

MANAGING YOUR EMOTIONS

Higher energy levels and a younger appearance are some of the potential benefits of becoming more emotionally intelligent, says **Jill Dann**, author of a new Instant Manager book on the subject. She talks to **Sue Mann** about developing greater self-awareness and better relationships

What first sparked your interest in Emotional Intelligence?

Just over a decade ago I won a large contract with Prudential Banking to create the training and development operation for a new bank labelled "Buck". This was shrouded in secrecy and there was no written brief to tender against.

The tendering process, which took three months, was rather unusual. I had to listen to everyone in the room talking to each other as I tendered each round "blind" for what turned out to be the launch in 1998 of a new Internet bank – egg™.

I was told I had won because of the way I listened and because Prudential felt I would be reliable and trustworthy. When I started the contract I began to hear the term Emotional Intelligence (EI) being used a lot – it was completely entwined in the brand values and all training topics. I realised that the characteristics I had portrayed in successfully tendering for the contract were emotionally intelligent: I then met people who pointed me towards the literature on the subject.

How do you define EI?

The art of heightening self-awareness to manage oneself combined with the neuroscience of interpersonal communication:

- The broadest use by an individual of all three domains of self-development – cognitive, affective and psychomotor domains in order to be as effective as possible in their personal and working lives
- It is a whole brain capability using the Limbic System, the Neurocortex and the Reptilian Brain centres in concert. Some techniques engage the whole body in achieving coherence.

Emotional Intelligence can be developed using sociological frameworks, psychological techniques and physiological practices, for example:

- **Sociological** - assessments based on models of EI competencies and development processes

- **Psychological** - the APET model of Joe Griffin and Ivan Tyrell (European Therapy Studies Institute) which replaced the ABC model of cognitive therapy
- **Physiological** - or the HeartMath techniques provided by HunterKane in the UK which give people quick practical techniques to calm the brain waves, heart rate and blood pressure to produce dynamism under pressure and clarity of thought.

In recent years, providers of assessments and practitioner programmes have aligned or started to combine their approaches either collaboratively or competitively.

When was the term first coined and by whom?

The term Emotional and/or Social Intelligence has been around for some time but achieved a strong prominence from 1990 onwards*.

Is EI innate in some people and can others learn to be emotionally intelligent – or more emotionally intelligent?

It is possible to test children as early as four years of age to see if they can defer the need for instant gratification of eating one marshmallow by waiting for a larger or more attractive reward (known as the Marshmallow Test). This has been shown to be a reliable indicator of emotional intelligence levels in later life. Those who can hang on will have and do develop higher EQ.

Tests have been carried out over several decades of individual graduates with similar IQ ratings and different EQ scores. Those with low EQ by comparison are financially worse off, have broken relationships and families, poorer physical health and are less happy.

Can EI be measured and if so, how?

It can be increasingly measured in several ways:

- Whilst practicing simple EI breathing techniques, you can be physically wired up to an emWave machine and watch on a screen as your heart rate variability, brain wave activity, blood pressure and breathing

become aligned. This gives you an amazing feeling of well-being and has been shown to benefit long term health, stress reduction and coherence of thought. There are clinical trial results for ADHD (Attention Deficit Hyperactivity Disorder) and PTSD (Post Traumatic Stress Disorder) showing unprecedented improvements

- It can be measured by 360-degree feedback mechanism from those with whom you work at all levels using an online or paper questionnaire. This information is collated and analysed producing a report to be fed back by an accredited coach to the individual. This leads to self-directed learning or development with a coach.

What characteristics or qualities does someone with a high EI quotient demonstrate?

- We are clear, flexible and collaborative about changing priorities
- We are focused, efficient, and perform well under pressure
- We are elated, untiring and satisfied at the end of a day well done
- We engender trust and active engagement in others
- We have a great work/life balance
- We have energy and humour
- We look younger than our age.

In research recently published by the Chartered Management Institute**, EI was identified as one of the key skills managers and leaders will need in the coming decade. Would you agree with this and if so why do you feel it will be an important skill?

Leaders have to have the ability to see a better future, engage everyone with that future and deliver what is needed collaboratively.

We are working in an increasingly multicultural society in the UK. In addition, class structures have eroded enormously in the last 15 years. Immigration has shaped our environment in towns, cities and the workplace. Not everyone has embraced diversity and coped with these changes in a socially enriching way.

Becoming highly self-aware allows an individual to recognise inner and outer conflict. The individual develops more proactive self-management when conflict is occurring before it gets to the stage of self-deprecation and frustration or loud interactions between people.

Greater social awareness allows productive relations to be fostered and a greater degree of engagement between employees and management.

These outcomes are all delivered by developing greater EQ.

What difference could a manager with a high EQ make in an organisation?

- a. They will listen and be listened to, at all working levels
- b. They will raise employee engagement to highly productive levels
- c. They will create the climate at work for beneficial change to be sustainable
- d. Regardless of their position in the hierarchy, they will





be influential in leading thought, conflict resolution and making progress.

What difference could it make to individuals?

- A life which copes with stresses and strains well
- A life with rich, mutually rewarding relationships
- A life driven by you.

Is there a link between EI and what is termed the 'emotional bank account'?

Relationships can become locked into tit-for-tat reciprocation reminiscent of the playground but in adult life. This is uncomfortable to experience or to observe in others.

Individuals who fail to offer mutuality in relationships can be termed to be in an "unauthorised overdraft" as opposed to "in the black".

Have you addressed new issues in this your third book on EI published by the Institute and Hodder?

The audience is more specific to younger or recent managers so the chapters are taken to address challenges in their everyday working lives, for example: developing themselves and others, resolving conflict, dealing with diversity, generating service excellence and readiness for change.


Have you noticed an increasing interest in EI over the years and what do you put this down to?

If you accept that in marketing terms we were dealing with early adopters ten years ago in the launches of a number of internet banks here and abroad, then the demand has increased because it is now seen as mainstream and not new. There are still the laggards to come in terms of adoption but within a few years it will be seen as an inarguable fundamental of society and working life.

How do you use EI in your everyday life?

People come to me because they have conflicts because I write about what challenges me. I am not distant or aloof from the human condition. I suffer with life's challenges and my EQ dips despite my best efforts. My self-awareness pulls me back on course. I am open and giving to others in conflict because I understand how they can be that way.

I am passionate about professional skills and very keen for the UK to improve in terms of IT-enabled change to maintain its position in the world. This is eroded by individual and collective low EQ. When I was a young officer in the Women's Royal Navy, working as an IT specialist, I recognised that big programmes go wrong due to human issues more so than technological difficulties. I've been chipping away at this for 30 years and more.

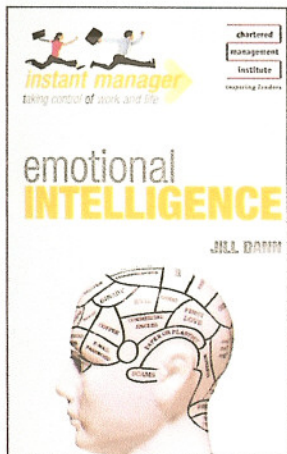
The challenge is still there and I'm still a work in progress too but I have some great relationships to keep me company on the way. And frankly, to me having great relationships is what it's all about. 

References

*Emotional and/or Social Intelligence references:

- 1920: Thorndike – "social intelligence"
- 1935: Doll – "social competence" (& "SQ")
- 1940: Wechsler – "nonintellective intelligence"
- 1948: Leeper – "emotional thought"
- 1966: Leuner – "emotional intelligence"
- 1973: Sifneos – "alexithymia" (& BJO)
- 1983: Gardner – "personal intelligences"
- 1983: Sternberg – "practical intelligence"
- 1985: Bar-On – "EQ" (& EQ-i, EQ -360, EQ-interview)
- 1989: Saarni – "emotional competency"
- 1990: Salovey & Mayer – TMMS (& MEIS/MSCEIT)
- 1994: Bagby & Taylor – TAS
- 1995: Goleman – Emotional Intelligence (& ECI)

**Management Futures, published by the Chartered Management Institute, is available to download, together with a podcast, from www.managers.org.uk/future



Reader offer

Readers of *Professional Manager* can purchase *Instant Manager: Emotional Intelligence* and other titles in the series at the special price of £6.99 each (RRP £8.99), with free postage and packing. Order online at www.presseoffers.co.uk/HOD194 or telephone 0870 755 2122, quoting offer code HOD194. Lines are open Monday to Friday between 9.00am and 5.00pm.

Further information

Instant Manager: Emotional Intelligence by Jill Dann is published by Hodder Education and the Chartered Management Institute.

Jill Dann is an EI facilitator, designer of EI organisational development programmes for blue chip and professional organisations, and an experienced Hodder author. Her previous books include *Understanding Emotional Intelligence In A Week*, *Emotional Intelligence In A Week* and *Test Your Emotional Intelligence*

Information about EI is available to Institute members in the online Subject Search service at www.managers.org.uk/subjectsearch