in mind is that difficult emotions are temporary. There might be days when we feel more stressed because of a differing opinion with a colleague or a task we have to get done quickly; however, it is important to not let these emotions influence our decisions and have a detrimental impact on our longer-term goals (Bradberry and Greaves, 2009). Self-management is about expressing emotions appropriately, at the right time and place, and regulating behaviors that are driven by emotional impulses. To manage emotions more effectively, a relatively straightforward strategy is taking the time to think before making a decision. Decisions that are made while hurrying through our day are rarely as effective as those made when we set aside some time for problem-solving and clear thinking (Bradberry and Greaves, 2009). Another helpful attitude is accepting the fact that we cannot control everything. Unpredictable events, as well as unexpected outcomes, can naturally occur in a work environment despite our efforts to make things work as planned. The ability to regulate emotions triggered by challenging circumstances allows us to develop better flexibility and adaptability to change (Vakola, Tsaousis, and Nikolaou, 2004). Not least important, finding techniques to relieve work stress, like hobbies, exercise, or meditation, can promote a better work-life balance and help us feel more focused when returning to work. Social awareness involves the ability to recognize the emotional needs of others, pick up on emotional cues that are not always visible, and the ability to understand the power dynamics that regulate the functioning of a group or an organization (Goleman, 2020). To improve social awareness at work, we can start by practicing active listening, paying attention to what our colleagues have to say without interrupting them, and introducing our point of view in a patient and respectful manner (Petrovici and Dobrescu, 2014). This approach is particularly effective in meetings, where people might tend to make their opinion prevail to influence others or, at the other end of the spectrum, passively listen without providing any input when others are talking. With regard to organizational awareness, identifying the values and culture of an organization can help gain insight into the behaviors adopted by its employees and the dynamics of the system (Goleman, 2020). For example, we can practice asking ourselves if the organization has a mission statement, what are the spoken and unspoken norms guiding work attitudes, and who are the real decision-makers within a team. Relationship management skills can be expressed in a variety of contexts, including team collaboration, inspirational leadership, and conflict management. A necessary element to enhance this skill is promoting effective and clear communication within teams. This can be done by creating opportunities to discuss perspectives on a problem or, if a decision has already been taken, by explaining the rationale behind it rather than expecting others to just accept the change (Bradberry and Greaves, 2009). Another way to build a more supportive relationship with employees involves providing direct and constructive feedback. This does not only involve sharing a genuine opinion about a persons work performance but also suggesting areas of improvement and offering solutions for change. Leaders that take the time to identify their employees developmental needs are more likely to instill hope and motivation to perform at higher standards (Fianko, Jnr and Dzogbewu, 2020). Numerous studies have shown that emotional intelligence represents a significant predictor of performance when considering critical factors for life success.Specifically, Freedman and Fariselli (2016) found that the emotional intelligence competencies of seeing possibilities (i.e., Exercise optimism) and maintaining a sense of internal drive (i.e., Engage intrinsic motivation) are the largest contributors to success.According to their interpretation, it might be that maintaining a sense of possibility about reaching a goal can build resilience in the face of adversity and ultimately help individuals achieve successful outcomes. A lack of emotional intelligence generally manifests in resistance to change, whereby a boss is not open to considering new initiatives from subordinates and holds rigidly to the way things have always been done (Alkahtani, 2016).This rigidity can also translate into reduced flexibility towards work schedules and commitments, where adaptations around employees working needs are not taken into account.Bosses with low emotional intelligence might also present with poor listening skills, and they might be highly critical and hard to please, or fail to recognize signals of discontent in employees. Whilst there is a constant focus on improving emotional intelligence in the workplace, presenting this skill to the excess can also be a problem.Indeed, some employees might use emotional intelligence to manipulate, deceive or take advantage of their co-workers, acting in dishonest ways to meet their own interests (Lubbadeh, 2020).However, in an organization where reciprocal respect is promoted as part of the work culture, these behaviors are easier to identify and less likely to happen. Training for emotional intelligence is generally aimed at developing a set of skills, including a teams communication skills and ability to perform well as a group, individual motivation to reach high levels of standards and goals, and emotional awareness to improve as part of ones managerial skills (Hodzic et al., 2018).There are many workshops and programs available online that address emotional intelligence skills at different levels and can be adapted to different job roles.Some specific examples include assertiveness training to improve confidence and communication styles when dealing with difficult work interactions or situations and stress management training to boost employees well-being and resilience in an organization. Alkahtani, A. H. (2016). The influence of leadership styles on organizational commitment: The moderating effect of emotional intelligence. Business and Management Studies, 2(1), 23-34. Bradberry, T., & Greaves, J. (2009).Emotional Intelligence 2.0. 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Over the years we have come to understand that being smart gets you to the top - think of all of the films and all the stories youve heard about someone excelling in school and reaching the heights of success. But if you were to look more closely at these same stories and films youd come to realise that many of these successes are in fact down to another magical ingredient; emotional intelligence.Being capable of understanding more than fluid reasoning or how smart someone is is where emotional intelligence in the workplace has started to shine. Understanding how someone is feeling and having the ability to understand and perceive emotion has become a skill that great leaders, team superstars and CEOs have had to harness.In this guide were going to take a closer look at what emotional intelligence in the workplace is, the benefits, the five elements of emotional intelligence, the difference between EQ and IQ, examples of EI in the workplace, how you can improve on it and finally, some example questions and tests on emotional intelligence.Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges and defuse conflict.Those with high EQ are also sensitive to the feelings and emotions of others. In the workplace, EQ makes for happy workers, productive teams, and unified companies.Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.The Emotional Intelligence theories can be divided into three distinct models: the Ability Model, Mixed Model, and Trait Model.The Ability model was developed by Peter Salovey of Yale University and John Mayer of University of New Hampshire.Perceiving emotions: understanding nonverbal signs such as other people's body language or facial expressions (Salovey & Birnbaum).Reasoning with Emotions: using emotions to promote thinking and cognitive activity (Salovey & Birnbaum).Understanding Emotions: Interpreting emotions of others around you, being able to recognise people display emotions of anger when they might not be angry at you but rather the situation.Managing Emotions: regulating emotions, responding appropriately and consistently.The Mixed Model was developed by David Goleman. Goleman's model uses "The Five Components" to efficiently describe emotional intelligence. We will look at this model in more detail later in the guide.Self-Awareness (confidence, recognition of feelings).Self-Regulation (self-control, trustworthiness, adaptability).Motivation (drive, commitment, initiative, optimism).Empathy (understanding others feelings, diversity, political awareness).Social Skills (leadership, conflict management, communication skills).The Trait Model was developed by Konstantin Vasily Petrides. He defined the trait model as "a constellation of emotional self-perceptions located at the lower levels of personality."Ones understanding and perception of their emotions.The use of personality framework to investigate trait emotional intelligence.Why does emotional intelligence in the workplace matter? There have been many studies which have shown countless benefits of having EQ in the workplace but not only is it good for individuals its good for their organisations as well.Some of the various benefits include:People with high EQ earn moreResearch has shown that people with high emotional intelligence can earn an average of up to $29,000 more annually than those who score low on EQ. In fact, for each percentage-point increase in EQ, it adds $1300 to an individuals annual salary. Those with a high EQ are also more likely to be satisfied with their job and less likely to suffer from burnout.High EQ boosts productivityIt doesnt just benefit the individual, it can benefit teams as well. Especially in developing cohesiveness and in return boost productivity. To do so, a team can have just a few high EQ members to see a dynamic change in results.Higher EQ is associated with improved efficiency in the workplaceWith better productivity comes, better efficiency in the workplace. Where team members have an understanding of where people are at emotionally in comparison to the workload and the objectives set out, much can be made to improve efficiency in the system.EQ enhances cohesion in the workplacePeople who are more emotionally intelligent are better at communicating than others. They are open to sharing their ideas and listening to other peoples ideas as well.Employees will be able to trust and rely on each other, handle their feelings in a professional manner, and work together to reach success. Managers who appreciate the emotions, needs, and concerns of others will enjoy better relationships with their staff.EQ enables people to manage their emotions effectivelyEmotional intelligence is about having a better understanding of one's own emotions. Knowing where there is a high or a lull is better for the individual concerned so that they can point it out and manage their time and workloads more effectively.EQ enhances impulse controlKnowing how you are emotionally behaving can curb impulse control and you can use your emotions to make constructive decisions about your behaviour. Whether or not you will react to something or whether or not you will engage in certain conversations which can lead to nothing or somewhere.EQ makes a better workplace environmentA workforce that is made up of emotionally intelligent employees helps reduce stress and boost morale in the workplace. The company culture also tends to be much stronger when the office is full of staff who respect and get along with one another.High EQ is linked to higher job satisfactionEmotional intelligence increases job satisfaction by developing feelings of emotional well-being, promoting higher self-esteem and positive moods, and decreasing negative affective emotionsHigher EQ is negatively related to burn outHigher EQ means there is less likelihood someone will experience emotional burnout.People who are emotionally intelligent know their strengths and weaknesses. They can take feedback and use it to grow and improve as a person. Managers are used to dealing with people who become defensive when they receive constructive feedback, which can lead to frustration and get in the way of productivity.As previously noted, the mixed model of EQ refers to 5 key aspects. As identified by psychologist Daniel Goleman.Self awarenessThe ability to understand ones own emotions, strengths, weaknesses, value drivers, and goals whilst recognising their potential impact on others. Self-awareness also involves using gut feelings in order to guide personal decisions.Being able to understand where you are emotionally and how you best respond in these situations can inform a lot of your decision making and the subsequent results. You can make better judgements (or make no judgements at all) without all the facts whilst also being aware of those around you and the impact it can have.Self regulationSelf-regulation is the ability to control and adjust ones emotions to create a more positive effect.When you deal with someone who isnt in control of their emotional response in the workplace, it can be not only difficult but also a volatile situation. However, those with better self-regulation will base decisions on more factual information than pure emotion creating a better response to difficult situations.MotivationThis is the drive and urge to do something well and to be motivated enough to achieve goals.Those who have a personal drive to improve and achieve, commitment to our goals, initiative, or readiness to act on opportunities, as well as optimism, and resilience can achieve more in the working day and understand that success takes time. They are driven to not only get it right but also by a reality of perseverance.EmpathyThis is the ability to identify and understand the feelings of others.Not only is empathy generally an important life skill, empathy in the workplace is essential for team cohesion, unity, motivation and even being able to identify when someone needs help or is struggling.Social skillsThis is the ability to manage relationships with others and move people in a specific direction. Strong social skills like effective communication and respect enables people to listen, speak and resolve conflicts more effectively.We started this guide identifying that there is a difference between IQ and EQ. Where many think that to be successful you need lots of IQ, in fact, you need to have elements of both, neither can be discounted but equally, they must be better understood.IQ or Intelligence Quotient is a standard score that shows how far above or below, his/her peer group an individual stands in mental ability. The peer group score is an IQ of 100. The IQ number is attained by giving the same test to huge numbers of people from all socio-economic strata of society and then taking the average.Coined in 1912 by psychologist William Stern, IQ was represented as a ratio of mental age to chronological age x 100. For example if someone was 10 years old and had the mental age of a 10 year old, their IQ would be 100. But if their mental age was for example, 13 rather than 10, their IQ would be 130. The same applies if their mental age was that of a 9 year old and so on.EQ on the other hand refers to a person's ability to perceive, control, evaluate, and express emotions. It is how you can control your own emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges and defuse conflict.Researcher Kendra Cherry identified, that individuals with strong leadership potential also tend to be more emotionally intelligent, suggesting that a high EQ is an important quality for business leaders and managers to have.It was widely considered and believed that for people to succeed, you needed to have a high IQ. However, in terms of work, both adequate IQ and EQ are necessary for performance and effective communication. Outside of the workplace, though, it could be argued that EQ takes precedence over IQ in our relationships and social life.What is becoming clearer to many researchers is that both are necessary, but their importance may vary depending on the particular situations we find ourselves in.What does an emotionally intelligent workforce look like? How do they really behave and what could you expect to have a team that is more emotionally intelligent? Here are some examples:Improved listening skillsDont interrupt people in meetingsProvide considerate, constructive feedbackProvide compassionate support when neededOpen and honest communicationsWelcoming honest feedback from all personnelProviding the means to submit feedback without fearNurturing an atmosphere in which people can speak up without fear of rebuke or criticismAble to cope with changeNot resistant to changeReadily able to adapt and be flexibleFinding positive aspects in challenging situationsFreedom to be creativeWorkplaces that facilitate and foster creativity tend to have higher EQ.They also experience the benefits of creative, outside the box thinking.Introduce stress relief into their dayHelps to build relationships with one anotherBetter compassionMany researchers believe - and have been able to show - that emotional intelligence can be learned. So it is possible to develop and boost EQ in the workplace. Primarily, EQ is an individual development but there are some concrete methods that can be used to train individuals as teams to be overall better with their EQ.Training courses and workshopsThere are a plethora of training courses and workshops that can be a good option for employers. This can provide employees all the tools to get started in learning different techniques and encouraging individuals to learn different methods of emotional intelligence.There are a variety of group activities that can be used to develop and enhance EQ in the workplace. From gamification (card decks specifically to build knowledge) to scenarios being played out. Some of the subsequent suggestions might be used / discussed in this context.Reflecting on ones emotionsSelf-awareness is one of the pillars of EQ and it can be developed by means of reflection. Taking the time to better understand how you respond to situations, where these issues arise or what makes you happy/angry etc.Self awareness is the key to develop empathy and to develop a better understanding of who you are in a wider context.Developing observation skillsBeing observant of ones own feelings - in various situations - people are more able to control their behaviours and responses.You will encounter moments which will test your social output, lack of control in some cases. Step back and observe any action you take to learn and develop better EQ for the future.The 3 second rule was designed to be more than when you dropped food on the floor. Being able to take a quick pause and understand what it is that could potentially trigger you or how you respond to someone is going to be an advantage. You want to be able to pause and momentarily consider an action before taking it to prevent reckless and impulsive decisions.The act of mindful pauses enhances emotional intelligence - over time, with practice.Consider Why people behave as they doWhat are the reasons that someone is behaving the way they do? By taking the time to consider this behaviour - it could be personal or professional grievances - you are allowing yourself the opportunity to have a more advanced understanding of EQ in practical situations.Empathising with other people and the situations that they find themselves in is the perfect way to develop your EQ and consistent practice will open you up more to a greater understanding of its importance in both the workplace as well as in relationships you have outside of the office.If one thing is universal its that children and adults can find it difficult to be told that what theyre doing is wrong. Criticism for many people can be a very difficult thing to endure and a bitter pill to swallow, especially in romantic relationships and workplace performance.However, criticism can be turned into a positive learning experience thats good for EQ. Instead of taking umbrage with a situation, sit back and ask yourself the following question, putting my personal feelings aside, what can I learn from this alternate perspective?Its also equally important to recognise and discount invalid criticism. The only way you can do this is if you develop a greater tolerance to use any criticism as a learning tool.The hardest part about EQ is now that you need to go and practice it. Thats right, take the tips provided along with other learnings from courses and even mentoring to develop a great sense of EQ for personal balance and beyond. Be patient, it can take time to make it start to be part of living life.We know that you can measure IQ but what about measuring EQ? Is this possible? The answer is yes, it can be measured.Over the last few years, a number of different assessments have emerged to measure levels of EQ. Such tests generally fall into one of two types: self-report tests and ability tests.Self-report tests are designed to assess the five characteristics of EQ as identified by psychologist Daniel Goleman: self-awareness, self-regulation, motivation, empathy, and social skills. On such tests, respondents respond to questions or statements by rating their own behaviours. For example, on a statement such as "I often feel that I understand how others are feeling," a test-taker might describe the statement as disagree, somewhat disagree, agree, or strongly agree.The other type of test is an ability test. Using the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) , an ability-based test measures the four branches of Mayer and Salovey's EI model. Test-takers perform tasks designed to assess their ability to perceive, identify, understand, and manage emotions. An ability test involves having people respond to situations and then assessing their skills.The Thomas Trait Emotional Intelligence Questionnaire (TEIQue) is a self-report questionnaire. Individuals indicate their level of agreement on a 1-7 Likert scale (1 'disagree completely' to 7 'agree completely') with 153 unique items.The TEIQue is registered with the British Psychological Society (BPS) after it was audited against the technical criteria established by the European Standing Committee on Tests and Testing, part of the European Federation of Psychologists' Associations.Thomas offers a Free Emotional Intelligence Test to businesses to show how you can analyse the main traits to help develop an individual's emotional intelligence in specific situations.When it comes to business success, it used to be widely accepted that IQ was the most important thing. However, research over the past four decades has shown that there is another trait which is equally important, and its how we treat others, ourselves and how we can best control our emotions. Emotional Intelligence, or EQ as it is better known is no longer a successful business secret.Studies have shown that those with high EQ makes for happy workers, productive teams, and unified companies. From being able to earn more, build trust or even just creating a better team environment, EQ is a superpower that businesses want and need to tap into.Thomas' emotional intelligence assessment, Trait Emotional Intelligence Questionnaire (TEIQue), can help your business understand employees emotions and how they approach the emotions of others in the workplace.Visit the webpage or speak to one of our team to find out more.

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