

# Unit 3: Emotional intelligence



*Anyone can become angry – that is 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.*

*Aristotle*



## 3. Unit 3: Emotional intelligence

### 3.1 Introduction

In this unit, we discuss what has in recent times become regarded as one of the most essential components of a successful graduate and potential employee. Emotional intelligence encompasses many important competence areas that you can begin developing from your first year! We hope that by the end of this year, you have at least become more aware about the steps it will take to develop yourself as both academically *and* emotionally intelligent!

### 3.2 Learning outcomes

*After working through this unit, you should be able to:*

- reflect on the core skills or competence areas required to develop emotional intelligence.

### 3.3 Assessment criteria

1. Emotional intelligence and the competence areas are defined.
2. The skills required to practice emotional intelligence are reflected on.
3. The benefits of emotional intelligence are discussed.

### 3.4 Learner activities

*For this unit, students are expected to:*

Before Class	During Class	After Class
<ul style="list-style-type: none"><li>• Access the prescribed reading / audio-visual materials for this unit.</li><li>• Come to class with a general understanding of the materials and be prepared to participate!</li></ul>	<ul style="list-style-type: none"><li>• Participate in a Life Skills lecture/workshop on <i>Emotional Intelligence</i>.</li></ul>	<ul style="list-style-type: none"><li>• Complete the following activities and tests that will form part of your final assessment for this module: <b>1. Activity 3: My EQ journal.</b> <b>2. Quiz 2</b> <b>3. Unit Test 3</b></li></ul>

### 3.5 Emotional intelligence

Have you ever thought back on some of the important decisions you have made in your life and wondered “What was I thinking?” or “Did I really do that and why?” Not using your emotional intelligence may be to blame for those bad decisions and actions (Durlinsky, 2018).

Emotional intelligence (EQ) is the ability to recognise, understand and manage our own emotions, and to recognise, understand and influence the emotions of others. In practical terms, EQ allows us to reflect on our behaviour and emotions in order to respond appropriately in a given context, and to learn about and manage the behaviour and emotions of others.

EQ affects how you manage your behaviour, navigate social complexities, and make personal decisions that achieve positive results. EQ taps into a fundamental element of human behaviour that is distinct from your intellect. There is no connection between intelligence quotient (IQ) and EQ; you simply can’t predict EQ based on how clever someone is. EQ is a flexible set of skills that can be acquired and improved with practice (Enhancing Emotional Intelligence Workbook, 2014).

Your EQ is the foundation for a host of critical skills. It affects everything you say and do each day. It is the foundation for dealing with impulses, managing stress and responding to changes in life. According to leading authors and researchers in the field, EQ is a key predictor of performance in the workplace and a significant driver of leadership and personal excellence (Enhancing Emotional Intelligence Workbook, 2014).

Understanding your emotions and managing them are the first steps in developing EQ. However, it is also important to build on this by taking account of other people’s perspectives, showing empathy in order to work more effectively together. Ideally, increasing self-awareness and understanding others better will equip you to communicate, collaborate and influence more convincingly (Enhancing Emotional Intelligence Workbook, 2014).

Developing your EQ has a number of potential benefits, including the examples in the table below. Tick the areas that are of most interest to you:

	Increased self-awareness
	Increased understanding of others
	Greater capacity to manage own emotions
	Enhanced ability to manage difficult conversations or interactions
	More effective and harmonious relationships with others
	Better team-working
	Increased ability to engage and motivate others
	Enhancing performance as a leader/manager
	Increased happiness and well-being
	Productive problem-solving

Checklist taken from [Enhancing Emotional Intelligence Workbook, 2014.](#)

### 3.5.1 Emotional intelligence competence areas

In the most generic framework, five domains of EQ cover together personal (*self-awareness, self-regulation, and self-motivation*) and social (*social awareness and social skills*) competences (Serrat, 2017). They are:

#### 3.5.1.1 Self-Awareness

- a. *Emotional awareness*: Recognising one's emotions and their effects.
- b. *Accurate self-assessment*: Knowing one's strengths and limits.
- c. *Self-confidence*: Sureness about one's self-worth and capabilities.

Refer to the table at the end of this section for more detail on this competence area as well as to see a list of activities that you can use to strengthen this area.

#### 3.5.1.2 Self-Regulation

- a. *Self-control*: Managing disruptive emotions and impulses.
- b. *Trustworthiness*: Maintaining standards of honesty and integrity.
- c. *Conscientiousness*: Taking responsibility for personal performance.
- d. *Adaptability*: Flexibility in handling change.
- e. *Innovativeness*: Being comfortable with and open to novel ideas and new information.

Refer to the table at the end of this section for more detail on this competence area as well as to see a list of activities that you can use to strengthen this area.

### **3.5.1.3 Self-Motivation**

- a. *Achievement drive*: Striving to improve or meet a standard of excellence.
- b. *Commitment*: Aligning with the goals of the group or organization.
- c. *Initiative*: Readiness to act on opportunities.
- d. *Optimism*: Persistence in pursuing goals despite obstacles and setbacks.

Refer to the table at the end of this section for more detail on this competence area as well as to see a list of activities that you can use to strengthen this area.

### **3.5.1.4 Social Awareness**

- a. *Empathy*: Sensing others' feelings and perspective and taking an active interest in their concerns.
- b. *Service orientation*: Anticipating, recognizing, and meeting customers' needs.
- c. *Developing others*: Sensing what others need in order to develop and bolstering their abilities.
- d. *Leveraging diversity*: Cultivating opportunities through diverse people.
- e. *Political awareness*: Reading a group's emotional currents and power relationships.

Refer to the table at the end of this section for more detail on this competence area as well as to see a list of activities that you can use to strengthen this area.

### **3.5.1.5 Social Skills**

- a. *Influence*: Wielding effective tactics for persuasion.
- b. *Communication*: Sending clear and convincing messages.
- c. *Leadership*: Inspiring and guiding groups and people.
- d. *Change catalyst*: Initiating or managing change.
- e. *Conflict management*: Negotiating and resolving disagreements.
- f. *Building bonds*: Nurturing instrumental relationships.
- g. *Collaboration and cooperation*: Working with others toward shared goals.
- h. *Team capabilities*: Creating group synergy in pursuing collective goals.

Refer to the table below for more detail on this competence area as well as to see a list of activities that you can use to strengthen this area.

Competence	Attributes	Activities
<b>SELF-AWARENESS</b>		
Emotional awareness	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Know which emotions they are feeling and why;</li> <li>Realise the links between their feelings and what they think, do, and say;</li> <li>Recognise how their feelings affect their performance; and</li> <li>Have a guiding awareness of their values and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Journaling / self-reflection.</li> <li>Analyse your emotions.</li> </ul>
Accurate self-assessment	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Are aware of their strengths and weaknesses;</li> <li>Are reflective, learning from experience</li> <li>Are open to candid feedback, new perspectives, continuous learning, and self-development; and</li> <li>Are able to show a sense of humor and perspective about themselves.</li> </ul>	<ul style="list-style-type: none"> <li>Personality self-assessments.</li> <li>Journaling / self-reflection.</li> <li>Receive feedback from others.</li> </ul>
Self-confidence	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Present themselves with self-assurance and have presence;</li> <li>Can voice views that are unpopular and go out on a limb for what is right; and</li> <li>Are decisive and able to make sound decisions despite uncertainties and pressures.</li> </ul>	<ul style="list-style-type: none"> <li>Visualisation exercises.</li> <li>Use daily affirmations.</li> </ul>
<b>SELF-REGULATION</b>		
Self-control	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Manage their impulsive feelings and distressing emotions well;</li> <li>Stay composed, positive, and unflappable even in trying moments; and</li> <li>Think clearly and stay focused under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Yoga</li> <li>Breathing exercises</li> <li>Journaling / self-reflection.</li> </ul>
Trustworthiness	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Act ethically and are above reproach;</li> <li>Build trust through their reliability and authenticity;</li> <li>Admit their own mistakes and confront unethical actions in others; and</li> </ul> Take tough, principled stands even if they are unpopular.	
Conscientiousness	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Meet commitments and keep promises;</li> <li>Hold themselves accountable for meeting their objectives; and</li> <li>Are organised and careful in their work.</li> </ul>	<ul style="list-style-type: none"> <li>Self-management (e.g. time management)</li> </ul>
Adaptability	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Smoothly handle multiple demands, shifting priorities, and rapid change;</li> <li>Adapt their responses and tactics to fit fluid circumstances; and</li> <li>Are flexible in how they see events</li> </ul>	<ul style="list-style-type: none"> <li>Change your thought processes</li> <li>Take risks</li> <li>Be open-minded</li> <li>Embrace learning</li> </ul>
Innovativeness	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>Seek out fresh ideas from a wide variety of</li> </ul>	<ul style="list-style-type: none"> <li>Brainstorm</li> <li>Embrace change</li> </ul>

	<div>sources;</div> <ul style="list-style-type: none"><li>• Entertain original solutions to problems</li><li>• Generate new ideas; and</li><li>• Take fresh perspectives and risks in their thinking.</li></ul>	<ul style="list-style-type: none"><li>• Look for new ideas and creative solutions</li><li>• Keep an open mind</li><li>• Challenge the status quo</li></ul>
SELF-MOTIVATION		
Achievement drive	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Are results-oriented, with a high drive to meet their objectives and standards;</li><li>• Set challenging goals and take calculated risks;</li><li>• Pursue information to reduce uncertainty and find ways to do better; and</li><li>• Learn how to improve their performance.</li></ul>	
Commitment	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Readily make personal or group sacrifices to meet a larger organisational goal;</li><li>• Find a sense of purpose in the larger mission;</li><li>• Use the group’s core values in making decisions and clarifying choices; and</li><li>• Actively seek out opportunities to fulfill the group’s mission.</li></ul>	
Initiative	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Are ready to seize opportunities;</li><li>• Pursue goals beyond what is required or expected of them;</li><li>• Cut through red tape and bend the rules when necessary to get the job done; and</li><li>• Mobilize others through unusual, enterprising efforts.</li></ul>	
Optimism	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Persist in seeking goals despite obstacles and setbacks;</li><li>• Operate from hope of success rather than fear of failure; and</li><li>• See setbacks as due to manageable circumstance rather than a personal flaw.</li></ul>	
SOCIAL AWARENESS		
Empathy	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Are attentive to emotional cues and listen well;</li><li>• Show sensitivity and understand others’ perspectives; and</li><li>• Help out based on understanding other people’s needs and feelings.</li></ul>	<ul style="list-style-type: none"><li>• Roleplaying</li><li>• Nurture interpersonal communication</li></ul>
Service orientation	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Understand customers’ needs and match them to services or products;</li><li>• Seek ways to increase customers’ satisfaction and loyalty;</li><li>• Gladly offer appropriate assistance; and</li><li>• Grasp a customer’s perspective, acting as a trusted advisor.</li></ul>	
Developing others	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Acknowledge and reward people’s strengths, accomplishments, and development;</li><li>• Offer useful feedback and identify people’s needs for development; and</li><li>• Mentor, give timely coaching, and offer assignments that challenge and grow a person’s skills.</li></ul>	
Leveraging diversity	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Respect and relate well to people from varied backgrounds;</li><li>• Understand diverse worldviews and are sensitive to group differences;</li><li>• See diversity as opportunity, creating an environment where diverse people can thrive; and</li><li>• Challenge bias and intolerance.</li></ul>	<ul style="list-style-type: none"><li>• Meet people from different cultures, backgrounds etc.</li></ul>
Political awareness	<div>Individuals with this competence:</div> <ul style="list-style-type: none"><li>• Accurately read key power relationships;</li><li>• Detect crucial social networks;</li></ul>	

	<ul style="list-style-type: none"> <li>• Understand the forces that shape views and actions of clients, customers, or competitors; and</li> <li>• Accurately read situations and organisational and external realities.</li> </ul>
<b>SOCIAL SKILLS</b>	
Influence	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Are skilled at persuasion;</li> <li>• Fine-tune presentations to appeal to the listener;</li> <li>• Use complex strategies like indirect influence to build consensus and support; and</li> <li>• Orchestrate dramatic events to effectively make a point.</li> </ul>
Communication	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Are effective in give-and-take, registering emotional cues in attuning their message;</li> <li>• Deal with difficult issues straightforwardly;</li> <li>• Listen well, seek mutual understanding, and welcome sharing of information fully; and</li> <li>• Foster open communication and stay receptive to bad news as well as good.</li> </ul>
Leadership	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Articulate and arouse enthusiasm for a shared vision and mission;</li> <li>• Step forward to lead as needed, regardless of position;</li> <li>• Guide the performance of others while holding them accountable; and</li> <li>• Lead by example.</li> </ul>
Change catalyst	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Recognize the need for change and remove barriers;</li> <li>• Challenge the status quo to acknowledge the need for change;</li> <li>• Champion the change and enlist others in its pursuit; and</li> <li>• Model the change expected of others</li> </ul>
Conflict management	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Handle difficult people and tense situations with diplomacy and tact;</li> <li>• Spot potential conflict, bring disagreements into the open, and help deescalate;</li> <li>• Encourage debate and open discussion; and</li> <li>• Orchestrate win-win solutions.</li> </ul>
Building bonds	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Cultivate and maintain extensive informal networks;</li> <li>• Seek out relationships that are mutually beneficial;</li> <li>• Build rapport and keep others in the loop; and</li> <li>• Make and maintain personal friendships among work associates.</li> </ul>
Collaboration and cooperation	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Balance a focus on task with attention to relationships;</li> <li>• Collaborate, sharing plans, information, and resources;</li> <li>• Promote a friendly and cooperative climate; and</li> <li>• Spot and nurture opportunities for collaboration.</li> </ul>
Team capabilities	<i>Individuals with this competence:</i> <ul style="list-style-type: none"> <li>• Model team qualities such as respect, helpfulness, and cooperation;</li> <li>• Draw all members into active and enthusiastic participation;</li> <li>• Build team identity, esprit de corps, and commitment; and</li> <li>• Protect the group and its reputation and share credit.</li> </ul>

Table sourced from Serrat (2017) Understanding and developing emotional intelligence.



### **3.5.2 Benefits of emotional intelligence**

EQ is an important skill for students to develop. Here are some reasons why:

1. It can help you to manage stress effectively.
2. It enhances cooperation and promotes teamwork.
3. It enables you to live your life with intention, purpose and autonomy.
4. It helps you manage change more confidently.
5. It allows you to improve your communication with others.
6. It can improve your career prospects.
7. It allows you to learn from your mistakes.
8. It enhances creativity.

Now that you have come to the end of this unit, complete the following activity to assist in your reflection of emotional intelligence. It will assist you in applying the different competence areas of emotional intelligence to a situation you have recently faced, and to reflect on the outcome of that situation.