



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. Emotional Intelligence, measured by your Emotional Quotient (EQ) isn't so soft; it is a critical skill to develop and deploy with finesse.

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, 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.

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 empathy. 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 disclosure 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 teams², 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 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.

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.

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



White Paper

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.

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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