

Contents

1	Understanding Emotional Intelligence	1
1.1	Introduction	1
1.2	What Is EI?	1
1.2.1	Self-Awareness	2
1.2.2	Managing Emotions	2
1.2.3	Empathy and Social Awareness	3
1.2.4	Relationships Skills	4
1.3	IQ, EQ and EI	4
1.3.1	What Is IQ?	4
1.3.2	What Is EQ?	5
1.3.3	What Is EI?	6
1.4	Theories and Models of EI	6
1.4.1	Bar-On's EI Competencies Model	7
1.4.2	Mayer, Salovey and Caruso's EI Ability Models	8
1.4.3	Goleman's EI Performance Model	9
1.4.4	The Trait EI Model	10
1.5	Why Is EI so Important?	11
1.5.1	EI Enhances Our Personal Growth and Self-Improvement	12
1.5.2	EI Helps Us to Understand How Emotions Impact Our Health	13
1.5.3	EI Supports Us in Coping with Strong Emotions	13
1.5.4	EI Helps Us to Build Healthy Family Relationships	14
1.5.5	EI Enhances Positive Social and Work Relationships	14
1.5.6	Make Friends and Build Support with Increased EI	15
	Resources	16
	References	16

2	Understanding Emotions	19
2.1	Introduction	19
2.2	Emotions and Our Mind, Body, and Spirit	19
2.2.1	How Traditional Chinese Medicine Explains Emotions and Our Body	20
2.3	Primary and Secondary Emotions	23
2.4	Emotions and Our Cognitive Processes	25
2.4.1	How Our Moods Affect Learning and Memory	26
2.4.2	Connections Between Emotions, Thoughts, and Beliefs	27
2.5	The Social Aspects of Emotions	27
2.5.1	Viewing Emotions with a Social Lens	28
2.5.2	Cultural Influence on Our Emotions	29
2.5.3	The Benefits of Developing Social-Emotional Intelligence	31
	References	32
3	Functions of Emotions	37
3.1	Introduction	37
3.2	An Evolutional Interpretation of the Functions of Emotions	37
3.3	Alternative Views on the Functions of Emotions	39
3.4	Say Hello to Some of Your Core Emotions	40
3.4.1	Happiness and Joy	40
3.4.2	Sadness and Depression	42
3.4.3	Pride and Embarrassment	44
3.4.4	Guilt and Shame	46
3.4.5	Anger and Frustration	48
3.4.6	Fear and Calmness	50
3.4.7	Love and Empathy	52
3.4.8	Jealousy and Hatred	55
3.5	The Functions of Emotions	58
3.5.1	Emotions Help Us to Learn About Our Basic Human Needs	58
3.5.2	Emotions Motivate Action	59
3.5.3	Emotions Help Us to Connect and Relate to Others	59
3.5.4	Emotions Help Us to Verify How We Think About Ourselves	60
3.5.5	Emotions Help Us to Gain Autonomy and Personal Competence	61
3.6	Emotion, Thought and Behaviour	61
3.6.1	Defence Mechanisms	63
3.7	Conclusion	65
	References	65

4	How to Boost Your Emotional Intelligence	73
4.1	Introduction	73
4.2	Self-Awareness	73
	4.2.1 The Internal Self	75
	4.2.2 The External Self	78
4.3	Other-Awareness	80
4.4	How to Increase Our Self-Awareness and Other-Awareness	84
4.5	Self-Management and Relationship Management	85
	References	89
5	Family Relationships and EI	91
5.1	Introduction	91
5.2	Family Structures and Combinations	91
	5.2.1 Types of Family Structure and Combinations	92
	5.2.2 Changes to Family Structure and Transition Adjustments	93
5.3	Family Dynamics	95
5.4	Factors Shaping Family Satisfaction	96
	5.4.1 Unconditional Love and Strong Family Bonds	96
	5.4.2 Personality and Personal Characteristics	97
	5.4.3 Interpersonal Relationships Within the Family	98
	5.4.4 Financial Stability	98
	5.4.5 Quality Family Time	99
	5.4.6 Support in Stressful Situations	99
	5.4.7 Life Ideals and Values	99
	5.4.8 Realistic Expectations	100
	5.4.9 Compatibility	100
	5.4.10 Power Sharing	100
5.5	Marriage and Family	101
	5.5.1 Why Do People Get Married?	102
	5.5.2 Factors in a Healthy Marriage	102
	5.5.3 Marital Conflict	103
5.6	Emotional Intelligence in Family Relationships	105
	Resources	107
	References	109
6	Parent–Child Relationships and EI	113
6.1	Introduction	113
6.2	Parent–Child Relationships	113
	6.2.1 Understanding Attachment	114
	6.2.2 Adult Attachment Styles	117
	6.2.3 Attachment, Emotion Regulation, and Interpersonal Relationships	118
6.3	Theories that Guide Parenting	119
	6.3.1 Behavioural Theories	119
	6.3.2 Cognitive Developmental Theory	121

6.3.3	Psychosocial Development Theory	122
6.3.4	Social Learning Theory	124
6.4	Parenting Styles and Positive Parenting	126
6.5	Childhood Trauma and Parenting	128
6.6	Getting in Touch with Our Inner Child	131
6.7	Parenting and EI	133
	References	134
7	Sibling Relationships and EI	139
7.1	Introduction	139
7.2	Sibling Relationships and Our Psychosocial Development	139
7.2.1	Sibling Relationships in Childhood and Adolescence	141
7.3	Family Dynamics and Sibling Relationships	142
7.3.1	Family Context	142
7.3.2	Birth Order and Sibling Relationships	143
7.3.3	Parental Emotional Maturity and Its Impact on Sibling Relationships	144
7.3.4	Sibling Conflict and Rivalry	146
7.3.5	Parenting and Managing Sibling Relationships	147
7.4	Sibling Relationships in Unusual Circumstances	150
7.5	Sibling Relationships in Adulthood	152
7.6	Sibling Relationships and EI	155
	References	156
8	Friendships and Romantic Relationships	163
8.1	Introduction	163
8.2	Friendships at Different Stages of Our Lives	163
8.2.1	Childhood Friendship	164
8.2.2	Teen Friendship	165
8.2.3	Adult Friendship	168
8.2.4	Friendships in Older Adulthood	170
8.3	Friendships in the Digital World	171
8.4	Friendship and Relationship Conflicts	174
8.5	Young Love and Romantic Relationships	177
8.6	Young Love and Romantic Relationships for People with Disabilities	180
8.7	Friendships, Romantic Relationships and EI	182
	Resources	183
	References	184
9	Workplace Emotions	191
9.1	Introduction	191
9.2	The Importance of EI in the Workplace	191
9.3	Workplace Stress and Conflicts	195
9.3.1	Workplace Conflicts	196

9.4	The Emotional Climate of the Workplace	199
9.5	Workplace Politics	201
9.5.1	Harmful Workplace Politics	201
9.5.2	Helpful Workplace Politics	203
9.5.3	Perceptions of Workplace Politics	204
9.6	Workplace Bullying	205
9.6.1	What is Workplace Bullying?	206
9.6.2	Factors Contributing to Workplace Bullying	206
9.6.3	Why Do People Bully?	207
9.7	Workplace Wellbeing	208
	References	212
10	EI and Work-Life Balance	219
10.1	Introduction	219
10.2	What Is Work-Life Balance?	219
10.2.1	Factors Determining Work-Life Balance	220
10.2.2	Theories on Work-Life Balance	223
10.3	Work-Life Balance and Parenthood	226
10.3.1	Working Parents and Work-Life Balance	227
10.3.2	Single Parents and Work-Life Balance	229
10.3.3	Challenges Faced by Single Dads	229
10.3.4	Challenges Faced by Single Mums	230
10.3.5	Supporting Single Parents in Finding Work-Life Balance	231
10.3.6	At the Social, Community and Governmental Level	232
10.4	Work-Life Balance for Students	233
10.4.1	Study and Life Balance for Schoolchildren and Adolescents	234
10.4.2	Study-Work-Family Demands on University Students	235
10.4.3	Study-Work-Family Demands on International Students	235
10.4.4	Study-Work-Family Demands on Married Couples and Parents	236
10.4.5	Coping Strategies and Support	236
10.5	Using EI to Strike a Work-Life Balance	237
10.5.1	EI and Workplace Burnout	238
10.5.2	EI and Aspects of Work-Life Balance	238
10.5.3	EI and the Caring Industry	239
10.5.4	How Organisations Can Help Employees Find Work-Life Balance	240
	References	241

11 Leadership and Emotional Intelligence	249
11.1 Introduction	249
11.2 What Is Leadership?	249
11.3 EI and Leadership	252
11.3.1 Models of EI	252
11.3.2 Why Is EI Important in Leadership?	253
11.4 Leading with EI	254
11.4.1 Visionary Leadership	254
11.4.2 Commanding Leadership	255
11.4.3 Democratic Leadership	256
11.4.4 Coaching Leadership	257
11.4.5 Pace-Setting Leadership	258
11.4.6 Affiliative Leadership	260
11.5 The Dark Side of Leadership	260
11.5.1 What Is Dark Leadership?	261
11.5.2 Factors Steering Leaders to the Dark Side	262
11.5.3 Types of Dark Leadership	263
11.5.4 A Trait Approach to Understanding Dark Leadership	264
11.5.5 How Leadership Strengths Can Turn Malicious	265
11.6 How to Prevent Leaders from Being Drawn to the Dark Side ...	266
11.6.1 Self-Directed Learning to Boost EI	266
11.6.2 Organisational Input to Boost EI	267
References	269
12 Practice Guide and Strategies to Increase EI	273
12.1 Introduction	273
12.2 Self-Awareness	273
12.3 Other Awareness (Social Intelligence)	277
12.3.1 The Neuroscience of Social Intelligence	277
12.3.2 The Different Aspects of Social Intelligence	278
12.3.3 Empathy	280
12.3.4 Social Skills	281
12.4 Self-Management	284
12.4.1 Self-Control	284
12.4.2 Honesty and Transparency	285
12.4.3 Adaptability	285
12.4.4 Achievement	286
12.4.5 Optimism	287
12.5 Organizational Awareness	288
12.6 Relational Management	289
Resources	290
References	291

13	Emotional Intelligence and Adolescent Mental Health	295
13.1	Introduction	295
13.2	Adolescent Mental Health and EI	295
13.2.1	Eating Disorders	296
13.2.2	Digital Addiction	297
13.2.3	School Bullying	299
13.2.4	Substance Abuse	300
13.2.5	Teen Depression and Suicidal Thoughts	301
13.2.6	The School's Role in Promoting Positive Mental Health	302
13.3	EI Models Used in Education	303
13.3.1	Ability Emotional Intelligence (AEI)	303
13.3.2	Traits Emotional Intelligence (TEI)	305
13.3.3	Social Emotional Intelligence (SEI)	307
13.4	EI and Resilience Competency	308
13.4.1	Factors That Affect Mental Health in Children and Adolescents	309
13.4.2	EI and Resilience Competencies That Support Good Mental Health	310
13.5	The School's Role in Supporting Students' EI Development	312
13.6	Conclusion	315
	Resources	316
	References	317
14	School Leadership and Emotional Intelligence	323
14.1	Introduction	323
14.2	Instructional Leadership	323
14.3	Organisational Leadership	325
14.3.1	Capabilities Required by School Leaders in Organisational Leadership	327
14.4	The Era of Collective Leadership	329
14.5	School Leadership and EI	331
14.5.1	The Most Common Challenges Faced by Teachers and School Leaders	331
14.5.2	Challenges and Demands at Different Stages of the Professional Journey	335
14.5.3	Transition Challenges from Teaching to School Leadership	338
14.5.4	Transitioning from Mid-Level Leadership to Senior Leadership	341
	References	345
15	Emotional Intelligence and the School Community	351
15.1	Introduction	351
15.2	What Is a School Community?	351
15.3	School-Community Collaboration	352

15.4	Building an Emotionally Intelligent School Community	353
15.5	School Leadership in Building Collective EI	354
15.6	Teachers and EI	358
	15.6.1 Teachers' Emotional Competence	358
	15.6.2 Supporting Teachers in Conflict Management	360
15.7	Parent-School Partnership	363
	15.7.1 Barriers in Parental Involvement	363
	15.7.2 Supportive Structures to Enhance Parent-School Partnership	365
	15.7.3 Key Elements in Successful Parent-School Partnership	365
15.8	The School Community and Student Leadership	367
	15.8.1 Why Is Student Voice Important?	368
	15.8.2 Student Leadership: Putting Voice into Action	369
	15.8.3 How to Support Student Leadership	370
15.9	Conclusion	371
	References	371
16	Helping Students to Develop Emotional Intelligence	377
16.1	Introduction	377
16.2	Teacher Efficacy in Facilitating SEL in School Education	378
	16.2.1 Classroom Conflicts	383
	16.2.2 Effective Conflict Management Strategies	384
16.3	What Should Schools Focus on to Increase Students' EI?	385
16.4	Current EI Programs Used in Schools Worldwide	388
	16.4.1 Digital Games for SEL	390
16.5	Practical Teaching Strategies	393
16.6	Conclusion	397
	References	398