

**EMOTIONAL INTELLIGENCE  
BY NORMAN LANIER, Ph.D.**

In 1995, Dr. Daniel Goleman, a psychologist, researcher and professor wrote a groundbreaking book entitled Emotional Intelligence. He shared his original thinking, ideas and labels to help explain why people do the wide-ranging things they do.

Prior to his work, intelligence was thought of as intellectual effectiveness, sometimes referred to in slang as “brain power.” Dr. Goleman offered a comprehensive body of work to support his theory that there is *a different way of being smart*. We knew about IQ and intelligence testing, but Emotional Intelligence and measuring EQ were new and revolutionary ideas that rapidly gained acceptance in psychology, business and general conversation. *He defined Emotional Intelligence as how well someone puts their self-awareness and insights together to be optimally effective in dealing with other people in a variety of situations.*

Human Resources experts often point out that success in hiring is not as much about how technically intelligent or how high someone’s IQ is—success in a role eventually comes down to how they get along with people and how they fit into the company’s culture.

Dr. Goleman organized his theory and observations around four dimensions:

1. Self-awareness – Knowing what you’re feeling and why.
2. Self-management – Handling distressing emotions effectively, and also being able to bring forth positive emotions to help you.
3. Empathy – Knowing what someone else is feeling.
4. Combining these three things together to develop sound relationships.

What follows next is a brief survey to help you determine how good your EQ is, and if you might need or be interested in EQ training:

1. Do you sometimes have feelings such as anxiety or nervousness and are not able to identify why?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
2. Do people do things that don’t make much sense, and are hard to understand?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
3. Do you have difficulty staying focused and enthused?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_

4. Do some people “get on your nerves”, as they seem less competent or less conscientious than you?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
5. Do you usually control your anger or frustration, but if you lose your temper, you “explode”?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
6. Is there an important person in your life who seems complicated, unpredictable and frustrating for you?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
7. Other people see you quite a bit differently than you see yourself.  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
8. Do you spend too much time thinking about the past and not enough time thinking about the present and the future?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
9. Are you unhappy in your job or career, but don’t know what to do about it?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_
10. Is there someone you love who says you don’t really understand them?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Not sure \_\_\_\_\_

Now, let’s score your survey!

For every “Yes”, score yourself 1 point.

For every “No”, score yourself a zero.

For every “Not sure”, score yourself ½ point.

The following is a simple calibration of what your score could mean:

7-10 – You probably could benefit from learning more about Emotional Intelligence.

4 - 6 – You could probably raise your EQ by means of a “refresher course” or a “tune-up”.

1 - 3 – You are fortunate in knowing quite a bit about Emotional Intelligence, and are probably a source of comfort and help to others. Perhaps you could lead or help teach an EQ course or training program!

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At this point, you may be asking yourself what do these 10 questions, or some of them have to do with Emotional Intelligence? Here is what the questions tap into, with some overlapping (particularly questions 6, 9 and 10).

1. Self-awareness
2. Empathy
3. Self-management
4. Empathy
5. Self-management
6. Empathy and developing sound relationships
7. Self-awareness
8. Self-management
9. Self-management and developing sound relationships
10. Empathy and developing sound relationships

Dr. Goleman answered many questions about Emotional Intelligence, including, “Can we learn about it, apply what we have learned, and raise our EQ?” His response was a resounding “Yes!”

He demonstrated through his research that individuals could elevate their self-awareness, self-management, empathy and interpersonal effectiveness through solid training. Like so many things, only you can decide if you want to improve your EQ. If your response is a resounding “Yes!”, you will find a way!

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