

What is Emotional Intelligence?

Emotional intelligence (EI) is the ability to recognise, understand and manage your own emotions while also recognising and understanding the emotions of other people.

According to **Goleman (1995)**, emotional intelligence is a key factor in personal success, effective leadership and strong relationships.

- Understand your own emotions.
- Recognise other people's emotions.
- Stay calm under pressure.
- Communicate with empathy and respect.
- Build trust and positive relationships.

Why is it important?

Leaders with high emotional intelligence make better decisions, solve problems more effectively and create a positive work environment.

EI is not fixed. It can be developed through learning, practice and self-awareness.

Why Emotional Intelligence is Important

Benefits for leaders

EI helps leaders understand people, not only tasks. A leader with good EI can stay calm, listen to the team and make better decisions.

According to **Goleman (1995)**, emotional intelligence can be more important than IQ in leadership because it helps people manage emotions and relationships.

- Better communication with employees.
- Stronger teamwork and trust.
- Better decision-making.
- Higher motivation in the team.
- Better conflict management.
- More positive workplace.

Example

If there is a problem in the team, an emotionally intelligent leader does not react with anger. They listen, understand different opinions and try to find a fair solution.

EI helps leaders build stronger teams and create a workplace where people feel respected and supported.

EMOTIONAL INTELLIGENCE IN LEADERSHIP

Developing Emotional Intelligence Skills

STUDENT: Khrystyna Havrysh⁽²⁴¹⁷⁴⁵⁹⁾

Lecturer: Kazeem Oseni

The Four Main Skills of Emotional Intelligence

According to Daniel Goleman (1995), emotional intelligence has four main skills that help leaders work effectively with other people.

1. Self-awareness

- Understand your emotions.
- Know your strengths and weaknesses.
- Recognise how feelings affect your decisions.

2. Self-management

- Stay calm under pressure.
- Control your emotions.
- Think before you act.

3. Social awareness

- Listen carefully to other people.
- Show empathy and respect.
- Understand different points of view.

4. Relationship management

- Build trust with your team.
- Communicate clearly.
- Solve conflicts positively.
- Encourage teamwork.

These four skills help leaders build stronger relationships, improve teamwork and create a positive workplace.

How to Improve Emotional Intelligence

EI is not something we are born with. According to **Goleman (1995)**, it can be developed through practice and experience.

Simple Ways to Improve EI

- Listen carefully before speaking.
- Stay calm in stressful situations.
- Think before you react.
- Accept feedback and learn from it.
- Practice empathy and understand other people's feelings.
- Reflect on your actions and learn from mistakes.

Example

If two employees disagree, a good leader listens to both sides, stays calm and helps them find a solution together. This builds trust and improves teamwork.

Small daily actions can improve emotional intelligence and help leaders become more confident, supportive and successful.

Conclusion

Emotional intelligence is one of the most important leadership skills. It helps leaders understand emotions, communicate effectively and build strong relationships with their team. According to **Goleman (1995)**, successful leaders are not only intelligent but also emotionally aware. They know how to manage their own emotions and understand the feelings of others.

Main Points

- Understand your own emotions.
- Respect other people's feelings.
- Stay calm during challenges.
- Build trust and teamwork.
- Solve problems positively.

Developing emotional intelligence helps leaders become more confident, supportive and successful. It also creates a positive work environment where people feel valued and motivated.

"If your emotional abilities aren't in hand, if you don't have self-awareness and empathy, then no matter how smart you are, you are not going to get very far."
— Daniel Goleman (1995)

References

1. Goleman, D. (1995) Emotional Intelligence: Why It Can Matter More Than IQ. New York: Bantam Books.
2. Mayer, J.D., Salovey, P. and Caruso, D.R. (2004) 'Emotional Intelligence: Theory, Findings, and Implications', Psychological Inquiry, 15(3), pp. 197–215.
3. University of Wales Trinity Saint David (2026) LCLM5006 – Developing Emotional Intelligence Skills: Module Learning Materials. Available via Moodle.
4. Daniel Goleman (n.d.) Emotional Intelligence. Available at: <https://www.danielgoleman.info> (Accessed: 10 July 2026).