

Goleman's Emotional Intelligence Theory

Dr. Daniel Goleman (1995) the grandfather of Emotional Intelligence (EQ), wrote, "Know Thyself" as the foundation of emotional intelligence. Being aware of one's own feelings as they occur and managing one's emotions to understand how and what one says and does impacts others is a key component. EQ skills promote leadership, team building, effectiveness, and motivation in organizations (Goleman, 1995).

In Peltier's book, *The Psychology of Executive Coaching: Theory and Application*, Peltier referred to Cherniss & Goleman's work as the framework of emotional competencies as emotional intelligence (Peltier, 2010, p.220). In the four areas below, they are described as "social and emotional learning." Emotional intelligence measures four emotional competencies, as follows:

- **Self-Awareness**
Emotional self-awareness - Accurate self-assessment - Self-confidence
- **Self-Management**
Self-control – Trustworthiness - Conscientiousness - Adaptability - Achievement drive - Initiative
- **Social-Awareness**
Empathy - Service orientation - Organizational awareness

- **Relationship Management**
Developing others - Influence - Communication - Conflict management
Leadership - Change catalyst - Building bonds - Teamwork & collaboration

Goleman (1999) extended the concepts of EQ to leadership, emphasizing how EQ can motivate and affect individuals and group success through the deployment of emotional competencies. Goleman suggests that emotionally intelligent leadership is the key to creating a working climate that nurtures employees and encourages them to give their best. That enthusiasm, in turn, pays off in improved motivation and performance.

The various approaches to workplace motivations have relevance in today's work environment with millennial. As articulated in previous chapters, Millennials will look for engaged leaders who connect with them and are mentors.