

EMOTIONAL INTELLIGENCE

What Is It?

The rules for success in life and work are changing, according to experts such as psychologist Daniel Goleman. These rules have little to do with academic abilities, IQ, or technical know-how to do our jobs. The new measure takes for granted having enough intellectual ability and technical expertise, and focuses instead on personal qualities, such as emotional maturity, self-awareness, and people skills. Goleman, in his books Emotional Intelligence and Working with Emotional Intelligence, has popularized and outlined what experts have known for decades: people need emotional intelligence to get the full potential of their talents. Alternatively, many a bright and talented person has derailed due to emotional in-

competence, seen in out-of-control emotions or difficulty getting along with others.

Emotional intelligence includes such skills and competencies as:

- ✓ gaining and sustaining relationships
- ✓ awareness of one's strengths and weaknesses
- ✓ ability to lead and influence others
- ✓ emotional awareness and self-control
- ✓ ability to collaborate and team with others
- ✓ self-motivation, task management

- ✓ skill in understanding the needs and feelings of others
- ✓ keeping emotional balance amidst pressure and stress
- ✓ skill in communication and conflict management.

Emotional intelligence (E.I.) is the behavior part of being effective at work and other spheres of life. It is the intra- and interpersonal competencies that have a major influence on a person's overall effectiveness and contentment. E.I. is based on the recognition and management of our emotions, the ability to understand others, and skill in dealing with people. In today's world, personal contentment and suc-

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The Four Dimensions of Emotional Intelligence

1. Self-Awareness. Recognition and awareness of one's emotions. Self-understanding and insight into one's traits and behavior, strengths and weaknesses.

2. Self-Management. Ability to manage and regulate one's emotions. Self-control, keeping emotional balance amidst pressures and stresses. Skill at using emotions as tools (e.g. self-motivation). Adaptability and appropriate flexibility. Ability to plan, implement plans, and be consistently productive towards goals.

3. Social Awareness. Understanding others. Interpersonal sensitivity and alertness, ability to identify and understand the needs and feelings of others. Ability to perceive what is socially appropriate in various situations.

4. Social Skills. Leadership skills, influencing, effectively motivating and developing others. Communication and conflict management skills. Building teamwork, collaborating and effectively managing others. Building bonds and relationships.

For More Information:

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- Career Counseling
- Career Coaching
- Career Assessment
- Career Development

Free Introductory Consultation

cess depend on more than a good IQ and expertise in your field; a crucial set of emotional competencies is becoming increasingly important.

The Case for E.I.

Why do smart people fail? In a study of over two thousand managers from large organizations, 81% of the competencies which distinguished successful managers were related to E.I. According to the U.S. Department of Labor, the three most sought after skills in new employees are oral communications, interpersonal skills, and teamwork abilities. Other analyses have confirmed that emotional competencies are twice as important in contributing to success at work as general intelligence and expertise. Emotional intelligence distinguishes top performers.

Developing E.I.

The good news is that all emotional competencies can be cultivated and developed, with the right practice. E.I. can improve throughout life. To become more intelligent about our emotions and our relationships, an individual can engage in a process of self-directed change and learning. This process is often motivated when a person notices a skills gap be-

tween current skill level in certain areas versus skills needed to excel in a certain situation or position at work. Then ways of learning about desired competencies can be undertaken. A person may, for example, find pertinent books, seminars or workshops or observe and learn from the models of others. Intellectual understanding of a concept is not enough to result in behavior change or skill. Real change requires a retooling of ingrained habits of thought, feeling, and behavior, so that a person automatically reacts in a more competent way in the salient moment. Therefore, true development of emotional competencies involves practice over an extended period of time. Many people find that professional help in the form of a personal "coach" is valuable in this process.

For more information about Emotional Intelligence and its development, readers are encouraged to read the popular books by Daniel Goleman: Emotional Intelligence (Bantam Books, 1995) and Working With Emotional Intelligence (Bantam Books, 1998). WWIE focuses on E.I. in the workplace, including its importance for managers and executives.

Why Career Coaching?

1. People need, but have few opportunities for, continuing growth and development.
2. Personal development seldom gets priority.
3. Development requires significant self-awareness.
4. Self-understanding demands quality feedback.
5. Positive individual change has a positive organizational impact.
6. External support facilitates the process.

About Dr. Morgan and Associates

Our career counselors and coaches are proficient career-development professionals with master's degrees or doctorates in counseling, human resources, psychology, and related fields. They offer exceptional experience and expertise.

William D. Morgan, Psy.D.

Dr. Bill Morgan is a career counselor, coach, and psychologist dedicated to helping individuals become more satisfied and successful in their careers and personal lives. He offers an encouraging approach to increased career effectiveness and enjoyment through counseling, coaching, and assessment.

Dr. Morgan draws on his experience as a psychologist, counselor, and director of human resource development in the personalized work that he does. Dr. Morgan holds a doctorate in psychology, has published several professional articles sharing his expertise, and is adjunct faculty at Widener University. He uses his expertise to guide his clients in developing insight and strategies to achieve important goals, make desired changes and transitions, and reach higher levels of success and satisfaction.

COACHING: Accelerating Personal Growth and Development

As the value of E.I. becomes more widely recognized, many individuals now seek professional guidance in the development of emotional competencies. In fact, managers and executives are increasingly being set up with "executive coaches" by savvy companies to accelerate their development, help them acquire skills necessary for their next role in the organization, or sometimes assist high potential individuals who are in danger of derailing. Career coaching is a personal performance improvement process that can advance leadership effectiveness and careers, as well as the results of people at all levels of an organization. It provides insight, expertise, and a confidential ally to help individuals identify strengths and areas of needed improvement, and make growth-changes necessary to maximize their success.