It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.

David Caruso, Ph.D. “Emotional What”

If your emotional abilities aren’t in hand, if you don’t have self-awareness, if you are not able to manage your distressing emotions, if you can’t have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

Daniel Goleman, Ph.D.

Anyone can become angry—that’s easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way, that is not easy.

Greek Philosopher, Aristotle
Emotional Intelligence

Intellectual Intelligence

Let’s begin our understanding of emotional intelligence by first defining intellectual intelligence.

“(Intellectual) Intelligence is the ability to learn about, learn from, understand, and interact with one’s environment. This general ability consists of some of specific abilities, which include:

- Adaptability to a new environment or to changes in the current environment.
- Capacity for knowledge and the ability to acquire it.
- Capacity for reason and abstract thought.
- Ability to comprehend relationships.
- Ability to evaluate and judge.
- Capacity for original and productive thought.”

Carol Bainbridge: Allexperts.com

Using this definition of intellectual intelligence, it is clear that leaders need to possess a high level of intellectual intelligence to be successful in their leadership role.

Emotional Intelligence

Emotional Intelligence is the ability to recognize and understand emotions in yourself and others and your ability to use this awareness to manage your behavior and relationships.

As your emotional intelligence skills grow, you will be able to spot your triggers and practice productive ways of responding to them. There is no connection between IQ and EQ—meaning, you cannot simply predict someone’s emotional intelligence on how smart someone is.

IQ is set and is the ability to learn. EQ is flexible and can be learned.
IQ, Personality, and Emotional Intelligence

We are made of three components when we look at ourselves as a whole human being:

1. Intellectual intelligence
2. Personality
3. Emotional intelligence

According to the experts, two of these components do not change over time – intellectual intelligence and personality. These are hard-wired characteristics in every human being. Individuals choose to exercise their intellectual intelligence in varying degrees, but at the end of the day, an individual's capacity to learn stays relatively unchanged. The same goes for an individual’s personality. People learn to adapt to their personality traits over time, but a person’s personality is something they are born with.

However, an individual's emotional intelligence is something that can be changed, for better or worse. How we manage our behavior, navigate social complexities, and make decisions that achieve positive results is a highly flexible skill.

Our brain:

- Brain stem – information enters here
- Frontal lobe – I think rationally here
- Parietal lobe – I feel here
Emotional intelligence

According to Daniel Goleman, Ph.D., the four major skills that make up emotional intelligence are:

**Personal Competence – more about YOU**

- **Self-Awareness** – your ability to recognize and tune into your emotional state and go beyond mere recognition of your emotions to a deeper exploration of why you are experiencing that emotion.
- **Self-Management** – what happens when you act or don’t act, when you experience an emotion? It is your ability to use your emotional awareness to stay flexible and direct your behavior in a positive manner.

**Social Competence – more about how you are with OTHERS**

- **Social Awareness** – the ability to accurately pick up emotions of others and understand what is “really going on.” It is the perception of what other people are thinking and feeling, although you may not feel the same way.
- **Relationship Management** – using the knowledge of your emotions and those of others to manage interactions successfully.
Emotional Intelligence Strategies

Self-Awareness Strategies
(Adapted by Emotional Intelligence 2.0 by Travis Bradberry)

It is important to understand why something or someone gets a reaction out of you. Self-Awareness is the ability to perceive your emotions at the moment and understand your tendencies across situations. It is good to understand yourself—the good and the bad.

If you are committed to an increased self-awareness, here are ten techniques to begin with:

1. **Quit Treating Your Feelings as Good or Bad**
   Attaching labels to your emotions are judging your emotions, which keeps you from really understanding what it is that you are feeling.

2. **Observe the Ripple Effect from Your Emotions**
   Your emotions are the primary driver of your behavior, so it is important you understand the effects they have on other people. Your emotions are powerful weapons!

3. **Lean into Your Discomfort**
   Nothing is wrong with having emotions, and they shouldn’t be ignored. When you ignore an emotion, no matter how small, you miss the opportunity to do something productive with that feeling. They won’t go away, and they will surface again.

4. **Know Who and What Pushes Your Buttons**
   Knowing who pushes your buttons and how they do it is critical to developing the ability to take control of these situations, maintain your poise, and calm yourself down. (Feel your emotion coming. What does that feel like?)

5. **Don’t be fooled by a Bad Mood.**
   Your feelings follow your beliefs. The self-defeating talk will make you feel deep down those things are bad—really bad! Sometimes our brain will not allow us to come out of this bad mood. Make sure you do not make important decisions in this type of mood. You can reflect on events that may have put you in this mood but don’t dwell on them for too long—because sometimes reflection is all it takes for the mood to pass.
6. **Don’t Be Fooled by a Good Mood, Either**
   When you are feeling excited and really happy, it’s easy to do something that you’ll regret. Stay aware of your good moods and the foolish decision these moods can lead to, and you’ll be able to enjoy feeling good without any regrets.

7. **Watch Yourself Like a Hawk**
   Take advantage of the calm before the storm. You know your anger is about to rumble. This is where you see the situation and what looks like from above. The bigger picture now can be in clear view, and you are rationally able to explain your thoughts to the situation at hand.

8. **Stop and Ask Yourself WHY YOU Do the Things you Do.**
   With practice, you can race your emotional reactions back to their origins and understand the purposes of your emotions. This strategy is that just paying attention to your emotions and asking yourself good questions (“why?”) will help you improve.

9. **Get to Know Yourself under Stress**
   The stressors in your life are constantly growing. You—or those around you—push and push until you take on more. Like most people, you recognize some of the warning signs that pop up when stress is looming. The question is: do you heed their warning. Take time to recognize these signals and recharge your emotional batter before stress cause permanent damage to your system.

10. **Seek Feedback**
    Self-Awareness is the process of getting to know yourself from the inside out and the outside in. You must gain another perspective and open yourself up to feedback from others which can includes, friends, family, coworkers, mentors, supervisors, and family.