

# Emotional Intelligence



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# What is Emotional Intelligence?

Emotional Intelligence (EI) refers to an individual's ability to understand and manage internal feelings and to recognize and effectively respond to others' emotions.



Research has shown that EI can be as important as cognitive intelligence (IQ) in determining lifetime success (Goleman, 2001). Moreover, EI is essential for building and maintaining positive relationships.

High EI helps individuals navigate social situations more effectively and connect with people more deeply. By being aware of and responding adequately to emotions, one can foster healthier and more fulfilling relationships.

# What are Emotional Intelligence Models?



The concept of Emotional Intelligence (EI) has significantly developed since the early 1990s, resulting in three primary theories.

Each theory helps individuals understand the nature and functioning of EI. Additionally, each model offers a unique perspective on what EI encompasses:

- **EI Ability Theory.** Introduced by Salovey and Mayer (1990), this model views EI as an innate skill, similar to traditional intelligence. The ability model suggests that some individuals naturally possess a talent for managing emotions.
- **Emotional and Social Competence Theory.** Proposed by Reuven Bar-On (1997), this model links EI to a person's overall well-being and personality. Bar-On's model emphasizes how our

emotional skills impact happiness and relationships.

- **EI Mixed Theory.** Developed by psychologist Daniel Goleman (1998), this model integrates various competencies related to EI. Goleman's model emphasizes that individuals can enhance their EI through learning and positive support.

Given this information, Emotional Intelligence (EI) has become a key factor in understanding human behavior and interaction.

Research in over 500 organizations supports the EI mixed model, demonstrating its real-world applicability (Goleman, 2001). Therefore, Goleman's mixed EI theory is valuable and practical to leaders worldwide.

## What is Goleman's EI Model?

Goleman's (1998) EI mixed model is more than just a theory; the approach helps us better understand ourselves.

The mixed EI model suggests that everyone is born with natural EI abilities, which can be further developed through the cultivation of EI competencies over time. The EI competency model highlights the importance of recognizing

and managing our own emotions, as well as the feelings of others.

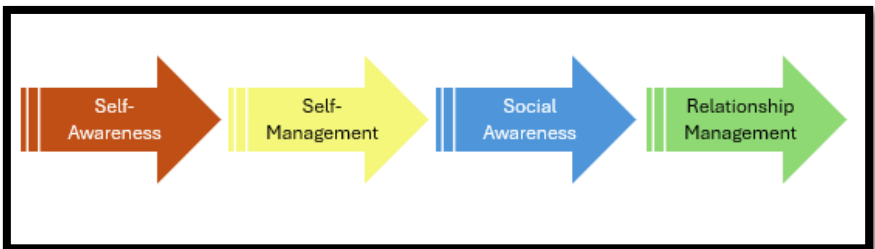
Goleman's model provides valuable insights for personal growth, enhancing relationships, and fostering healthy organizational behavior.

In a more recent version of his model, Goleman (2001) identifies four primary areas of EI: self-awareness, social awareness, self-management, and relationship management.

The first two areas focus on our emotions and personal skills, while the last two focus on understanding social situations and managing relationships.

Goleman expresses that self-awareness is the first step, followed by self-management. After learning to understand and manage our emotions, we progress to developing social awareness and effective relationship management.

Figure 1 illustrates Goleman's Emotional Intelligence (EI) domains.





**Self-Awareness** is the foundation of one's EI. Self-

awareness means having a clear understanding of our emotions, recognizing what they are, and understanding why we feel them. The more we understand our emotions, the better we can manage them, leading to increased self-confidence and control over our responses.



**Self-Management** refers to one's ability to regulate and adapt one's actions,

thoughts, and emotions to achieve one's goals. When we practice good self-management, we experience greater self-control and well-being, which helps us maintain a positive outlook and strengthen our connections with others.



**Social Awareness** focuses on recognizing and understanding the

emotions of others. This involves empathy—the ability to sense and relate to what others are feeling. With heightened social awareness, an individual can more effectively navigate

social situations and foster meaningful relationships.



### **Relationship Management**

centers on effectively handling interactions with others by

understanding and managing one's emotions and those of others. This aspect builds on the first three components to enhance one's overall EI. Effective relationship management leads to inspiring leadership, strong teamwork, and the ability to positively influence those around us.



One key takeaway from Goleman's mixed EI theory is that anyone has the potential to develop one's emotional competencies, especially in nurturing environments. This perspective offers hope for personal growth and encourages stronger interpersonal connections, making it a valuable framework for anyone seeking to enhance one's EI.



# Summary

Emotional intelligence (EI) influences how an individual feels and functions in both one's personal and professional life. According to Goleman (2001), who developed a popular EI model, EI involves a mix of competencies that can be both innate and learned over time.

To truly develop a high level of EI, one needs to grasp these areas as each builds upon the previous one. Mastering EI can lead to better relationships and improved well-being in many aspects of life.



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