

Guide to EQ-i 2.0: Understanding Emotional Intelligence by Diane Miller

What is Emotional Intelligence?

Emotional intelligence (EQ) begins with motivation—the desire to understand and grow. It unfolds through self-awareness and social awareness, recognizing our own emotions and those of others. From there, self-regulation and social regulation come into play, guiding how we manage emotions and interactions.

As Maya Angelou famously said, “People will forget what you said, people will forget what you did, but people will never forget how you made them feel.” This highlights the profound impact emotional intelligence has on relationships and leadership.

		MOTIVATION	
		WHAT I SEE	WHAT I DO
PERSONAL COMPETENCE	1	SELF-AWARENESS	3 SELF-REGULATION
SOCIAL COMPETENCE	2	SOCIAL-AWARENESS	4 SOCIAL REGULATION (RELATIONSHIP MANAGEMENT)

RULER: RECOGNIZE, UNDERSTAND, LABEL, EXPRESS, AND REGULATE

My definition: Being SMART about emotions and using this “DATA” to live more effective lives.

People skills, ESSENTIAL skills (soft skills) – being CURIOUS about WHO you are BECOMING.

“Emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.” Peter Salovey, Yale Psychologist

Definitions of EQ

Daniel Goleman: EQ consists of five key components: self-awareness, self-regulation, motivation, empathy, and social skills. It is a critical factor in leadership and personal success.

EQ-i 2.0: Set of emotional and social skills that influence:

- The way we perceive and express ourselves
- Develop and maintain relationships
- Cope with challenges
- And use emotional information in an effective and meaningful way

Why is EQ Important?

High EQ helps improve relationships, communication, decision-making, and overall well-being. It plays a crucial role in personal and professional success. EQ is a key differentiator in leadership, career growth, and emotional resilience. People with high EQ can navigate complex social situations, defuse conflicts, and inspire those around them.

A leader’s emotions are contagious, shaping team dynamics in powerful ways. Calm and composure inspire confidence, while frustration breeds tension and uncertainty. This ripple effect impacts psychological safety—the trust that allows people to take risks and speak up.

Emotionally intelligent leaders harness this influence to create an environment where people feel safe, motivated, and empowered to thrive.

The Mood Meter by Marc Brackett (Yale University)

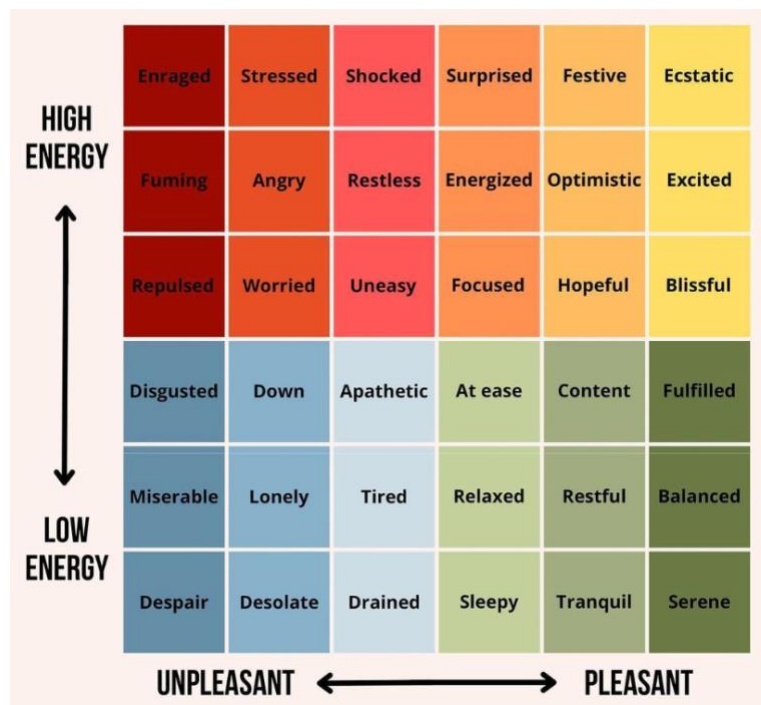
The **Mood Meter** is a tool developed by Marc Brackett at Yale to help individuals recognize, understand, and regulate their emotions. It categorizes emotions along two dimensions:

- **Energy Level** – How high or low your energy feels.
- **Pleasantness** – How positive or negative the emotion feels.

The Mood Meter is divided into **four quadrants**, each representing different emotional states:

- **Red (High Energy, Low Pleasantness):** Anger, frustration, anxiety.
- **Blue (Low Energy, Low Pleasantness):** Sadness, disappointment, fatigue.
- **Yellow (High Energy, High Pleasantness):** Excitement, joy, enthusiasm.
- **Green (Low Energy, High Pleasantness):** Calmness, relaxation, contentment.

By using the Mood Meter, individuals can gain greater emotional awareness, regulate their feelings, and gain more emotional literacy.



How is EQ-i 2.0 Different from Personality Assessments?

EQ-i 2.0 differs from personality assessments like the Myers-Briggs Type Indicator (MBTI) or the Big Five Personality Traits in several significant ways:

1. **Focus on Skills Rather Than Traits:** While personality assessments evaluate relatively stable traits that define how a person typically behaves (e.g., extroversion or introversion), EQ-i 2.0 focuses on emotional skills that can be developed and improved over time. Emotional intelligence is not a fixed characteristic but a set of capabilities that you can strengthen with practice.
2. **Dynamic and Actionable Feedback:** EQ-i 2.0 provides feedback that is highly actionable, meaning individuals can work on areas of emotional intelligence, such as improving empathy or managing stress, through targeted development strategies. In contrast,

personality assessments often categorize people into types or traits without providing specific guidance for improvement.

3. **Practical Applications for Leadership and Relationships:** Emotional intelligence is closely linked to leadership effectiveness and relationship management. EQ-i 2.0 assesses interpersonal abilities, stress tolerance, and emotional decision-making, making it particularly useful for leadership coaching, team-building, and personal development.

Nature vs. Nurture in Emotional Intelligence

One of the key debates around emotional intelligence is whether it is an innate trait (nature) or something that can be developed (nurture). Research suggests that while some aspects of EQ are influenced by genetics, it is largely a learned skill that can be improved through practice and awareness. Studies by Goleman and other psychologists show that training in emotional intelligence leads to increased job performance, better leadership skills, improved mental health, and stronger relationships. Unlike IQ, which remains relatively stable over time, EQ can be cultivated through conscious effort, making it an invaluable skill for both personal and professional success.

A study published in *The Journal of Organizational Behavior* found that leaders with higher emotional intelligence created more cohesive and motivated teams, leading to increased productivity and job satisfaction. Additionally, research in *The American Journal of Psychiatry* highlights that individuals who develop EQ skills experience lower stress levels and improved mental well-being, reinforcing the idea that emotional intelligence is a skill that can be nurtured over time. It is developed DAILY, not in a day.

EQ as a Snapshot in Time

EQ is like a dashboard warning light in your car—it signals when something needs attention. If your EQ inventory indicates an imbalance, it's a sign to reflect on what's happening in your life and adjust. Similarly, EQ is like a music mixing board; each component—self-awareness, self-regulation, empathy, etc.—acts as a knob you can adjust to create a harmonious balance in your life. If one area is too low or too high, it impacts overall performance. **The goal is not perfection but balance.**

EQ Cannot Be Replaced by AI

The ability to understand emotions, read nonverbal cues, build trust, and lead with compassion is uniquely human. In professional and leadership settings, EQ fosters collaboration, innovation, and workplace harmony—qualities that cannot be fully replicated by AI. As the world becomes increasingly automated, emotional intelligence will remain one of the most valuable skills for leaders, ensuring that human relationships, ethical decision-making, and authentic connections continue to drive success in both personal and professional spheres.

The EQ-i 2.0 Model and Subscales

EQ-i 2.0 is called an inventory rather than a test because it is not designed to pass or fail individuals, nor does it measure right or wrong answers. The term “test” often implies a binary evaluation or comparison to a standard. However, EQ-i 2.0 is an inventory of emotional skills and behaviors that helps individuals understand where they stand in relation to emotional intelligence competencies. It's about self-awareness, growth, and development rather than evaluation or judgment.

The EQ-i 2.0 assessment measures emotional intelligence across five key areas (composite scores), each containing three subscales:

- 1) **Self-Perception** – Understanding and valuing yourself.

- a) *Self-Regard*: Confidence in oneself and self-respect.
- b) *Self-Actualization*: Personal growth and pursuit of meaning.
- c) *Emotional Self-Awareness*: Recognizing one's emotions and their impact.
- 2) **Self-Expression** – Expressing emotions effectively.
 - a) *Emotional Expression*: Communicating emotions constructively.
 - b) *Assertiveness*: Standing up for oneself appropriately.
 - c) *Independence*: Self-directed and self-sufficient decision-making.
- 3) **Interpersonal** – Building strong relationships and empathy.
 - a) *Interpersonal Relationships*: Developing meaningful, reciprocal relationships.
 - b) *Empathy*: Understanding others' emotions and perspectives.
 - c) *Social Responsibility*: Contributing to the well-being of society.
- 4) **Decision Making** – Using emotions to make better choices.
 - a) *Problem Solving*: Using emotions effectively in decision-making.
 - b) *Reality Testing*: Seeing situations objectively.
 - c) *Impulse Control*: Managing urges and emotions.
- 5) **Stress Management** – Coping with challenges and staying resilient.
 - a) *Flexibility*: Adapting to changing circumstances.
 - b) *Stress Tolerance*: Coping with and managing stress effectively.
 - c) *Optimism*: Maintaining a positive outlook.



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Six Leadership Styles Derived from EQ (Daniel Goleman)

EQ directly influences leadership style. Goleman identified six leadership styles based on EQ levels:

1. **Visionary** – Inspires and moves people toward a shared vision.
 - o *Example*: A CEO articulating a compelling vision that energizes employees.
2. **Coaching** – Helps develop people for the future.
 - o *Example*: A manager mentoring employees to help them grow in their careers.
3. **Affiliative** – Builds emotional bonds and harmony.
 - o *Example*: A team leader fostering trust and connection among colleagues.

4. **Democratic** – Fosters collaboration and input from others.
 - *Example:* A supervisor involving the team in key decision-making processes.
5. **Pacesetter** – Sets high standards for performance.
 - *Example:* A leader pushing their team to excel but potentially causing burnout if overused.
6. **Commanding** – Demands immediate compliance and is best used in crises.
 - *Example:* A firefighter giving direct orders in an emergency to ensure quick action.

How to Develop EQ

- Practice self-awareness: Keep a journal to track emotions and triggers.
- Learn emotional regulation techniques: Use mindfulness and deep breathing to manage stress.
- Improve communication skills: Engage in active listening and empathetic dialogue. Listening is a skill and a discipline and it's something we don't learn in school.
- Strengthen relationships: Understand and respond to others' emotions with emotional intelligence.
- Enhance resilience: Develop coping strategies like meditation, exercise, and gratitude.
- Adjust your EQ balance: Regularly check in with your emotional state, like tuning a soundboard, and make necessary adjustments.

Resources for Further Learning

EQ

- [Daniel Goleman on Emotional Intelligence](#)
- [Travis Bradberry - Emotional Intelligence 2.0](#)
- [TED Talk: Why EQ Matters More Than IQ](#)

- LinkedIn Learning: [Developing your Emotional Intelligence](#) by Dr. Gemma Leigh Roberts, Psychologist, Resilience Expert
- LinkedIn Learning: [Communicating with EQ](#)

- [Vanessa Van Edwards](#): excellent resource on branding, resumes, digital body language, body language, interpersonal skills, and more.

Listening

- LinkedIn Learning: [Active Listening for Better Leadership Communication](#)
- LinkedIn Learning: [Improving Your Listening Skills with Dorie Clark](#)

Body Language

- LinkedIn Learning: [Body Language for the Working Professional](#) – Dustin York (Maryville University)
- LinkedIn Learning: [Body Language for Leaders](#) – Carol Kensey Goman, PhD
- LinkedIn Learning: [Communicating Nonverbally](#) - Vanessa Van Edwards
- Udemy: [Digital Body Language](#) - Vanessa Van Edwards

Videos On Various Subscales:

[Greatest Show on Earth](#) – confidence, community, emotionally contagious
[ELF](#) – Emotional Regulation and lack of EQ

[Duel at the Mall](#) – Emotional Regulation and Reality Testing
[Simon Sinek](#) – Noah at Four Seasons and Leadership Encouragement
[Erin Brockovich](#) – The Paycheck
[Inside Out](#) – listening, empathy, compassion
[Barcelona Olympics Race](#) – You Raise Me Up
[Dove Commercial](#) – Social Media and Filter Obsession
[Brene Brown](#) – Empathy vs. Sympathy