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Emotional Intelligence

The model of emotional intelligence that was introduced by psychologist and author Daniel Goleman focuses on EI (or EQ) as an array of competencies and skills, all of which are critical to leadership performance. The five main competencies and leadership practices that make up Goleman's EI model are:

1. **Self-Awareness** – knowing your internal state of mind; accurately assessing strengths and limitations; self confidence.
2. **Self-Regulation** – keeping unhelpful emotions under control; personal integrity; innovation and adaptability to change.
3. **Self-Motivation** – a propensity to pursue goals with energy and persistence; striving to improve a level of excellence; aligning with the goals of an organization.
4. **Empathy** – developing others; client orientation; working with diversity; business savvy; understanding the perspectives of others.
5. **Effective Relationships or Social Intelligence** – proficiency in building and managing relationships; persuasion and influence; speaking authentically; generating win-win outcomes; inspiring and guiding others.

Diane Vezina of Vezina & Associates provides customized emotional intelligence leadership development and training in both the for profit and not-for-profit sectors. She says that the application of these competencies, especially during challenging and turbulent times like we have been experiencing, has a huge impact on how we respond to the challenges. The following are just a few examples.

- **Leading and managing change** – Change in organizations is pervasive and can be a period of instability in the organization if not well managed. Change can elicit emotions of doubt, fear and worry. Leaders who are able to effectively manage and lead change have been demonstrated to be adept at building and sustaining working relationships, as well as involving others in change initiatives and adjusting to changing situations.
- **Resilient during crises** – A high degree of emotional intelligence enables an individual to remain resilient during times of crisis. During times of stress, it is critical for leaders to maintain their composure and stay focused on goals, thereby preserving their capacity for reasoning and good decision making. By being able to regulate their emotions, leaders also instill a sense of confidence in their teams and become role models.
- **Decisiveness** – Being willing and able to take action is key to effective leadership. Decisiveness and doing what it takes to achieve a goal are associated with independence in both thought and actions. While effective leaders do not ignore the opinions of others, they are not always dependent on or swayed by the input. This confidence in one's decision making ability enables them to make good decisions and persevere in the face of obstacles.

Emotional intelligence can be learned, which, according to Vezina, is one of its most powerful qualities. But she notes that the journey to develop the EI constructs is lifelong and requires ongoing commitment and constant effort.

