

Introduction to Emotional Intelligence

Emotional intelligence has been defined as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour".

This definition was later broken down and refined into four proposed abilities: perceiving, using, understanding, and managing emotions. Emotional intelligence also reflects abilities to join intelligence, empathy and emotions to enhance thought and understanding of interpersonal dynamics.

Components of Emotional Intelligence:

- **Self-Awareness:** Self-awareness is the ability to accurately recognise your: emotions, strengths, limitations, actions and understand how these affect others around you. People with high EI understand their emotions and they don't let their feelings rule them. They know their strengths and weaknesses, and they work on these areas so they can perform better.
- **Self-Regulation:** Self-regulation allows you to wisely manage your emotions and impulses - you show or restrain certain emotions depending on what is necessary and beneficial for the situation. For example, rather than shouting at your employees when you're stressed you may decide which tasks can be delegated. People who self-regulate typically don't allow themselves to become too angry or jealous, and they don't make impulsive, careless decisions. They think before they act.
- **Motivation:** Being self-motivated consists of: enjoying what you do, working towards achieving your goals and not being motivated by money or status. People with a high EI are willing to defer immediate results for long-term success. They are highly productive, love a challenge, and are effective in whatever they do.
- **Empathy:** To be empathetic means you are able to identify and understand others' emotions i.e. imagining yourself in someone else's position. This is the ability to identify with and understand the wants, needs, and viewpoints of those around you. Empathetic people avoid stereotyping and judging too quickly, and they live their lives in an open, honest way.
- **Social Skills:** Effective social skills consist of managing relationships in a way that benefits the organisation. People with strong social skills are typically team players. Rather than focus on their own success, they help others to develop and shine. They can manage disputes, are excellent communicators, and are masters at building and maintaining relationships.

Approaches and Measurement Techniques: Currently there are three models of Emotional Intelligence:

- Ability Model
- Mixed Model
- Trait Model

Ability Model: Salovey and Mayer's conception of EI strives to define EI within the confines of the standard criteria for a new intelligence. Following their continuing research, their initial definition of EI was revised to "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth." It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth."

The ability-based model views emotions as useful sources of information that help one to make sense of and navigate the social environment. The model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviours. The model claims that EI includes four types of abilities:

1. **Perceiving emotion:** It is the ability to detect and decipher emotions in faces, pictures, voices, and cultural artefacts—including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.
2. **Using emotion:** It is the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.
3. **Understanding emotion:** It is the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, and the ability to recognize and describe how emotions evolve over time.
4. **Managing emotion:** It is the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals.

Measurement: The current measure of Mayer and Salovey's model of EI, the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is based on a series of emotion-based problem-solving items. It is consistent with the model's claim of EI as a type of intelligence, the test is modelled on ability-based IQ tests. By testing a person's abilities on each of the four branches of emotional intelligence, it generates scores for each of the branches as well as a total score. Various other specific measures have also been used to assess ability in emotional intelligence. These measures include:

1.Diagnostic Analysis of Non-verbal Accuracy – The Adult Facial version includes 24 photographs of equal amount of happy, sad, angry, and fearful facial expressions of both high and low intensities which are balanced by gender. The tasks of the participants are to answer which of the four emotions is present in the given stimuli.

2.Japanese and Caucasian Brief Affect Recognition test – Participants try to identify 56 faces of Caucasian and Japanese individuals expressing seven emotions such happiness, contempt, disgust, sadness, anger, surprise, and fear, which may also trail off for 0.2 seconds to a different emotion.

3.Levels of Emotional Awareness Scale – Participants reads 26 social scenes and answers their anticipated feelings and continuum of low to high emotional awareness.

Mixed Model: The model introduced by Daniel Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs:

- Self –awareness
- Self –regulation
- Social skill
- Empathy
- Motivation

Goleman includes a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance.

Two measurement tools are based on the Goleman model:

1. The Emotional Competency Inventory (ECI), which was created in 1999, and the Emotional and Social Competency Inventory (ESCI), a newer edition of the ECI was developed in 2007. The Emotional and Social Competency – University Edition (ESCI-U) is also available. These tools developed by Goleman and Boyatzis provide a behavioural measure of the Emotional and Social competencies.

2. The Emotional Intelligence Appraisal, which was created in 2001 and which can be taken as a self-report or 360-degree assessment.

Trait Model: Konstantinos V. Petrides ("K. V. Petrides") proposed a conceptual distinction between the ability based model and a trait based model of EI and has been developing the latter over many years in numerous publications. Trait EI is "a constellation of emotional self-perceptions located at the lower levels of personality. "

Trait EI refers to an individual's self-perceptions of their emotional abilities.

Measurement: There are many self-report measures of EI, including the EQ-i , the Swinburne University Emotional Intelligence Test (SUEIT), and the Schutte EI model. None of these assess intelligence, abilities, or skills (as their authors often claim), but rather, they are limited measures of trait emotional intelligence. The most widely used and widely researched measure of self-report or self-schema (as it is currently referred to) emotional intelligence is the EQ-i 2.0.