

## Emotional Intelligence: Background Information

*Emotional Intelligence is consciously integrating feeling, thought, and action to create optimal results from relationships with self and others.*

*-Six Seconds, 1999*

Most people first heard the term "emotional intelligence" around 1995 with the publication of Daniel Goleman's best-selling book *Emotional Intelligence*. In that work, Goleman laid out a powerful case that such factors as self-awareness, self-discipline, and empathy determine personal and professional success. He drew on the work of numerous leading scientists and authors who were working to define and measure the skills of emotional intelligence.

### **What is EQ?**

Some people just know how to get along with others; some people are more self-confident, and others are great at inspiring others. All these come from a set of skills called emotional intelligence, or EQ. Almost anyone can learn the EQ skills to build more successful relationships. Some other EQ skills are identifying and changing emotions, motivating yourself, and empathizing with another person. For kids an important result of emotional intelligence is stronger friendships and better grades. For adults, EQ skills help at work, at home, and for health.

Emotional intelligence is a set of a set of measurable and learnable skills essential for success in school, work, and life.

While researchers once said emotions are in the way of thinking, in the last decades, they've found that emotions are the key to thinking. EQ researchers are identifying:

- why people sometimes react violently – a dangerous combination of fear and anger actually changes the brain
- the scientific basis for understanding “gut feelings” – the neurotransmitters that control brain function also exist in other parts of the body as a "second nervous system"
- how people can make more careful and conscious decisions –parts of our brains literally "choose" how to react

(more)

## Emotional Intelligence Background Information

Other research on human behavior was beginning to demonstrate what many writers, consultants, and other observers had long recognized – that the most successful people were not necessarily those with high IQs but rather those with highly developed interpersonal and social skills.

Peter Salovey is a Dean at Yale University, Jack Mayer is a researcher at the University of New Hampshire. The two psychologists published the first academic definition of emotional intelligence in 1990, and have continued as the leading researchers in the field.

Today a growing body of educators and business consultants are applying the lessons learned by this research to real-world solutions. Emotional intelligence programs are finding increasing acceptance in schools and businesses, and the results are powerful.

### **EQ and the Bottom Line**

Major corporations are turning to consultants to help them teach their managers and employees how to use emotional resources to make better business decisions and create a more open, trusting, and creative work environment. Some companies even have individuals or departments dedicated to raising the level of EQ within their companies.

Robert Cooper, author of *Executive EQ: Emotional Intelligence in Leadership and Organizations*, wrote, “Emotions are not only wellsprings of intuitive wisdom, they also provide profitable information every minute of the day. But it is not enough just to have emotions. You have to know how to acknowledge and value feelings in yourself and others and how to respond to them appropriately.”

Cooper worked with researcher and consultant Esther Orioli to identify the three driving forces, or core capacities, that give companies a competitive advantage:

- Building trusting relationships which involves creating and extending trust among employees and customers, which in turn fosters loyalty
- Increasing energy and effectiveness under pressure, so that people will excel during stressful times of complexity and change
- Creating the future, which has to do with tapping the power of divergent skills and thinking within the organization.

## Emotional Intelligence Background Information

Orioli created the EQ Map®, a statistically reliable measure, to map the skills and attitudes that create that competitive advantage. Her company has used these tools to increase performance in organizations including Sun Microsystems.

One of the most dramatic business-case uses of EQ was a trial recruitment program where the US Air Force spent \$10,000 for emotional competence testing and saved \$2,760,000 in recruitment. They used the EQ-i, an assessment by Dr. Reuven Bar-On. Bar-On is a psychologist who wondered, "why do so many **smart** people make stupid decisions?" He found 15 competencies that relate to behaving with "emotional smarts," and built the EQ-i test around those.

### **EQ Goes to School**

The EQ-i is proving its worth in academics as well – in a recent study, psychologist James Parker found that EQ is a better predictor of college success than high school grades.

There are a handful of organizations working to teach EQ skills. One of the leaders is a nonprofit called "Six Seconds"; they offer a two-year curriculum – first published in 1978 – to help teach skills such as self-discipline, motivation, empathy and communication. In a pilot study, 100% of the teachers involved said Self-Science improved the classroom environment.

The program is intended to help the students develop practical life skills that they will need to succeed in school and elsewhere. The program's success in each school is measured by how well students meet their goals, including:

- developing new habits of conflict resolution based on concrete steps
- increasing their ability to recognize options and make choices
- evaluating choices on the basis of their consequences
- increasing their ability to empathize
- taking responsible action

In his 1995 book, Goleman identified two model curricula for teaching EQ, one was Self-Science. He wrote: "A list of the contents of Self-Science is an almost point-for-point match with the ingredients of emotional intelligence – and one of the core skills recommended as the primary prevention for the range of pitfalls threatening children," he adds.

## Emotional Intelligence Background Information

A typical Self-Science class looks a lot like an excellent reading or even science class. Students discuss concepts, write, and debate. One unique feature of Self-Science is that all the classes include some activity, game, or experience – an experiment – where students test out their theories and practice new skills. Schools using Self-Science and other EQ programs also commit to improving the ways adults communicate and to building a more positive culture.

The need for such programs is obvious to anyone who reads a newspaper. Violence in schools is becoming worse and is no longer just a problem for inner city high schools. It has long since spread out to the suburbs and rural areas and is now spreading down to elementary schools. The good news is that programs like Six Seconds do appear to work to reduce violent behavior.

### **EQ Planet**

While much of the research began in the US, other nations lead the way in implementing emotional intelligence. Australia, Canada, Singapore, Japan and the UK have numerous programs and practitioners.

In 2000, Africa's first EQ conference was hosted in Durban, South Africa. Conferences have also been held in London. Geetu Orme is a leader of Ei(UK), one of the best established emotional intelligence consultancies in Europe.

Six Seconds has provided certification trainings in Venezuela, Mexico, Indonesia, South Africa, and the UK, and delegates have come from over 44 nations. Q-Metrics also certifies trainers around the globe, and Bar-On does extensive EQ work in Israel.

###

Six Seconds 9/03