

Emotional Intelligence for Managers Toolkit

What is Emotional Intelligence (EI)?

Emotional Intelligence is the ability to recognise your own emotions, understand the emotions of others, and use this awareness to manage behaviour and relationships effectively.

The 5 Key Areas of Emotional Intelligence

- Self-Awareness: Understanding your own emotions.
- Self-Regulation: Managing emotions appropriately.
- Motivation: Internal drive to improve.
- Empathy: Understanding others' feelings.
- Social Skills: Building relationships.

Why EI Matters for Managers

Emotionally intelligent managers build stronger teams, handle conflict calmly, inspire others, and make better decisions.

Self-Assessment: How Emotionally Intelligent Are You?

Rate yourself from 1 (Rarely) to 5 (Always):

- I understand how my emotions affect performance.
- I stay calm under pressure.
- I actively listen before speaking.
- I recognise when colleagues are upset.
- I adapt communication to suit others.
- I take responsibility for my emotions.

How to Improve Your Emotional Intelligence

- Keep a daily emotion journal.
- Practise breathing or grounding techniques.
- Set meaningful goals.
- Notice non-verbal cues.

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- Practise active listening.

Applying EI in Management Scenarios

Giving Feedback: Be honest but compassionate.

Leading Change: Show empathy for uncertainty.

Handling Conflict: Listen first, find shared goals.

Coaching Your Team Using EI

Use the GROW model:

G - Goal

R - Reality

O - Options

W - Will

Encourage emotional expression and reflection.

Useful Phrases for Emotionally Intelligent Leaders

"Help me understand your perspective."

"Let's work together to find a solution."

"What do you need from me right now?"

Reflection Log & Action Plan

What are my EI strengths?

Where do I need to improve?

What daily habits can build my EI?

Who can support my growth?

Further Learning & Resources

- Book: Emotional Intelligence by Daniel Goleman
- Course: FutureLearn - Understanding EI

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- TED Talk: Simon Sinek - 'Why good leaders make you feel safe'
- Apps: Mood Meter, Headspace