

Emotional Intelligence Introduction

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What is Emotional Intelligence (EI)?

“Emotional intelligence is the ability to manage ourselves and our relationships with others so that we can live our intentions. Indeed, emotional intelligence is about making choices.”¹

What EI Categories Are Included in the Corresponding Assessment?²

- God and me
 - Self-awareness
 - Self-regulation
 - Self-motivation
- God, me and others
 - Social awareness
 - Social skills

Self-awareness: *“Simply put, self-awareness means having a deep understanding of one’s emotions, as well as one’s strengths and limitations and one’s values and motives.”*³ This domain is foundational to the other three domains: self-management, social awareness, and relationship management. Skills included in this category are:

- Emotional awareness
- Accurate self-assessment
- Healthy self-confidence (through God-confidence)

Self-regulation: *“From self-awareness – understanding one’s emotions and being clear about one’s purpose – flows self-[regulation] ... Without knowing what we’re feeling, we’re at a loss to manage those feelings. Instead, our emotions control us.”*⁴ Skills included in this category are:

- Emotional self-control
- Transparency and trustworthiness
- Conscientiousness
- Adaptability
- Innovativeness

Self-motivation: Skills included in this category are:

- Commitment
- Initiative
- Optimism
- Desire to grow

¹ The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work, by Adele B. Lynn, ©2005 Adele B. Lynn, page 7

² Varied listings of these competencies can be found in Primal Leadership, by Daniel Goleman, Richard Boyatzis, and Annie McKee, ©2002 Daniel Goleman; The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work, by Adele B. Lynn, ©2005 Adele B. Lynn; and Working with Emotional Intelligence, by Daniel Goleman, ©1998 Daniel Goleman.

³ Primal Leadership, by Daniel Goleman, Richard Boyatzis, and Annie McKee, ©2002 Daniel Goleman, page 40

⁴ ibid, page 45

Social Awareness: Skills included in this category are:

- Empathy
- Service orientation
- Developing others
- Leveraging diversity
- Strategic awareness

Social Skills: *“The trial of self-awareness, self-management, and empathy all come together in the final EI ability: relationship management. Here we find the most visible tools of leadership – [influence], conflict management, and collaboration among them. Managing relationships skillfully boils down to handling other people’s emotions. This, in turn, demands that leaders be aware of their own emotions and attuned with empathy to the people they lead.”*⁵ Skills included in this category are:

- Influence
- Communication
- Leadership
- Change catalyst
- Conflict management
- Building bonds
- Collaboration and cooperation
- Team capabilities

Why is Emotional Intelligence Important?

In General:

- *“67 percent – two out of three – of the abilities deemed essential for effective performance were emotional competencies. Compared to IQ and expertise, emotional competence mattered twice as much. This held true across all categories of jobs, and in all kinds of organizations.”*⁶

For Leaders:

- *“Great leadership works through the emotions.”*⁷
- *“In general, the more emotionally demanding the work, the more empathetic and supportive the leader needs to be.”*⁸
- *“emotionally intelligent leaders build resonance by tuning into people’s feelings – their own and others – and guiding them in the right direction.”*⁹
- *“Quite simply, leaders cannot effectively manage emotions in anyone else without first handling their own.”*¹⁰
- *“EI-based competencies played an increasingly important role at higher levels of organizations.”*¹¹
- *“our rule of thumb holds that EI contributes 80 to 90 percent of the competencies that distinguish outstanding from average leaders – and sometimes more.”*¹²

⁵ ibid, page 51

⁶ Working with Emotional Intelligence, by Daniel Goleman, ©1998 Daniel Goleman, page 31. Results of a worldwide study.

⁷ ibid, page 3

⁸ Primal Leadership, by Daniel Goleman, Richard Boyatzis, and Annie McKee, ©2002 Daniel Goleman, page 17

⁹ ibid, page 26

¹⁰ ibid, page 46

¹¹ ibid, page 250

How Can I Develop My EI Skills?

The following steps, done in partnership with God, can greatly facilitate growing in EI:

- *Knowing* who you are now and who you want to become
- *Identifying* your present EI skills
- *Choosing* one area you'd like to grow in
- *Developing* a realistic growth plan
- Periodically *evaluating* your progress and *updating* your growth plan
- *Celebrating* your victories.

Prayerfully working through these documents can help to facilitate the above steps:

- EI - 2 - Who You are and Who You Want to Become
- EI - 3 - Inventory
- EI - 4 - Inventory Results
- EI - 5 - Growth Plan - Steps to Sustainable Change.

Wholeness Prayer can help to facilitate growth in the above areas. To learn more about wholeness prayer, see www.freemin.org or <http://ent.freemin.org/simplified-version/>.

As you seek to develop your Emotional Intelligence, please keep the following in mind:

- *“Not only can emotional intelligence be learned, but it can also be retained over the long term.”*¹³
- *“the trick is to learn while doing other things, a strategy that might be thought of as ‘stealth learning’ and that can be useful for improving emotional intelligence abilities”*¹⁴

¹² Primal Leadership, by Daniel Goleman, Richard Boyatzis, and Annie McKee, ©2002 Daniel Goleman, page 251

¹³ *ibid*, page 98

¹⁴ *ibid*, page 159