

Social and Emotional Intelligence

Emotional intelligence isn't a luxury you can dispense with in tough times. It's a basic tool that is the key to professional success. If emotional obliviousness jeopardizes your ability to perform, fend off aggressors, or be compassionate in a crisis, no amount of attention to the 'iron triangle' of time, cost and quality will protect your career or engender success in your project.

Emotions and feelings not the same. Emotions are energy in motion; composite biological signals like a fast beating heart or sweaty palms. We are all experiencing emotions every single moment of every single day but we don't necessarily feel them. Feelings are the awareness in our minds of the 'energy in motion'. The energy is there, but we don't necessarily feel it: we have not really learned to understand our own emotional life. To transform our lives, we have to understand that ultimately emotions will predict our health, personal sense of wellbeing, success, fulfilment, motivation and decisions. The good news is with awareness comes the ability to direct and manage our emotions – they are part of us, not something that is imposed on us.

Emotional Intelligence (EI), measured by your Emotional Quotient (EQ) is a critical skill to develop and deploy with finesse. EQ is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges, and defuse conflict. If you have high emotional intelligence you are able to recognise and manage your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Emotional intelligence affects how we manage behaviour, navigate social complexities, and make personal decisions that achieve positive results. It is made up of four core skills that pair up under two primary competencies: personal competence and social competence.



Research shows that people with a high EQ possess clarity in thinking and remain composed in stressful and chaotic situations. A person who has good EQ can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humour to build rapport in tense situations. These people will have empathy, remain optimistic even in the face of adversity, and are gifted at educating and persuading in a sales situation.

Social Intelligence (SI), measured by your Social Quotient (SQ) is closely aligned; it is a measure of social awareness. SQ relates to a person's ability to understand and manage people and to act wisely in human relations. It is equivalent to interpersonal intelligence; as society becomes more complex, intellectual competences need to become more sophisticated. SQ is the intelligence that lies behind group interactions and behaviours. Cultural Intelligence (CI) is an increasingly important sub-set of SI focused on an individual's capability to operate in diverse cultural environments, a critical skill in multi-national organisations and projects.

A person with a high EQ or SQ is no better or worse than someone with lower scores; they're just different and have different attitudes, hopes, interests and desires. However, having good EQ and SQ is what separates top performers from weak performers in the workplace. Traditional IQ on its own is fine for technical work but as a person moves into higher management roles, the ability to lead, manage and influence others becomes increasingly important.

EQ Defined

Emotional intelligence is broadly defined as the ability to identify, understand and manage the emotions around you. The theory of emotional intelligence states we are born with an innate capacity to recognise emotions in ourselves and the people around us. Connecticut-based Dr. Hendrie "Hank" Weisinger says, "We are born with the ability to regulate them, like a thermostat", but rather than nurturing that ability, most people walk around "like a thermometer, just reacting to what's around them." Whenever you blame someone else for the way you feel or behave, then you have given away control of your emotions and behaviour and have given that control to them.

Managers with a high EQ (emotional quotient) understand

- People need to be valued.
- People need to feel a sense of belonging.
- People need a realistic and hopeful future.
- People need basic organization in their lives.

The five key competencies in emotional intelligence are:

Self Awareness

Everyone has self awareness, a high EQ is associated with high self awareness that both notices and interprets moods and emotional signals within yourself and within others and the effects of your emotions on others. Is the person with the arms folded angry or cold? Once you become aware of your thoughts about yourself and others you can start to use them as positive instructional thoughts, 'I understand what's going down, I don't need to get defensive, I can handle this.' Good levels of self awareness lead to self-confidence, realistic self assessment and a self-deprecating sense of humour.

Self Regulation and Mood Management

High EQ is not just mood management; it's having strategies to changing your mood; the propensity to suspend judgement of others and to think before you act. Your emotions affect performance both in yourself and in others around you. A project manager can take anger and turn it into motivation or use anxiety to make people more careful by planting doubt so a team checks it work more closely. Emotions are contagious. People with effective self management capabilities tend to demonstrate integrity and trustworthiness, are open to change and comfortable with ambiguity.



Self Motivation

Self-motivation is about how you get yourself to do things that you don't want to do and a passion for work that goes beyond money or status. Self motivated people have a sense of persistence that allows them to overcome adversity in pursuit of their goals¹.

Interpersonal Expertise

High EQ people relate well with others and build empathy². This involves understanding the emotional makeup of others and exchanging information based on feelings. It is not easy; which is easier? "Tell about your feelings?" or, "How was your day?" High EQ people do not just talk about things on a factual level; they disclose how they feel and how they think and get other people to do same then treat others based on their emotional reactions. Developing empathy with others facilitates building and retaining high performance teams³, cross cultural sensitivity and the provision of good service to clients and customers.

Emotional Mentoring

This is about helping others deal with situations that may or may not involve you. It is essentially separating your emotional needs from those around you.

All of these competencies are in your emotional intelligence portfolio. No one is preventing you as a writer from finding a good idea, or, if you are stuck in traffic, no one is doing that to you. People who manage their emotions well are high on these five components and are more successful in everything.

SQ Defined

The social intelligence quotient or SQ is a statistical abstraction similar to the 'standard score' approach used in IQ tests with a mean of 100. Unlike the standard IQ test however it is not a fixed model. It leans more to the theory that intelligence is a complex hierarchy of information-processing skills underlying an adaptive equilibrium between the individual and the environment. An individual can therefore change their SQ by altering their attitudes and behaviour in response to their environment.

The social intelligence (SI) quotient algorithm is a combination of:

1. Socially Aware population classification. The Socially Aware in society are community minded and socially active; always searching for the new and different, looking for new things to learn. They embrace learning as well as earning a living.
2. Positive attitude to progressive social issues ('somewhat progressive' or 'very progressive')
3. Attraction and openness to new experiences

SI is not an inward awareness (but requires you to be in touch with your EQ), it is outwardly focused on the people you interact with. The five dimensions of SI defined by Karl Albrecht are: presence, clarity, awareness, authenticity and empathy.

A smile and remembering someone's name has far more impact than your intelligence or razor sharp wit! In business, SQ relates to how effectively you interact with the organisational structures (both formal and more

¹ For more on **personal time management** see WP1054:
http://www.mosaicprojects.com.au/WhitePapers/WP1054_Personal_Time_Management.pdf

² **Empathy** is the ability to understand and share the feelings of another. But how you arrive at empathy is as important as being empathetic. You should think about another person's feelings without taking those feelings upon yourself. So instead of asking yourself, "How would I feel if that had happened to me?" you might instead reflect on what the person is feeling. Instead of asking yourself, "If I lived their life right now, how would I be feeling?" you might instead ask yourself, "What does living that life right now make them feel like?"

³ For more on **leadership** see: http://www.mosaicprojects.com.au/WhitePapers/WP1014_Leadership.pdf



importantly, informal) and by interacting, adapt the structures to your needs. Some of the hallmarks of SQ include:

- Proficiency in managing relationships and building networks
- An ability to find common ground and build rapport
- Persuasiveness and effectiveness in leading change
- Expertise in building and leading teams

Nice guys no longer finish last – being socially sensitive is a pre-requisite to management success; and is directly aligned with a high SQ.

CI Defined

Cultural intelligence is broadly defined as the ability to understand, and operate effectively in diverse cultural situations and across cultural groups. This includes:

- Understanding the differences and similarities between cultures;
- Being consciously aware of others’ cultural preferences before and during interactions;
- Being willing and able to adapt to new cultures (including planned learning activities);
- Having a wide and flexible repertoire of situationally appropriate behaviours.

CI is becoming increasingly important component of a persons overall SQ as projects and businesses become ever more globalised.

Why Emotions Matter

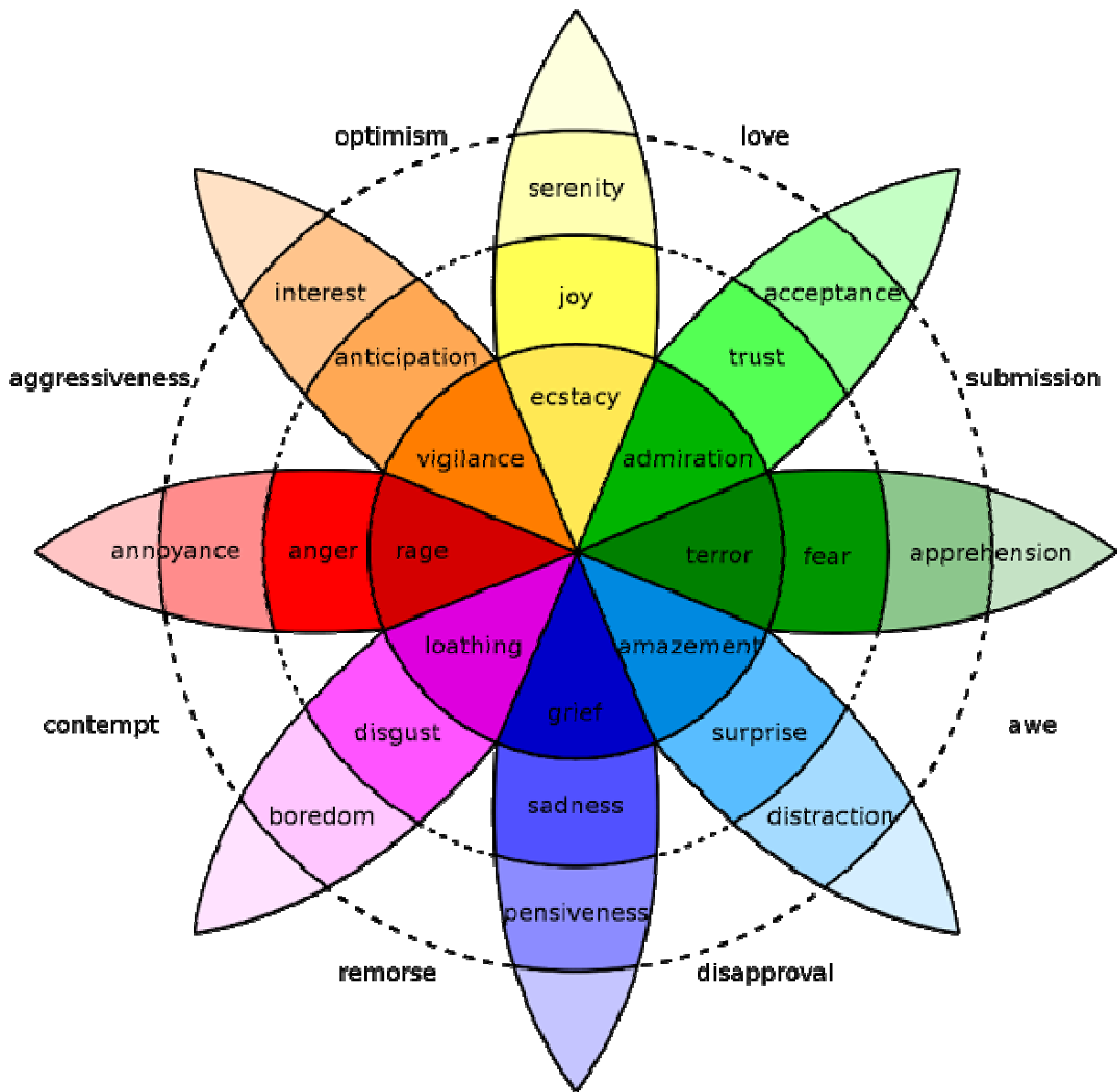
The essential elements of a person are their ability to think, feel and act. Evidence from modern neuroscience indicates our feelings (the basis of EQ and SQ) underpin our thoughts and a combination of feelings and thoughts lead to our actions. Consequently connecting with our feelings is essential for us to manage our thoughts and actions. And connecting with the feelings of others helps motivate their actions. Robert Plutchik created a wheel of emotions in 1980 which consisted of 8 basic emotions and 8 advanced emotions each composed of 2 basic ones. The basic emotions are:

Basic emotion	Basic opposite
Joy	<i>Sadness</i>
Trust	<i>Disgust</i>
Fear	<i>Anger</i>
Surprise	<i>Anticipation</i>

Human feelings (results of emotions)	Feelings	Opposite
Optimism	Anticipation + Joy	<i>Disapproval</i>
Love	Joy + Trust	<i>Remorse</i>
Submission	Trust + Fear	<i>Contempt</i>
Awe	Fear + Surprise	<i>Aggression</i>
Disapproval	Surprise + Sadness	<i>Optimism</i>
Remorse	Sadness + Disgust	<i>Love</i>
Contempt	Disgust + Anger	<i>Submission</i>
Aggressiveness	Anger + Anticipation	<i>Awe</i>



These build into more complex feelings demonstrated by ‘Plutchik’s wheel’:



Plutchik’s view of emotions is useful because it emphasises both the connectedness and the duality, the Ying & Yang, involved in the way we feel and therefore react.

A more comprehensive listing of emotions was developed by W. Parrott in 2001⁴:

⁴ There may be more than 30,000 possible emotions – for more on the universe of emotions see: <http://www.complete-coherence.com/universeofemotions/>

Primary emotion	Secondary emotion	Tertiary emotions
Love	Affection	Adoration, affection, love, fondness, liking, attraction, caring, tenderness, compassion, sentimentality
	Lust	Arousal, desire, lust, passion, infatuation
	Longing	Longing
Joy	Cheerfulness	Amusement, bliss, cheerfulness, gaiety, glee, jolliness, joviality, joy, delight, enjoyment, gladness, happiness, jubilation, elation, satisfaction, ecstasy, euphoria
	Zest	Enthusiasm, zeal, zest, excitement, thrill, exhilaration
	Contentment	Contentment, pleasure
	Pride	Pride, triumph
	Optimism	Eagerness, hope, optimism
	Enthrallment	Enthrallment, rapture
	Relief	Relief
Surprise	Surprise	Amazement, surprise, astonishment
Anger	Irritation	Aggravation, irritation, agitation, annoyance, grouchiness, grumpiness
	Exasperation	Exasperation, frustration
	Rage	Anger, rage, outrage, fury, wrath, hostility, ferocity, bitterness, hate, loathing, scorn, spite, vengefulness, dislike, resentment
	Disgust	Disgust, revulsion, contempt
	Envy	Envy, jealousy
	Torment	Torment
Sadness	Suffering	Agony, suffering, hurt, anguish
	Sadness	Depression, despair, hopelessness, gloom, glumness, sadness, unhappiness, grief, sorrow, woe, misery, melancholy
	Disappointment	Dismay, disappointment, displeasure
	Shame	Guilt, shame, regret, remorse
	Neglect	Alienation, isolation, neglect, loneliness, rejection, homesickness, defeat, dejection, insecurity, embarrassment, humiliation, insult
	Sympathy	Pity, sympathy
Fear	Horror	Alarm, shock, fear, fright, horror, terror, panic, hysteria, mortification
	Nervousness	Anxiety, nervousness, tenseness, uneasiness, apprehension, worry, distress, dread

Table sourced from: Parrott, W. (2001), *Emotions in Social Psychology*, Psychology Press, Philadelphia



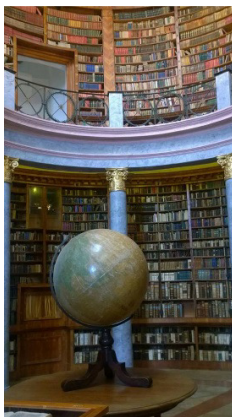
Unlike our learned/acquired perceptions, emotions are ‘hard wired’ into our brains. It’s the unique mixture of these emotions that creates each within each of us our internal emotional system and our feelings are created by the interaction of our emotions.

Our feelings then attach to our experiences to create meaning in our perception of the ‘world around us’, and these perceptions are the basis on which all of our decisions are made and which directly or indirectly influence all of our actions. Some of our actions are driven by basic emotions (eg, fight or flight), others by cognitive thought processes. However, whilst the cognitive brain (left side) can gather facts and make lists it is still the emotional brain (right side) that informs our final choices.

Mindfulness is one approach to managing emotions effectively. Whilst there is no single definition for ‘mindfulness’ it is generally agreed the practice of mindfulness finds its roots in the teaching of Buddhism with a focus on maintaining a calm awareness of one’s body, feelings, mind and virtues in day-to-day life. This translates as an ability to increase awareness of, and respond skilfully to, mental processes which contribute to ‘emotional stress and maladaptive behaviour’. Being mindful allows you to focus on achieving the optimum outcomes from the task in hand, be aware of the feelings of others and be aware of how you are presenting to them.

It’s not the events in life that matter, what matters is how you deal with them. Our emotions are not fixed or predetermined, nor are the emotions of others. However, the resulting emotions trigger behaviour, behaviour creates outcomes and the outcomes are what we are judged by! It is by first managing our emotions and then connecting effectively with others we can influence their emotions and lead, motivate, inspire or calm the situation around us.

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