I. **Dealing with Other People’s Negative Emotions & Reactions:** The ability to effectively understand and manage other people’s negative emotions and reactions in the workplace.

- “…leaders may need to exercise their emotional intelligence to generate emotional uplifts to overcome the hassles in the workplace that employees seem to remember so vividly.” (Dasborough, 2006, p. 163)

- “The ability to identify and understand the emotions of others in the workplace is important for leaders, so that they can influence the feelings of [workers] to maintain enthusiasm and productivity.” (Gardner & Stough, 2002, p. 77)

- “Emotional management is useful for leaders to be able to manage positive and negative emotions in themselves and [workers].” (Gardner & Stough, 2002, p. 77)

- “Selecting senior managers who have high emotional intelligence may have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce.” (Carmeli, 2003, p. 807)

- “…good leaders need to have a good understanding of their own emotions as well as those of others, and are able to regulate their own emotions when interacting with others.” (Wong & Law, 2002, p. 245)

- “Leaders needed to play different roles at different times, and more importantly, good leaders have the ability to select the right roles for the situation.” (Wong & Law, 2002, p. 245)

- "...women are not "smarter" than men when it comes to emotional intelligence, nor are men superior to women. Each of us has a personal profile of strengths and weaknesses in these capacities.” (Goleman, 1998, p. 7)

- "...on average, looking at the overall ratings for men and women, the strengths and weaknesses average out, so that in terms of total emotional intelligence, there are no sex differences.” (Goleman, 1998, p. 7)

II. **Communicating Effectively:** The ability to engage effectively in verbal and non-verbal behaviours that demonstrate respectful, supportive and non-judgmental communication at both the individual and group levels.

- “Perhaps the most obvious way to build emotional capacity through regulating team-level emotion is simply to create an affirmative environment.” (Druskat & Wolff, 2001, p. 86)
• “One of the most powerful norms we have seen for building a group’s ability to respond to emotionally challenging situations is an emphasis on proactive problem solving.” (Druskat & Wolff, 2001, p. 86)

• “While excessive emotion can temporarily disrupt reasoning or analysis, new studies suggest that, in most cases, too little emotion can be even more devastating to a career or organization.” (Cooper & Sawaf, 1996, p. xxxii)

• “…emotions are an essential ‘activating energy’ for ethical values – such as trust, integrity, empathy, resilience, and credibility – and for social capital, which represents your ability to build and sustain trusting, profitable business relationships.” (Cooper & Sawaf, 1996, p. xxxii)

• “Group emotional intelligence is about the small acts that make a big difference. It is not about a team member working all night to meet a deadline; it is about saying thank you for doing so. It is not about in-dept discussion of ideas; it is about asking a quiet member for his thoughts. It is not about harmony, lack of tension, and all members liking each other; it is about acknowledging when harmony is false, tension is unexpressed, and treating others with respect.” (Druskat & Wolff, 2001, p. 86)

• “…a team can have everything going for it – the brightest and most qualified people, access to resources, a clear mission – but still fail because it lacks group emotional intelligence.” (Druskat & Wolff, 2001, p. 89)

• “…just like individuals, the most effective teams are emotionally intelligent ones – and that any team can attain emotional intelligence.” (Druskat & Wolff, 2001, p. 90)

• “By working to establish norms for emotional awareness and regulation at all levels of interaction, teams can build the solid foundation of trust, group identity, and group efficacy they need for true cooperation and collaboration – and high performance overall.” (Druskat & Wolff, 2001, p. 90)

• “The extent to which leaders use emotions in order to direct cognition is important in the workplace, with leaders making decisions based on emotional information being more able to effectively and efficiently make decisions.” (Gardner & Stough, 2002, p. 77)

• “…groups are smarter than individuals only when they exhibit the qualities of emotional intelligence.” (Goleman, Boyatzis, & McKee, 2002, p. 56)

• “…a leader who isn’t emotionally intelligent can wreak havoc in a team situation.” (Goleman, Boyatzis, & McKee, 2002, p. 57)
• “Leaders who have a keen sense of the group’s pivotal norms…and who are adept at maximizing positive emotions can create highly emotionally intelligent teams.” (Goleman, Boyatzis, & McKee, 2002, p. 58)

• “Collective emotional intelligence is what sets top-performing teams apart from average teams…” (Goleman, Boyatzis, & McKee, 2002, p. 58)

• “Emotionally intelligent individuals are ‘optimistic’, a trait that enables them to focus on the resolution, rather than the reasoning (who is at fault).” (Carmeli, 2003, p. 794)

• “…emotional intelligence…a competency that is expected to augment positive attitudes toward work, and drive positive behaviors and better outcomes.” (Carmeli, 2003, p. 790)

• “Feeling and expressing positive emotions on the job can lead to smoother social interactions, more helping behaviors, and a “halo effect” that leads to evaluations that are more favorable.” (Elfenbein & Ambady, 2002, p. 965)

• “…team leaders play a key role in building and maintaining emotionally intelligent norms.” (Feyerherm & Rice, 2002, p. 345)

• "When you remember that we are all peers on an emotional level, it becomes so much easier to approach the boss, to ask an employee to give a little more, or to understand that a coworker’s irritability is nothing personal. Emotions are great levelers among people; use them to tie you together rather than rend you apart." (Segal, 1997, p. 185)

• "Use your empathy to know your employees and how they interrelate...The more you know about how they feel, the less often your own actions will inadvertently create havoc." (Segal, 1997, p. 190)

• “…emotional competence made the crucial difference between mediocre leaders and the best. The stars [show] significantly greater strengths in range of emotional competencies, among them influence, team leadership, political awareness, self-confidence, and achievement drive. On average, close to 90 percent of their success in leadership [is] attributable to emotional intelligence.” (Goleman, 1998, p. 33-34)

III. Understanding Your Reactions: The ability to recognize and understand factors that impact your reactions to negative emotions in the workplace.

• “Individual emotions are unavoidable, and are thus inherently a part of organizational life. This is particularly true in the case of interpersonal relationships at work, which are inherently emotional in nature.” (Dasborough, 2006, p. 164)
“[emotional intelligence is] an array of noncognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures” (Bar-On, 1997, p. 14)

“Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.” (Cooper & Sawaf, 1996, p. xiii)

“It is emotional intelligence that motivates us to pursue our unique potential and purpose, and activates our innermost values and aspirations, transforming them from things we think about to what we live.” (Cooper & Sawaf, 1996, p. xiii)

“Emotional intelligence means exploring, embracing, and ultimately relying on emotion in work that is, at the end of the day, deeply human.” (Druskat & Wolff, 2001, p. 83)

“Today, emotional intelligence development is one of the most common reasons people seek executive coaching: strong EQ skills can give one a competitive advantage in the workplace and make worklife far more pleasant.” (Fernandez, 2007, p. 81)

“…the evidence that emotional intelligence is a set of abilities that can be learned and that can lead to success in the workplace continues to build.” (Giesecke, 2007, p. 3)

“Emotional intelligence gives you a competitive edge. . . .Having great intellectual abilities may make you a superb fiscal analyst or legal scholar, but a highly developed emotional intelligence will make you a candidate for CEO or a brilliant trial lawyer.” (Goleman, 1997, p. 76)

“…emotional intelligence reflects not a single trait or ability but, rather, a composite of distinct emotional reasoning abilities: perceiving, understanding, and regulating emotions.” (Lam & Kirby, 2002, p. 134)

“…people who have a good mix of IQ and emotional intelligence tend to be more successful in their chosen fields of endeavour than those who have outstanding IQ and under-developed emotional intelligence.” (Dulewicz & Higgs, 2000, p. 346)

“Emotional intelligence is the emotional needs, drives, and true values of a person and guides all overt behavior...a person’s emotional intelligence determines what they do and will do.” (Simmons & Simmons, 1997, p. 11)

“Emotional Literacy is the key to personal power because emotions are powerful. If you can make them work for you rather than against you they will empower you.” (Steiner & Perry, 1997, p. 3)
• “Being emotionally intelligent means that you know what emotions you and others have, how strong they are, and what causes them. Being emotionally literate means that you know how to manage your emotions because you understand them.” (Steiner & Perry, 1997, p. 12)

• “IQ and EQ are synergistic resources: without one the other is incomplete and ineffectual. IQ without EQ can get you an A on a test but won't get you ahead in life.” (Segal, 1997, p. 10)

• “Knowing how you feel will help you develop integrity and find personal fulfillment at work.” (Segal, 1997, p. 178)

• “An emotional competence is a learned capability based on emotional intelligence that results in outstanding performance at work.” (Goleman, 1998, p. 24)
IV. **Managing Your Reactions**: The ability to effectively and appropriately manage your reactions, whether alone or with distressed workers.

- “Emotional intelligence centers on managing emotions, and that includes managing your actions as you experience your feelings.” (Giesecke, 2007, p. 6)

- “Managing your emotions means something quite different from stifling them. It means understanding them and then using that understanding to turn situations to our benefit.” (Weisinger, 1998, p. 27)

- “Emotionally intelligent individuals are adept at putting themselves in positive affective states, and although they may experience negative affective states at times, these do not have significant destructive consequences.” (Carmeli, 2003, p. 796-797)

- “A person with high EI would be able to direct positive emotions to high performance and redirect negative emotions to generate constructive performance goals.” (Law, Wong, & Song, 2004, p. 486)

- “…good leaders need to have a good understanding of their own emotions as well as those of others, and are able to regulate their own emotions when interacting with others.” (Wong & Law, 2002, p. 245)

- “You can’t expect to change anyone else, but when you attend to your own EQ, you stay in control of your job satisfaction.” (Segal, 1997, p. 188)

- "By accepting what you feel, you merge EQ with IQ." (Segal, 1997, p. 236)

- "...emotional intelligence does not mean giving free rein to feelings – 'letting it all out'. Rather, it means managing feelings so that they are express appropriately and effectively, enabling people to work together smoothly toward their common goals.” (Goleman, 1998, p. 6-7)

- "Fortunately, EQ gives you a way to know how healthy your job is for you and which of your fundamental needs it satisfies or fails to satisfy. Knowing which job events put a spring in your step and which send you home dragging like a stick puppy can motivate you to leave a toxic work environment.” (Segal, 1997, p. 178)
References


