



EMOTIONAL INTELLIGENCE

We've known for years that emotional intelligence is necessary to be a successful leader or manager, but it is only recently that the theory of 'emotional intelligence at work' has begun to receive widespread attention. Some people have regarded recent research as remarkably new and innovative, while others have commented, "It's all old hat – I've known it all along."

Like many ideas, recent articles on the subject have provided us with a common language and the opportunity to be more focused and systematic in developing the key skills of emotional intelligence. As a reminder, the key components of emotional intelligence are:

- Self-awareness:** the ability to know one's own strengths and limitations but remain confident of one's self-worth.
- Self-management:** the ability to control emotions and act with honesty and integrity in reliable and adaptable ways.
- Social awareness:** the ability to empathise with others' feelings, and be intuitive about the mood of other colleagues and the mood within the organisation.
- Relationship management:** the ability to communicate clearly, manage conflicts and disagreements harmoniously and build strong personal bonds with humour, kindness and enthusiasm.