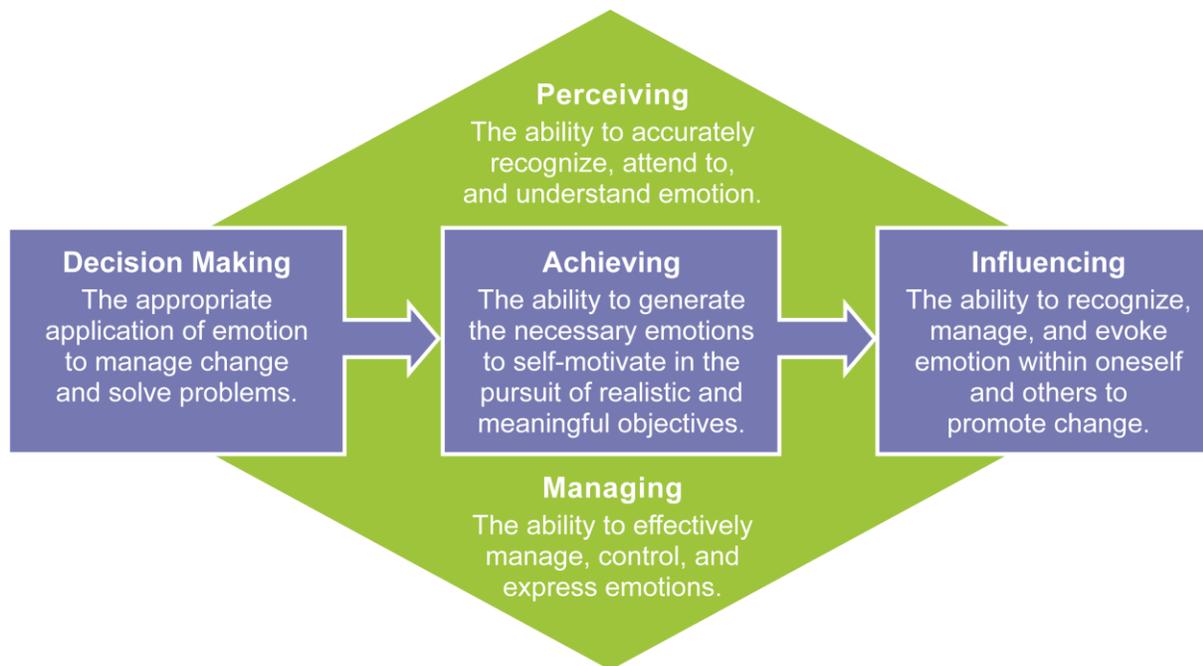


EI and the EISA Methodology

Emotional intelligence (EI) is best defined as the ability to identify and manage emotional information in oneself and others and to focus energy on required behaviors. Also known as “social intelligence,” the skills and competencies that comprise EI complement a person’s cognitive and technical skills.

The EISA provides measures EI based on five core factors, which can be developed to maximize emotional and social functioning—*perceiving, managing, decision making, achieving, and influencing*.



In this figure, Perceiving and Managing are shown in the middle of the figure because these two factors are core to effectively utilizing emotional intelligence. If you cannot perceive and manage emotions appropriately, it’s possible you’ll have some difficulty with the remaining three factors. Although Decision Making, Achieving, and Influencing are shown in the model in a linear fashion, in fact, these factors are all used at differing times when applying emotional intelligence.

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Perceiving

The ability to accurately recognize, attend to, and understand emotion.

Perceiving emotions is the ability to be aware of, understand, and pay attention to emotions. Emotions contain valuable information about other people, relationships, and our surroundings. The ability to perceive emotions starts with being aware of emotional signals, accurately identifying what they mean, and then applying them to a given situation. The better someone is at reading and understanding emotions, the more appropriately that person will be able to respond.

The Perceiving factor of the EISA also deals with the consequences of being unable to or unwilling to use feelings and mood to guide subsequent behavior. Individuals who are unable to sufficiently appraise and describe their own emotions are more likely to exhibit non-verbal anger, experience less positive emotion, and appear socially avoidant. People skilled in emotional perception are successful because:

- The ability to discern between emotions and their degrees of intensity allows people to better manage interpersonal relationships. This skill is especially important in environments that are constantly changing or are emotionally charged.
- Being able to describe and identify emotions provides more opportunities to be influential. People who are able to sufficiently appraise and describe their own emotions are more likely to exhibit more positive emotions and less non-verbal anger. This ability allows one to be perceived as more socially appealing and less avoidant.
- The capacity to perceive and respond appropriately to the emotions of others is important to a person's overall performance. Being able to consciously interpret a group's tone, body language, and degree of eye contact gives a person a higher sense of awareness. For example, if a group that you belong to is fearful of making a change, you are more likely to be able to recognize the need for an empathic or motivational conversation.
- Being authentic and predictable in the expression of emotions is a key to success when interacting in groups. Highly perceptive individuals often obtain full commitment from the groups that they associate with because they are aware of how positive and negative emotions can increase or decrease individual and group morale.

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- Emotionally predictable people are often more successful because they are better at recognizing their emotional triggers. Being aware of emotional triggers helps people stay calm, which often produces a higher level of trust and cooperation from others.

Our ability to perceive our own emotions and those around us can serve a vital role in our daily functioning. For example, if we misperceive the tone of a conversation, we can misinterpret the speaker's mood or intent. We may not detect that a person is feeling reluctant or angry. Tone of voice, body language, and the intensity of the words being used are critical elements to every conversation. The more accurate we are at attending to these elements, the more successful we will be at managing our intra- and interpersonal interactions.

Managing

The ability to effectively manage, control, and express emotions.

This skill represents a willingness and ability to be aware of, evaluate, and adequately control the emotions necessary for effective functioning. Emotions play an active role in directing our attention, our emotional expression, and our actions. According to Lopes, Salovey, Cote, and Beers, emotional regulation refers to our ability to manage our emotional experiences so as to attain and/or maintain a desired mood. One's ability to manage his or her own emotions can directly impact the frequency and quality of interpersonal relationships, social encounters, and emotional well-being. For these reasons, one's ability to effectively manage, control, and express emotions is perhaps the most important factor of emotional intelligence. Given that the emotions we experience are often the result of how we perceive our surroundings, our encounters with others, and our general state of well-being, our ability to manage emotions is intimately tied to our ability to accurately perceive our emotional worlds.⁵ As a result, it is the perception of our emotions combined with our ability to effectively manage those emotions that directly impact how we behave. For example, research has demonstrated the infectious nature of emotions in social interactions⁶ such that the emotional tone of a social encounter is easily transmitted, eliciting favorable attraction or aversive withdrawal from the interaction.⁷

People skilled in emotional management are successful because:

- The ability to manage emotions can translate into an accurate interpretation of an individual's own emotions and the emotions of others. Skilled emotional managers are
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better equipped to express those emotions to others. It is this level of ability that is so vital to the quality of interpersonal interactions.

- Managing your emotions helps harness the energy needed to sustain motivation, cope with stress, and make decisions. For example, the expression of a positive emotion is a good indication that all is well, while the expression of a negative emotion can suggest the need for deliberation and attention to detail.
- People are often faced with personal, social, and professional situations in which family members, friends, clients, or colleagues become emotionally charged, allowing their emotional experience to overly influence thoughts, decisions, and actions. Using emotional skills (attending to body language, tone of voice, etc.) helps manage the situation and put others at ease, which can help productivity and long-term success.
- Being able to manage one's own emotions, including the ability to express these emotions, can lead to the development of more meaningful interpersonal relationships. For example, preventing emotional outbursts due to insignificant or trivial concerns or empathizing with someone who has had a bad day can lead to deeper emotional connections and greater interpersonal satisfaction.
- Individuals who recognize when they feel frustrated, sad, irritable, or elated and perceive how these feelings alter their behavior are often viewed as empathic, composed, and socially attractive, which can lead to greater personal and professional opportunities. For example, if you are overly anxious each time your boss asks you to come into his or her office, you might misinterpret the message he or she is trying to convey to you. As a result, one's inability to manage emotion can result in ineffective communication and decision making.

Decision Making

The appropriate application of emotion to manage change and solve problems.

The process of decision making requires the attention to and processing of relevant environmental, intra-, and interpersonal cues. The mood of the individual coupled with the individual's ability to attend to cues can have a profound impact on his or her decision outcomes.

An emotionally intelligent individual is well equipped to recognize the need to engage specific emotions to facilitate the processing of relevant sources of information. In other words, the

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ability to manage change and solve problems is a reflection of one's ability to match one's emotions with the demands of the situation.

Psychologists say that the appraisal of our emotions is responsible for the intensity of our mood, which in turn directly influences our subsequent thoughts and behaviors.⁸ Positive and negative emotions (that is, happy versus sad) directly influence the resources, cognitive and physical, that are allocated to the decision-making process required for task completion. For example, positive emotions, such as happiness, elation, and exuberance, tend to be associated with an overestimation of the likelihood for positive outcomes and an underestimation of the probability for a negative outcome. Given that the converse of this relationship is also true, the ability to manage change and solve problems of a personal and interpersonal nature can best be mediated by a grounded individual.

Emotions such as anger, fear, happiness, and sadness have been shown to have differing effects on the decision-making process. Given the prevalence of these emotions in daily living, the emotionally intelligent individual should possess the ability to successfully recognize and employ these emotions to facilitate the decision-making process. For example, a task, personal encounter, or problem that evokes emotions with a negative tone may signal the presence of a problem in the current situation. The subdued mood that accompanies such emotions is often best suited to effectively manage this situation, permitting a more detail-oriented approach to the problem. On the other hand, the experience of positive emotions has been linked to the acceptance of a safe, non-threatening environment. As a result, the positive affective experience permits greater creativity and quicker decision making that is often based on previous experience. Thus, subdued emotions are best suited for detailed information processing, while positive emotions are best suited for enhancing creativity, rapid thoughts, and decisions based on previous experience. One's ability to recognize the demands of the situation and pair the appropriate emotions will increase the ability to effectively and efficiently solve problems of a personal and interpersonal nature.

People skilled in emotional decision making are successful because:

- They possess the ability to successfully recognize when it is necessary to activate an emotion compatible with task demands. For example, decision making in which

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considerable attention must be given to the details of the existing environment requires a more subdued emotional state.

- They are able to manage change and solve problems of a personal and interpersonal nature based on their emotional state. For example, decision making with a reliance on pre-existing knowledge structures accompanies a positive mood state—the “gut reaction” approach to decision making—often applies in such cases.
- They have an astute awareness of the “problem” and are able to pair it with an appropriate emotional state.

Emotions can impact our decisions in an infinite number of ways including, for example, consumer behavior. Consumer behavior is no exception. Often the excitement of a new purchase and all of the positive emotions that go along with it can overshadow the detailed processing of a savvy purchase, resulting in buyer’s remorse. However, the consumer who can manage his or her emotion is likely to ask better questions and make more informed decisions.

Achieving

The ability to generate the necessary emotions to self-motivate in the pursuit of realistic and meaningful objectives.

People skilled in this area experience more pleasure in success, take greater responsibility for the outcomes of their own actions, enjoy activities with moderate levels of risk, and prefer feedback. From a psychological perspective, their elevated levels of intrinsic motivation result in a happy or well-balanced mood. Intrinsic motivation has been linked with satisfaction, enjoyment, and interest and has a negative relationship with maladjustment and burnout. As a result, those individuals who maintain a task orientation and possess confidence in their ability to achieve report better moods and higher social and emotional adjustment.¹⁰ People skilled in emotional achievement are successful because they:

- Experience more pleasure in success.
- Take greater responsibility for the outcomes of their own actions.
- Prefer to know about the level of their success and/or failures immediately.
- Enjoy moderate levels of risk.

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- Demonstrate fewer and weaker physiological symptoms of arousal (such as rising heart rate and blood pressure).
- Naturally find ways to make most tasks personally relevant and meaningful. This intrinsic motivation results in the experience of positive emotions that often result in increased optimism and effective decision making.

People who use their emotions to achieve their goals are often motivated to succeed and spend less emotional energy and time thinking about failure. This intrinsic motivation results in the experience of positive emotions that often result in increased optimism and self-confidence. Understanding how emotion can influence motivation is the key to evoking the right emotions for a given situation.

Influencing

The ability to recognize, manage, and evoke emotion within oneself and others to promote change.

Emotions play an enormous role in the creation and maintenance of social relationships. An individual's emotions are factors that can shape the behaviors, thoughts, and emotions of others through the perception of facial, postural, or verbal information. The perception of these emotional cues provides social signals that can provoke various interpersonal processes.¹¹ The most evident influence of emotion in social situations is the capacity to evoke emotions in other people. Inferences made by others on emotional information can influence power, competence, credibility, and approach/distancing activity. Emotions that people witness in another may influence their current interactions, as well as future relationships with that person. Hareli and Rafaeli¹³ argue that emotions operate in a circular system that involves multiple people in a process of reciprocal influence. That is, the dynamic of one's social milieu is an ever-changing process in response to the emotions expressed and perceived and relative to the appropriateness of that expression in the group context. For example, Gray¹⁴ indicates that positive emotions are linked to approach behaviors, while negative emotions are linked to disengaging behaviors.

Kopelman, Rosette, and Thompson¹⁵ also note that when an individual expresses positive emotions, the probability that people will desire a future relationship with that person increases.

An individual's ability to handle his or her own emotions and the emotions of others has also

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been shown to impact the perceived leadership potential of an individual and, again, predict the likelihood of a future collaboration.¹⁶

De Dreu, West, Fischer, and MacCurtain¹⁷ note that the expression of emotions plays an important role in the creation of social relationships. An individual's emotions may inspire others to strive for greater goals, influence creativity, and improve collaboration. Peterson and Short¹⁸ found that credibility, social attractiveness, assertiveness, and emotional expressiveness are effective elements of social influence.

People skilled in influencing others are successful because:

- Their awareness of their own strengths provides them with more opportunities to gain influence with others. Consistently putting oneself in an influential position allows others to know what you bring to the table. People are attracted to and motivated to work with someone who believes that he or she can make things happen.
- Being able to assert oneself appropriately often allows people to manage others effectively.

Skilled influencers are able to describe what needs to be done, which helps when setting proper direction and tone.

- The ability to use positive emotions effectively enhances the influence one has. Skilled influencers often use positive emotions (for example, happiness, optimism, a smile) to engage others, which leads to increased approachability and a desire for future relationships. This increases their personal networks and beneficial alliances.
- The capacity to employ a positive and confident disposition increases their likelihood of influencing others. Others generally perceive this disposition (in various environments) as energizing and motivating.

The expression of appropriate emotions can have a tremendous impact on the formulation and maintenance of interpersonal relationships. Consider the coach who can, with a pre-game speech, unite a team to achieve a common goal. Or the impact the expression of disapproval can have on the mood and creativity of a young child. Our emotions are impactful and can have a positive or negative effect on those around us.

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