

IHM Guest Blog

Emotional Intelligence

By John Hunt

The ability to manage ourselves and our relationships effectively' – this how Daniel Goleman, internationally known psychologist and author, defines emotional intelligence, the topic we will be looking at this time. A key element of effective leadership is emotional intelligence (or 'EQ').

Zoryna O'Donnell's recent IHM guest blog was on 'Emotional Agility: The way to thrive in an uncertain world'. I am following this up with something on the related topic of emotional intelligence.

What is emotional intelligence?

Emotional intelligence is a term created by two researchers – Peter Salavoy and John Mayer – and made popular by [Dan Goleman](#) in his 1996 book '[Emotional Intelligence: Why It Can Matter More Than IQ](#)' (you may be interested to read chapter 11 on 'Mind and medicine' in particular and consider the extent to which things have changed since the book was originally published).

There is also a companion volume called '[Working with Emotional Intelligence](#)' (all of his books are listed on his [website](#)).

A good way into this topic is to take a look at Daniel Goleman's paper on [Leadership that gets results](#) Goleman gives a short 'primer' in EQ in which he sets out four fundamental capabilities. These skill-sets are:

- Self-awareness (emotional self-awareness, accurate self-assessment, self-confidence)
 - Self-management (self-control, trustworthiness, conscientiousness, adaptability, achievement orientation, initiative)
 - Social awareness (empathy, organisational awareness, service orientation)
 - Social skill (visionary leadership, influence, developing others, communication, change catalyst, conflict management, building bonds, teamwork and collaboration).
- He later added a fifth – motivation.

More details on each of these are in the table on page 5 of his paper.

There is a [short video](#) in which Goleman introduces EQ and an [animated summary](#) of his book 'Emotional Intelligence: Why It Can Matter More Than IQ'. He has also given a [TED talk on compassion](#).

How can emotional intelligence be improved?

"Unlike IQ, which is largely genetic – it changes little from childhood – the skills of emotional intelligence can be learned at any age. It's not easy, however. Growing your emotional intelligence takes practice and commitment. But the payoffs are well worth the investment," Goleman says. So, how can we improve EQ? The resources below might offer some solutions.

The excellent [MindTools website](#) has a clear summary of EQ, with some tips on how to improve it; this article is particularly useful on [emotional intelligence in leadership](#).

The equally excellent [Businessballs website](#) has a lot of useful information on this. In particular, there is quite a detailed framework against which you could measure your own level of competency in EQ, and focus on any areas which you may possibly like to develop.

[The American Management Association](#) has a simple but useful guide on six competencies which could enhance emotional intelligence.

The [Emotional Intelligence section](#) of the Personality Laboratory at the University of New Hampshire University is also a good resource to explore.

A more recent 2013 lecture from Goleman (75 minutes long, but worth a watch) is on the separate but related topic of '[Focus: The Secret to High Performance and Fulfilment](#)'. And to find out even more and to bring you right up-to-date on all of his thinking, he has posted over a large number of articles on [LinkedIn](#).

Do you have any views on this? Is this useful? If you have any other comments, why not post something on Twitter? Join in at [@IHM_tweets](#). Or post it on the IHM Members Forum. Or you can contact me direct at john.hunt@gmx.co.uk.

For more free resources on leadership and management, go to www.leadershiponline.co.uk – your link to 1,000 links.

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