

ILMS Research Vault

ILMS WeS-EIT-RV-25

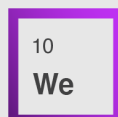
Emotional Intelligence



Developed by:



Institute for
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Science



Center for
Wellbeing
Science

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Foreword

Overview

A Research Vault is an organized resource where selected knowledge resources are collected and stored in a structured taxonomy, focused on a particular life management science framework element. Each Research Vault serves as a detailed companion to LMSL's learning materials, offering both theoretical and practical insights into life management topics. This meticulously crafted document facilitates the most thorough, in-depth exploration of life management science elements, provided by the Institute for Life Management Science (ILMS).

About ILMS

ILMS is a research organization dedicated to advancing and standardizing life management science as a standalone discipline. The multidisciplinary approach combines managerial science with social sciences to develop evidence-based practices that enhance people's lives. Rigorous research and standardization processes are used to ensure the evidence-based, structured, and multidisciplinary nature of these products and services. ILMS specializes in 12 areas of life management science through work across 12 research centers, working in areas from personal life management, relationship, family, and parenting to home organization, household management, productivity, resilience, happiness, well-being, affluence, and longevity.

About the Center for Wellbeing Science

The Center for Wellbeing Science operates research in wellbeing science, having at its core a proprietary framework structured on wellbeing science domains and elements. On the conceptual foundations provided by the wellbeing science framework, the Center is building a comprehensive science and practice-driven body of knowledge to support a better understanding of wellbeing and enable conscious and informed choices on how to live a comfortable, healthy, and fulfilling life. The concept of well-being implies a broader understanding of human psychological functioning than the absence of ill-being.

As part of the positive psychology tradition, well-being's focus is broader than the weakness-oriented perspectives, and it concerns optimal human functioning in various domains of life. It tackles aspects of individuals' careers, finances, digital and social relationships, lifestyle behaviors, and the interaction with their environment.

Foreword

About LMSL

LMSL is an education, lifestyle, and technology ecosystem operating as a life management enablement platform. LMSL aims to empower people all over the world to improve the way they live their lives through better life management practices, based on the use of products and services developed based on the original research work of ILMS. LMSL integrates art, science, and technology in a hybrid organizational structure that has 12 labs at its core, each corresponding to a research center operated by ILMS.

About the Wellbeing Science Labs

The Wellbeing Science Labs (WeSL) empowers people to improve the way they understand and enhance their well-being by offering solutions for self-improvement and well-being management. At the core of our products and services is the wellbeing science framework and related body of knowledge developed by the Center for Wellbeing Science, operated by the Institute for Life Management Science. This partnership enables us to provide comprehensive, evidence-based insights and practical tools that enable conscious and informed well-being improvement.

1. Definitions

***Definition:** The formal statement of the meaning of a word, term, concept, etc., as found in dictionaries, which may indicate its internal content (intensional definition) and/or the particular objects that it denotes (extensional definition).*

No.	Reference Code	Perspective	Definition	Reference
1	C10-EIT-DEF-001	Psychology	Emotional intelligence is a type of intelligence that involves the ability to process emotional information and use it in reasoning and other cognitive activities. It comprises 4 abilities: to perceive and appraise emotions accurately; to access and evoke emotions when they facilitate cognition; to comprehend emotional language and make use of emotional information; and to regulate one's own and others' emotions to promote growth and well-being.	American Psychological Association. (n.d.). Emotional intelligence. In <i>APA Dictionary of Psychology</i> . Retrieved from https://dictionary.apa.org/emotional-intelligence
2	C10-EIT-DEF-002	Psychology	Emotional intelligence denotes skills and/ or abilities that enable awareness of the emotional states of oneself and others, and the capacity to regulate or use emotions to positively affect role performance.	Mattingly, V., & Kraiger, K. (2019). Can emotional intelligence be trained? A meta-analytical investigation. <i>Human Resource Management Review</i> , 29(2), 140–155. https://doi.org/10.1016/j.hrmr.2018.03.002
3	C10-EIT-DEF-003	Psychology	Emotional intelligence is the recognition and use of one's own and others' emotional states to solve problems and regulate behaviors. It is the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions.	Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. <i>Imagination, Cognition and Personality</i> , 9(3), 185–211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG
4	C10-EIT-DEF-004	Psychology	Emotional intelligence is the ability to adaptively perceive, understand, regulate, and harness emotions in the self and others.	Schutte, N. S., Malouff, J. M., Simunek, M., McKenley, J., & Hollander, S. (2002). Characteristic emotional intelligence and emotional well-being. <i>Cognition & Emotion</i> , 16(6), 769–785. https://doi.org/10.1080/02699930143000482

No.	Reference Code	Perspective	Definition	Reference
5	C10-EIT-DEF-005	Psychology	Emotional intelligence is the ability to identify, express, understand, manage, and use emotions is known as emotional intelligence.	Kotsou, I., Mikolajczak, M., Heeren, A., Grégoire, J., & Leys, C. (2019). Improving emotional intelligence: A systematic review of existing work and future challenges. <i>Emotion Review</i> , 11(2), 151–165. https://doi.org/10.1177/1754073917735902
6	C10-EIT-DEF-006	Psychology	Emotional intelligence is the ability to understand the way people feel and react, and to use this skill to make good judgments and to avoid or solve problems.	Cambridge University Press. (n.d.). Emotional intelligence. In <i>Cambridge English Dictionary</i> . Retrieved from https://dictionary.cambridge.org/dictionary/english/emotional-intelligence
7	C10-EIT-DEF-007	Psychology	Emotional intelligence (EI) is the ability to carry out accurate reasoning focused on emotions and the ability to use emotions and emotional knowledge to enhance thought.	Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human abilities: Emotional intelligence. <i>Annual Review Psychology</i> , 59, 507–536. https://doi.org/10.1146/annurev.psych.59.103006.093646
8	C10-EIT-DEF-008	Psychology	Emotional intelligence draws together emotional abilities from 4 classes or branches: (1) the perception and appraisal of emotion; (2) assimilating emotion in thought; (3) understanding and analyzing emotion; (4) reflective regulation of emotion.	Mayer, J., Salovey, P., Caruso, D., & Cherkasskiy, L. (2011). Emotional Intelligence. In <i>The Cambridge Handbook of Intelligence</i> (Cambridge Handbooks in Psychology, pp. 528–549). Cambridge University Press. https://doi.org/10.1017/CBO9780511977244.027
9	C10-EIT-DEF-009	Psychology	Emotional intelligence entails reading emotional information. It denotes identifying and expressing emotions in one's physical states, feelings, and thoughts, also in other people, artwork, language, etc.	Mayer, J., Salovey, P., Caruso, D., & Cherkasskiy, L. (2011). Emotional Intelligence. In <i>The Cambridge Handbook of Intelligence</i> (Cambridge Handbooks in Psychology, pp. 528–549). Cambridge University Press. https://doi.org/10.1017/CBO9780511977244.027
10	C10-EIT-DEF-010	Psychology	Emotional intelligence entails using emotional experiences to promote thinking, including weighing emotions against one another and against other sensations and thoughts, and allowing emotions to direct attention. It denoted using emotions to prioritize thinking in productive ways and generating emotions as aids to judgment and memory.	Mayer, J., Salovey, P., Caruso, D., & Cherkasskiy, L. (2011). Emotional Intelligence. In <i>The Cambridge Handbook of Intelligence</i> (Cambridge Handbooks in Psychology, pp. 528–549). Cambridge University Press. https://doi.org/10.1017/CBO9780511977244.027

No.	Reference Code	Perspective	Definition	Reference
11	C10-EIT-DEF-011	Psychology	Emotional intelligence entails understanding and reasoning about emotions and using language to describe them. It denotes labeling emotions, including complex emotions, and recognizing simultaneous feelings. It also guarantees understanding relationships associated with shifts of emotion.	Mayer, J., Salovey, P., Caruso, D., & Cherkasskiy, L. (2011). Emotional Intelligence. In <i>The Cambridge Handbook of Intelligence</i> (Cambridge Handbooks in Psychology, pp. 528-549). Cambridge University Press. https://doi.org/10.1017/CBO9780511977244.027
12	C10-EIT-DEF-012	Psychology	Emotional intelligence entails the management and regulation of emotion in oneself and others, such as knowing how to calm down after feeling angry or being able to alleviate the anxiety of another person. It guarantees staying open to feelings and being able to reflectively monitor and regulate emotions to promote emotional and intellectual growth.	Mayer, J., Salovey, P., Caruso, D., & Cherkasskiy, L. (2011). Emotional Intelligence. In <i>The Cambridge Handbook of Intelligence</i> (Cambridge Handbooks in Psychology, pp. 528-549). Cambridge University Press. https://doi.org/10.1017/CBO9780511977244.027

2. Taxonomy

Definition: A classification system of concepts based on certain qualities, principles, and rules.

No.	Reference Code	Taxonomy	Description	Reference
Taxonomy 1		Goleman's EI model (<i>a competency model based on personality theory</i>)		
1	C10-EIT-TAX-001	Description	Emotional Intelligence first became popular thanks to psychologists John Mayer and Peter Salovey, who coined the term "Emotional Intelligence" and classified it in four branches	Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. <i>Psychological Inquiry</i> , 15(3), 197–215. https://doi.org/10.1207/s15327965pli1503_02
2	C10-EIT-TAX-002	Emotional perception	Emotional intelligence is the ability to be self-aware of emotions and to communicate emotions and emotional needs in an accurate manner. Emotional Perception also incorporates the capacity to distinguish between honest and dishonest expressions of emotion.	Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. <i>Psychological Inquiry</i> , 15(3), 197–215. https://doi.org/10.1207/s15327965pli1503_02
3	C10-EIT-TAX-003	Emotional assimilation	Emotional intelligence is the ability to distinguish among the various emotions, such as feelings, which identify those that have a representative impact on their cognitive processes.	Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. <i>Psychological Inquiry</i> , 15(3), 197–215. https://doi.org/10.1207/s15327965pli1503_02
4	C10-EIT-TAX-004	Emotional understanding	Emotional intelligence is the ability to comprehend complex emotions and the ability to perceive changes in specific circumstances.	Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. <i>Psychological Inquiry</i> , 15(3), 197–215. https://doi.org/10.1207/s15327965pli1503_02
5	C10-EIT-TAX-005	Emotional management	Emotional intelligence is the ability to engage or disengage from an emotion, depending on its usefulness in a given situation.	Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. <i>Psychological Inquiry</i> , 15(3), 197–215. https://doi.org/10.1207/s15327965pli1503_02

No.	Reference Code	Taxonomy	Description	Reference
Taxonomy 2		Bar-On's EI Model (<i>Trait or mixed models based on both cognitive ability and personality theory</i>)		
6	C10-EIT-TAX-006	Self-perception	Self-perception is comprised of self-regard (respecting oneself, confidence), self-actualization (pursuit of meaning, self-improvement), and emotional self-awareness (understanding one's own emotions).	Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: <i>Practice and Research</i> , 68(4), 269. https://psycnet.apa.org/doi/10.1037/cph0000070
7	C10-EIT-TAX-007	Self-expression	Self-expression is comprised of emotional expression (constructive expression of emotions), assertiveness (communicating feelings and beliefs, nonoffensive), and independence (self-directed, free from emotional dependency).	Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: <i>Practice and Research</i> , 68(4), 269. https://psycnet.apa.org/doi/10.1037/cph0000070
8	C10-EIT-TAX-008	Interpersonal	Interpersonal is comprised of interpersonal relationships (mutually satisfying relationships), empathy (understanding, appreciating how others feel), and social responsibility (social consciousness, helpful).	Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: <i>Practice and Research</i> , 68(4), 269. https://psycnet.apa.org/doi/10.1037/cph0000070
9	C10-EIT-TAX-009	Decision making	Decision making is comprised of problem solving (finding solutions when emotions are involved), reality testing (objectively seeing things as they really are), and impulse control (resisting or delaying the impulse to act).	Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: <i>Practice and Research</i> , 68(4), 269. https://psycnet.apa.org/doi/10.1037/cph0000070
10	C10-EIT-TAX-010	Stress management	Stress management is comprised of flexibility (adapting emotions, thoughts, and behaviors), stress tolerance (coping with stressful situations), and optimism (positive attitude and outlook on life).	Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: <i>Practice and Research</i> , 68(4), 269. https://psycnet.apa.org/doi/10.1037/cph0000070

No.	Reference Code	Taxonomy	Description	Reference
Taxonomy 3		Taxonomy of emotional intelligence abilities		
11	C10-EIT-TAX-011	Emotion perception	Emotional perception is the ability to make judgments of another person's emotional state based on verbal and nonverbal expressions (e.g., tone of voice, facial expression, and posture).	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324
12	C10-EIT-TAX-012	Emotion expression	Emotional expression is the ability to accurately convey or express an emotional state so that it is easily recognized by others.	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324
13	C10-EIT-TAX-013	Emotion understanding	Emotional understanding entails knowledge of how emotions progress over time, how they link to situational factors, and how they blend together.	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324
14	C10-EIT-TAX-014	Emotion regulation of self	Emotion regulation of self is the ability to regulate one's own emotions, up-regulating positive emotions, and down-regulating negative ones (and occasionally vice versa).	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324
15	C10-EIT-TAX-015	Emotion regulation of others	Emotion regulation of others is the ability to regulate other people's emotions, up-regulating positive emotions, and down-regulating negative emotions (and occasionally vice versa).	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324
16	C10-EIT-TAX-016	Emotion attention regulation	Emotion attention regulation is the ability to regulate one's attention toward or away from emotional information.	Elfenbein, H. A., & McCann, C. (2017). A closer look at ability emotional intelligence (EI): What are its component parts, and how do they relate to each other?. <i>Social and Personality Psychology Compass</i> , 11(7). https://doi.org/10.1111/SDC3.12324

3. Theories

Definition: Instrumental principles or ideas that are scientifically accepted to explain a concept and connect related phenomena.

No.	Reference Code	Theory	Description	Reference
Theory 1		Salovey and Mayer's Emotional Intelligence Model		
1	C10-EIT-THE-01	Description	Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.
2	C10-EIT-THE-02	Description	There are 4 branches within the overall concept of emotional quotient. These branches describe the way people recognize and manage their own emotions, and the way people may attempt to influence the emotions of others.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.
3	C10-EIT-THE-03	Description	The perceiving emotions branch involves the ability to identify emotions in ourselves, others, and as represented by objects, such as pictures, as well as the ability to express emotions accurately.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.
4	C10-EIT-THE-04	Description	The emotional facilitation of thought branch involves the use of emotions to prioritize thought and utilizes feelings as aids to judgment. Changes in mood lead to changes in perspective.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.
5	C10-EIT-THE-05	Description	The understanding and analyzing emotions branch involves the accurate labeling of emotions, understanding emotions and relationships, understanding complex feelings, and understanding transitions between emotions.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.
6	C10-EIT-THE-06	Description	The reflective regulation of emotion branch involves the ability to stay open to feelings, reflectively engaging and detaching from feelings as appropriate, and managing emotions in oneself and attempting to influence them in others.	Salovey, P., Mayer, J. D., & Caruso, D. (2002). <i>Emotionally Intelligent Certification Workshop</i> . Toronto, Ontario, Canada.

No.	Reference Code	Theory	Description	Reference
Theory 2		Goleman's Emotional Intelligence Model		
7	C10-EIT-THE-007	Description	Goleman originally identified 25 emotional competencies. Over time, he reduced his model to 18 competencies, sorted into 4 clusters.	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . New York, NY: Bantam Books.
8	C10-EIT-THE-008	Self-awareness	Self-awareness refers to knowing one's internal states, preferences, resources, and intuitions. The self-awareness cluster contains 3 competencies: emotional awareness (recognizing one's emotions and their effects), accurate self-assessment (knowing one's strengths and limits), and self-confidence (a strong sense of one's self-worth and capabilities).	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . New York, NY: Bantam Books.
9	C10-EIT-THE-009	Self-management	Self-management refers to managing one's internal states, impulses, and resources. The self-management cluster contains 6 competencies: emotional self-control (keeping disruptive emotions and impulses in check), transparency (maintaining integrity, acting congruently with one's values), adaptability (flexibility in handling change), achievement (striving to improve or meeting a standard of excellence), initiative (readiness to act on opportunities), and optimism (persistence in pursuing goals despite obstacles and setbacks).	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . New York, NY: Bantam Books.
10	C10-EIT-THE-010	Social awareness	Social awareness refers to how people handle relationships and awareness of others' feelings, needs, and concerns. The social-awareness cluster contains 3 competencies: empathy (sensing others' feelings and perspectives and taking an active interest in their concerns), organizational awareness (reading a group's emotional currents and power relationships), and service orientation (anticipating, recognizing, and meeting customers' needs).	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . New York, NY: Bantam Books.
11	C10-EIT-THE-011	Relationship management	Relationship management refers to the skill or adeptness at inducing desirable responses in others. The relationship-management cluster contains 6 competencies: developing others (sensing others' development needs and bolstering their abilities), inspirational leadership (inspiring and guiding individuals and groups), change catalyst (initiating or managing change), influence (wielding effective tactics for persuasion), conflict management (negotiating and resolving disagreements), and teamwork and collaboration (working with others toward shared goals, creating group synergy in pursuing collective goals).	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . New York, NY: Bantam Books.

4. Statistics

Definition: Results from analysis of quantitative data that served as evidence to reach a conclusion.

No.	Reference Code	Key Insight	Description/Finding	Reference
1	C10-EIT-STA-001	Masks reduce trust in advice, especially among mask skeptics	Face masks had a great impact on interpersonal trust during the COVID-19 pandemic. Given that face masks cover large parts of the face, they make face recognition difficult and hinder the establishment of trust. A survey of more than 2000 US citizens revealed that almost 5% fewer individuals trust advice when it is given by someone wearing a mask than someone not wearing a mask. Those who do not believe masks serve as a means to prevent COVID-19 spread and to protect others are substantially less likely to trust the advice given by the masked stranger.	Malik, S., Mihm, B., & Reichelt, M. (2021). The impact of face masks on interpersonal trust in times of COVID-19. <i>Scientific reports</i> , 11(1), 1–9. https://doi.org/10.1038/s41598-021-96500-7
2	C10-EIT-STA-002	Human voice conveys 24 distinct emotions	The human voice conveys more than 24 emotions that can be combined in myriad ways. According to a 2019 study, humans are able to convey 24 distinct kinds of emotions through their voices alone.	Cowen, A. S., Elfenbein, H. A., Laukka, P., & Keltner, D. (2019). Mapping 24 emotions conveyed by brief human vocalization. <i>American Psychologist</i> , 74(6), 698. https://doi.org/10.1037/amp0000399
3	C10-EIT-STA-003	Emotional intelligence contributes more to performance than IQ or managerial skills	Emotional intelligence competencies (EQ) make a greater contribution to overall performance than intellectual competencies (IQ) and managerial competencies (MQ). IQ counted for 5% of the overall performance variance, MQ 6.1% and EQ for 9.2%	Dulewicz, C., Young, M., & Dulewicz, V. (2005). The relevance of emotional intelligence for leadership performance. <i>Journal of General Management</i> , 30(3), 71–86. https://doi.org/10.1177/030630700503000305
4	C10-EIT-STA-004	Emotional intelligence is the strongest predictor of happiness	A large amount of variance in happiness is determined by people's emotion-related self-perceptions and dispositions, like, for example, emotion regulation, relationship skills, and social competence. Trait EI is by far the strongest predictor of happiness, accounting for over 50% of the total variance.	Furnham, A., & Petrides, K. V. (2003). Trait emotional intelligence and happiness. <i>Social Behavior and Personality: an international journal</i> , 31(8), 815–823. https://doi.org/10.2224/sbp.2003.31.8.815

No.	Reference Code	Key Insight	Description/Finding	Reference
5	C10-EIT-STA-005	Women exhibit more sadness and desire to help than men	When seeing or hearing about terrible things happening to people, women are much more likely than men (71% vs. 53%) to say they often feel sad for those who are suffering. Similarly, a larger share of women (46%) than men (34%) exhibit often feeling the desire to help those suffering.	Pew Research Center. (Nov. 23, 2021). <i>Few Americans Blame God or Say Faith Has Been Shaken Amid Pandemic, Other Tragedies</i> . Pew Research Center. Retrieved March 7, 2025 from, https://www.pewresearch.org/fact-tank/2022/01/28/in-us-women-more-likely-than-men-to-report-feeling-empathy-for-those-suffering/
6	C10-EIT-STA-006	Emotional intelligence predicts 58% of job success	Among 33 other important workplace skills, emotional intelligence is the strongest predictor of performance, explaining a full 58% of success in all types of jobs.	Bradberry, T. (2021, December 10). <i>Emotional Intelligence - EQ</i> . Forbes. Retrieved March 7, 2025 from, https://www.forbes.com/sites/travisbradberry/2014/01/09/emotional-intelligence/?sh=4cea13171aco
7	C10-EIT-STA-007	95% of HR managers and 99% of workers value EI	Nearly all HR managers (95%) and workers (99%) said it is important for staff to have high emotional intelligence. More than 1 in 5 employees (21%) believe EQ is more valuable in the workplace than IQ.	PR News Wire. (2017). <i>Why You Need Emotional Intelligence At Work</i> . PR News Wire. Retrieved March 7, 2025 from, https://www.prnewswire.com/news-releases/why-you-need-emotional-intelligence-at-work-300412310.html
8	C10-EIT-STA-008	HR uses references, behavioral questions, and psychometric tests for EI	67% — 2 out of 3 — of the abilities thought to distinguish the best performers are emotional competencies. Compared to IQ and expertise, emotional competence mattered twice as much. This comparison holds true across all categories of jobs, and in all kinds of organizations, in what sets stars apart from the average.	Goleman, D. (1999). <i>Working With Emotional Intelligence</i> . Bantam.
9	C10-EIT-STA-009	Social media, academic pressure, and family instability reduce emotional intelligence over time	There are declining levels of trait emotional intelligence concerning 3 domains: well-being, self-control, and emotionality. Each domain showed significant decreases with time. Since social media replaces in-person communication, it may lead to increasing loneliness, social comparisons, and peer envy. Other possible factors, such as increasing academic pressure and greater family instability, are also proposed to explain declining well-being, self-control, and emotionality.	Khan, M., Minbashian, A., & McCann, C. (2021). College students in the western world are becoming less emotionally intelligent: A cross-temporal meta-analysis of trait emotional intelligence. <i>Journal of Personality</i> , 89(6), 1176–1190. https://doi.org/10.1111/jopy.12643

No.	Reference Code	Key Insight	Description/Finding	Reference
10	C10-EIT-STA-010	25% of emotional expression is culture-specific and 50% is universal	Understanding of emotions is 1 of the steps in the 4-level ability-based emotional intelligence model. The ability to understand emotions involves recognition of cultural differences in the evaluation of emotions. Every emotion has a dialect specific to the culture, and about 25% of an individual's expressive behavior across emotions is based on the cultural dialect of that individual's locale, at the same time, around 50% of an individual's expressive behavior follows the universal prototype.	Cordaro, D. T., Sun, R., Keltner, D., Kamble, S., Huddar, N., & McNeil, G. (2018). Universals and cultural variations in 22 emotional expressions across five cultures. <i>Emotion</i> , 18(1), 75–93. https://psycnet.apa.org/doi/10.1037/em00000302
11	C10-EIT-STA-011	Emojis are key non-verbal cues in digital communication	As non-verbal cues in computer-mediated communication, emojis are widely used in internet communication. As of March 2019, there were 3,019 emojis in Unicode, with nearly half of all text messages on Instagram containing emojis, and 5 billion of them being used daily on Facebook. In 2015, the word “emoji” was named the word of the year by the Oxford English Dictionary, indicating the emoji's influence in online communication. Because they are non-verbal cues with rich emotional meanings, emojis are an important medium for interaction and emotional communication on the internet.	Bai, Q., Dan, Q., Mu, Z., & Yang, M. (2019). A systematic review of emoji: Current research and future perspectives. <i>Frontiers in Psychology</i> , 10, Article 2221. https://doi.org/10.3389/fpsyg.2019.02221

5. Interesting Facts

Definition: Information that is known or proved to be true; the truth about something as opposed to interpretation and/or general conception.

No.	Reference Code	Interesting Fact	Reference
1	C10-EIT-FAC-001	Building trust is a complex and time consuming task, but one simple trick is to verbalize others' emotions, especially unpleasant ones (i.e. "You seem upset" or "You sound frustrated"). Just like naming our own feelings reduces the intensity of that feeling and has other positive effects, naming others' emotions increases interpersonal trust, per research published in ScienceDirect. One important caveat: Mislabeling emotions has the opposite effect in terms of trust, so be careful to observe and make sure before verbalizing other's emotions (e.g. if someone is feeling sad, saying, "You seem so happy!" entails dissonance).	Yu, A., Berg, J. M., & Zlatev, J. J. (2021). Emotional acknowledgment: How verbalizing others' emotions fosters interpersonal trust. <i>Organizational Behavior and Human Decision Processes</i> , 164, 116–135. https://doi.org/10.1016/j.obhdp.2021.02.002
2	C10-EIT-FAC-002	Emotions are contagious. They spread remarkably quickly, mostly unconsciously, and through a variety of mechanisms, ranging from voice inflection to body posture to tiny facial expressions. To understand the phenomenon of emotional contagion, it is helpful to understand the evolutionary history and basic purpose of emotions.	Yu, A., Berg, J. M., & Zlatev, J. J. (2021). Emotional acknowledgment: How verbalizing others' emotions fosters interpersonal trust. <i>Organizational Behavior and Human Decision Processes</i> , 164, 116–135. https://doi.org/10.1016/j.obhdp.2021.02.002
3	C10-EIT-FAC-003	People who prefer to feel anger when confronting others tend to be higher in emotional intelligence, whereas people who prefer to feel happiness in such contexts tend to be lower in emotional intelligence. Thus, wanting to feel bad may be good at times, and vice versa.	Ford, B. Q., & Tamir, M. (2012). When getting angry is smart: Emotional preferences and emotional intelligence. <i>Emotion</i> , 12(4), 685–689. https://doi.org/10.1037/a0027140
4	C10-EIT-FAC-004	Adolescents who obtain higher scores on EI show lower levels of aggressive behavior. Therefore, EI is a fundamental factor to be considered when dealing with the emotional and cognitive components of aggression and their behavioral manifestations.	Vega, A., Cabello, R., Megías-Robles, A., Gómez-Leal, R., & Fernández-Berrocal, P. (2022). Emotional intelligence and aggressive behaviors in adolescents: A systematic review and meta-analysis. <i>Trauma, Violence, & Abuse</i> , 23(4), 1173–1183. https://doi.org/10.1177/1524838021991296
5	C10-EIT-FAC-005	Emotional intelligence at the start of one's career is an important predictor of longer-term career success.	Rode, J. C., Arthaud-Day, M., Ramaswami, A., & Howes, S. (2017). A time-lagged study of emotional intelligence and salary. <i>Journal of Vocational Behavior</i> , 101, 77–89. https://doi.org/10.1016/j.jvb.2017.05.001

No.	Reference Code	Interesting Fact	Reference
6	C10-EIT-FAC-006	Female students show preeminence in emotional intelligence, which may be due to the fact that females are usually preeminent in sensing, appraising, and dealing with emotions.	Fida, A., Ghaffar, A., Zaman, A., & Satti, A. N. (2018). Gender comparison of emotional intelligence of university students. <i>Journal of Education and Educational Development</i> , 5(1), 172-188. https://doi.org/10.52783/eel.v1i1.1209
7	C10-EIT-FAC-007	Self-beliefs about one's emotional abilities, rather than emotional knowledge, influence the emotion regulation processes people use in daily life.	Bucich, M., & McCann, C. (2019). Emotional intelligence and day-to-day emotion regulation processes: Examining motives for social sharing. <i>Personality and Individual Differences</i> , 137, 22-26. https://doi.org/10.1016/j.paid.2018.08.002
8	C10-EIT-FAC-008	Employees who are more capable of managing and regulating how they feel influence how they perform and accomplish their duties and tasks. EI can be used in predicting the job performance of current employees, as well as providing insights for career development through capacity-building.	Vratskikh, I., Masa'deh, R., Al-Lozi, M., Maqableh, M. (2016). The impact of emotional intelligence on job performance via the mediating role of job satisfaction. <i>International journal of business and management</i> , 11(2), 69-91. http://dx.doi.org/10.5539/ijbm.v11n2p69
9	C10-EIT-FAC-009	The higher the employees' EI level, the better their job performance. However, the lower the EI of employees, the higher their job burnout. Therefore, employees' EI levels negatively predict job burnout. It can provide a breakthrough point for managers of enterprises or organizations to reduce employees' job burnout. They can use different emotions to produce the best way to solve daily problems and offset dissatisfaction at work.	Gong, Z., Chen, Y., & Wang, Y. (2019). The influence of emotional intelligence on job burnout and job performance: Mediating effect of psychological capital. <i>Frontiers in Psychology</i> , 10, Article 2707. https://doi.org/10.3389/fpsyg.2019.02707
10	C10-EIT-FAC-010	Parents with higher EI adopt authoritative parenting styles, which contributes to their children showing less aggression. However, parents with lower EI adopt authoritarian parenting styles, which contributes to their children showing higher aggression.	Batool, S. S., & Bond, R. (2015). Mediatonal role of parenting styles in emotional intelligence of parents and aggression among adolescents. <i>International Journal of Psychology</i> , 50(3), 240-244. https://doi.org/10.1002/ijop.12111

6. Frequently Asked Questions

Definition: Frequently asked questions and the answers related to the element.

No.	Reference Code	Question	Answer	Reference
1	C10-EIT-FAQ-001	What is emotional intelligence?	Emotional intelligence is the ability to adaptively perceive, understand, regulate, and harness emotions in the self and others.	Schutte, N. S., Malouff, J. M., Simunek, M., McKenley, J., & Hollander, S. (2002). Characteristic emotional intelligence and emotional well-being. <i>Cognition & Emotion</i> , 16(6), 769-785. https://doi.org/10.1080/02699930143000482
2	C10-EIT-FAQ-002	What does emotional intelligence represent, and what determines emotional achievement?	Emotional intelligence represents the core aptitude or ability to reason with emotions. Emotional achievement represents the learning a person has attained about emotion or emotion-related information, and emotional competence exists when one has reached a required level of achievement. All things being equal, a person's emotional intelligence determines their emotional achievement.	Mayer, J. D., Brackett, M. A., & Salovey, P. (Eds.). (2004). <i>Emotional intelligence: Key readings on the Mayer and Salovey model</i> . Dude Publishing.
3	C10-EIT-FAQ-003	Why is emotional intelligence considered a good goal for a democratic culture, and what does it encourage?	Emotional intelligence is a good goal for a democratic culture. It does not dictate the outcome of a person's emotional behavior, but rather encourages a process of personal investigation that can occur in the context of the person's own politics, ethnicity, religion, and other characteristics.	Mayer, J. D., Brackett, M. A., & Salovey, P. (Eds.). (2004). <i>Emotional intelligence: Key readings on the Mayer and Salovey model</i> . Dude Publishing.
4	C10-EIT-FAQ-004	Why is developing emotional intelligence important, and how does it help in relationships?	Emotion can override thoughts and profoundly influence individuals' behavior. Developing emotional intelligence skills helps individuals recognize, contain, and effectively communicate their emotions, as well as recognize the emotions of other people. These abilities surpass high cognitive intelligence (IQ) in predicting success in all types of relationships, at home, at work, and in all other areas of our lives.	Segal, J. (2008). <i>The language of emotional intelligence: The five essential tools for building powerful and effective relationships</i> . McGraw Hill LLC.

No.	Reference Code	Question	Answer	Reference
5	C10-EIT-FAQ-005	What role does emotional intelligence play in communication and relationship building?	It is the nonverbal communication, the language of emotional intelligence, that keeps relationships strong and healthy. While every relationship is unique, it has become apparent that there are 5 distinct parts to a communication process that builds emotional intelligence and helps inspire and sustain relationships.	Segal, J. (2008). <i>The language of emotional intelligence: The five essential tools for building powerful and effective relationships</i> . McGraw Hill LLC.
6	C10-EIT-FAQ-006	What debate exists regarding the development of emotional intelligence?	It is debated whether people are born with a certain level of emotional intelligence or if these emotional intelligence competencies develop throughout their life as a result of life experiences. There is evidence supporting both.	Anand, P. V. (2019). <i>Emotional intelligence: Journey to self-positive</i> . The Readers Paradise.
7	C10-EIT-FAQ-007	Why is emotional intelligence considered a desirable competency in today's world?	Emotional intelligence assumes critical importance in today's world as it is facing grave challenges in the form of violence, stress, depression, unsatisfying relationships, and unhappiness. Most of these problems are rooted in emotional mismanagement.	Anand, P. V. (2019). <i>Emotional intelligence: Journey to self-positive</i> . The Readers Paradise.
8	C10-EIT-FAQ-008	What does psychological research suggest about the development of emotional intelligence?	Even though genes play an important role in emotional intelligence, psychological research shows the important role of nurturing it, too. Hence, emotional intelligence is not a fixed characteristic. It can be developed.	Anand, P. V. (2019). <i>Emotional intelligence: Journey to self-positive</i> . The Readers Paradise.
9	C10-EIT-FAQ-009	Is empathy another term for emotional intelligence?	Emotional intelligence encompasses several adaptive abilities and social and cognitive functions that are related to the expression, regulation, and utilization of emotions. These emotions enable people to monitor their own and others' emotions and feelings, use emotional information in guiding thinking and problem solving, and regulate emotions in the self and in others.	Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. <i>Imagination, Cognition and Personality</i> , 9(3), 185–211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG
10	C10-EIT-FAQ-010	Can emotional intelligence prevent aggression?	Human aggression involves an aim to inflict harm on others. Aggressive adults are more likely to experience poor relationships. Emotional intelligence skills encompass adaptive use of emotions, and thus, emotionally intelligent people are more likely to be psychosocially adjusted. Emotionally intelligent people show less aggressive behaviors compared to those who have lower levels of emotional intelligence.	García-Sancho, E., Salguero, J. M., & Fernández-Berrocal, P. (2014). Relationship between emotional intelligence and aggression: A systematic review. <i>Aggression and Violent Behavior</i> , 19(5), 584–591. https://doi.org/10.1016/j.avb.2014.07.007

No.	Reference Code	Question	Answer	Reference
11	C10-EIT-FAQ-011	Does having higher levels of emotional intelligence make a person more sentimental?	Being sentimental is not synonymous with having a high level of emotional intelligence. Emotional intelligence brings about sensitivity but not sentimentality. People with high emotional intelligence also possess the skills required to regulate their emotions and have enhanced problem-solving skills in a way that they can put emotions aside when it is necessary.	Mikolajczak, M., Balon, N., Ruosi, M., & Kotsou, I. (2012). Sensitive but not sentimental: Emotionally intelligent people can put their emotions aside when necessary. <i>Personality and Individual Differences</i> , 52(4), 537–540. https://doi.org/10.1016/j.paid.2011.12.001
12	C10-EIT-FAQ-012	Does emotional intelligence have an impact on work performance?	By developing their emotional intelligence, individuals can become more productive and successful at what they do, and help others become more productive and successful too. The process and outcomes of emotional intelligence development also contain many elements known to reduce stress by moderating conflict, promoting understanding and relationships, and fostering stability, continuity, and harmony.	Serrat, O. (2017). Understanding and developing emotional intelligence. In <i>Knowledge Solutions</i> (pp. 329–339). Springer. https://doi.org/10.1007/978-981-10-0983-9_37
13	C10-EIT-FAQ-013	Can emotional intelligence help in dealing with burnout?	Burnout is defined as a state of mental and physical exhaustion related to work or caregiving activities. Higher levels of EI are more preventive against burnout.	Lindeman, B., Petrusa, E., McKinley, S., Hashimoto, D. A., Gee, D., Smink, D. S., Mullen, J. T., & Phitayakorn, R. (2017). Association of burnout with emotional intelligence and personality in surgical residents: Can we predict who is most at risk?. <i>Journal of Surgical Education</i> , 74(6), e22–e30. https://doi.org/10.1016/j.isurg.2017.11.001
14	C10-EIT-FAQ-014	Do emotionally intelligent people tend to be more resilient?	Being the capacity to adapt positively to an adversity, resilience facilitates recovery after a stressful life event and enables people to draw strength from the situation. People with higher levels of emotional intelligence exhibit a greater degree of resilience, especially in terms of emotion repair.	Sarrionandia, A., Ramos-Díaz, E., & Fernández-Lasarte, O. (2018). Resilience as a Mediator of Emotional Intelligence and Perceived Stress: A Cross-Country Study. <i>Frontiers in Psychology</i> , 9. https://doi.org/10.3389/fpsyg.2018.02653
15	C10-EIT-FAQ-015	Are emotionally intelligent people more popular among their peers?	Individuals with higher levels of emotional intelligence are perceived more positively by others, are more pleasant to be around, are more empathic, and are more socially skilled compared to those who have lower levels of emotional intelligence.	Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human Abilities: Emotional Intelligence. <i>Annual Review of Psychology</i> , 59(1), 507–536. https://doi.org/10.1146/annurev.psych.59.103006.093646
16	C10-EIT-FAQ-016	What is the impact of emotional intelligence on intimate relationships?	Couples with both partners low on EI tend to have less positive relationship outcomes, the lowest scores on depth, support, and positive relationship quality, and the highest scores on conflict and negative relationship quality.	Brackett, M. A., Warner, R. M., & Bosco, J. S. (2005). Emotional intelligence and relationship quality among couples. <i>Personal Relationships</i> , 12(2), 197–212. https://doi.org/https://doi.org/10.1111/j.1350-4126.2005.00111.x

No.	Reference Code	Question	Answer	Reference
17	C10-EIT-FAQ-017	Which approach can help better understand others' feelings?	Voice-only communication, compared to visual cues or communication across multiple senses, improves empathic accuracy due to increased focused attention on the vocal cues. Paying attention to what people are saying and how they are saying it is one of the best methods to accurately recognize their emotions and intentions.	Kraus, M. W. (2017). Voice-only communication enhances empathic accuracy. <i>American Psychologist</i> , 72(7), 644–654. https://doi.org/10.1037/amp0000147

7. Quotes

Definition: The copy out of someone's texts or speech.

No.	Reference Code	Author	Quote	Reference
1	C10-EIT-QUO-001	Daniel Goleman	"In a very real sense we have two minds, one that thinks and one that feels. They are semi-independent faculties."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
2	C10-EIT-QUO-002	Daniel Goleman	"Emotional intelligence begins to develop in the earliest years. All the small exchanges children have with their parents carry emotional messages."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
3	C10-EIT-QUO-003	Daniel Goleman	"Self-awareness is not an attention that gets carried away by emotion, but one that instead watches it with a reflective stance."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
4	C10-EIT-QUO-004	Daniel Goleman	"The emotional brain responds to an event more quickly than the thinking brain."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
5	C10-EIT-QUO-005	Daniel Goleman	"The emotional mind is far quicker than the rational mind, springing into action without pausing even a moment to consider what it is doing."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
6	C10-EIT-QUO-006	Daniel Goleman	"Empathy builds on self-awareness; the more open we are to our emotions, the more skilled we will be in reading feelings."	Goleman, D. (1995). <i>Emotional intelligence: Why it can matter more than IQ</i> . Bantam Books.
7	C10-EIT-QUO-007	Alan Mortiboys	"If you are seeking to develop your use of emotional intelligence as a teacher, it is worth reflecting on just what it is that you are looking to change and how that change will come about."	Mortiboys, A. (2005). <i>Teaching with emotional intelligence: A step-by-step guide for higher and further education professionals</i> . Routledge.
8	C10-EIT-QUO-008	Alan Mortiboys	"I am convinced that it can be learnt. Anyone with experience of teaching or learning on counselling skills courses, for example, will know that some individuals have the capacity to change both their interpersonal behaviours and how they view themselves and others, that is, to develop their emotional intelligence."	Mortiboys, A. (2005). <i>Teaching with emotional intelligence: A step-by-step guide for higher and further education professionals</i> . Routledge.

No.	Reference Code	Author	Quote	Reference
9	C10-EIT-QUO-009	Alan Mortiboys	“Earners’ perceptions can alter too when the teacher uses emotional intelligence.”	Mortiboys, A. (2005). <i>Teaching with emotional intelligence: A step-by-step guide for higher and further education professionals</i> . Routledge.
10	C10-EIT-QUO-010	Alan Mortiboys	“Teaching with emotional intelligence entails a shift in priorities.”	Mortiboys, A. (2005). <i>Teaching with emotional intelligence: A step-by-step guide for higher and further education professionals</i> . Routledge.
11	C10-EIT-QUO-011	Lorraine Dacre Pool and Pamela Qualter	“Thus conceived, EI appears important because many people fail to differentiate, understand, or express their emotions effectively in social contexts, or regulate their emotions successfully.”	Dacre Pool, L., & Qualter, P. (Eds.). (2018). <i>An introduction to emotional intelligence</i> . Wiley.
12	C10-EIT-QUO-012	Lorraine Dacre Pool and Pamela Qualter	“Perhaps emotional intelligence is nothing more than a popular add into the lines of crystal healing, sexual intelligence, feng shui, and other New Age excesses.”	Dacre Pool, L., & Qualter, P. (Eds.). (2018). <i>An introduction to emotional intelligence</i> . Wiley.
13	C10-EIT-QUO-013	Lorraine Dacre Pool and Pamela Qualter	“Since its popularization in the early 1990s, emotional intelligence (EI) has been a high-profile construct in modern day psychology, catching the imagination of the academic and educational community, the commercial world, and the general public, alike.”	Dacre Pool, L., & Qualter, P. (Eds.). (2018). <i>An introduction to emotional intelligence</i> . Wiley.
14	C10-EIT-QUO-014	Lorraine Dacre Pool and Pamela Qualter	“The subject of emotional intelligence (EI) continues to receive a good deal of attention around the world, particularly in the areas of education, healthcare, and business.”	Dacre Pool, L., & Qualter, P. (Eds.). (2018). <i>An introduction to emotional intelligence</i> . Wiley.

8. Academic Articles

Definition: Scientific articles.

No.	Reference Code	Year	Author	Title	Page Count	Link
1	C10-EIT-ACA-001	2014	Karolann Robinson Caroline Blais, Justin Duncan, Hélène Forget, Daniel Fiset	The dual nature of the human face: there is a little Jekyll and a little Hyde in all of us	9	https://doi.org/10.3389/fpsyg.2014.00139 https://doi.org/10.3390/bs8050045
2	C10-EIT-ACA-002	2018	Athanasios S Drigas and Chara Papoutsis	A New Layered Model on Emotional Intelligence	21	https://doi.org/10.3390/bs8050045
3	C10-EIT-ACA-003	2019	Alan Cowen, Disa Sauter, Jessica L. Tracy, & Dacher Keltner	Mapping the Passions: Toward a High-Dimensional Taxonomy of Emotional Experience and Expression	22	https://doi.org/10.1177/1529100619850176
4	C10-EIT-ACA-004	2019	Dacher Keltner, Disa Sauter, Jessica Tracy, and Alan Cowen	Emotional Expression: Advances in Basic Emotion Theory	28	https://doi.org/10.1007/s10919-019-00293-3
5	C10-EIT-ACA-005	2020	Ethan G. Harrod, Christopher L. Coe & Paula M. Niedenthal	Social Structure Predicts Eye Contact Tolerance in Nonhuman Primates: Evidence from a Crowd-Sourcing Approach	9	https://doi.org/10.1038/s41598-020-63884-x
6	C10-EIT-ACA-006	2024	Zhenfei Zhou, Hamed Tavan, Forouzan Kavarizadeh, Mandana Sarokhani & Kourosh Sayehmiri	The relationship between emotional intelligence, spiritual intelligence, and student achievement: a systematic review and meta-analysis	10	https://doi.org/10.1186/s12909-024-05208-5
7	C10-EIT-ACA-007	2023	Monalisa Saikia, Linu Sara George, Bhaskaran Unnikrishnan, Baby S. Nayak, & N. Ravishankar	Thirty years of emotional intelligence: A scoping review of emotional intelligence training programme among nurses	26	https://doi.org/10.1111/inm.13235

No.	Reference Code	Year	Author	Title	Page Count	Link
8	C10-EIT-ACA-008	2024	Júlia Gisbert-Pérez, Laura Badenes-Ribera, & Manuel Martí-Vilar	Emotional Intelligence and Gaming Disorder Symptomatology: A Systematic Review and Meta-Analysis	26	https://doi.org/10.1111/inm.13235
9	C10-EIT-ACA-009	2020	Keith Cavaness, Anthony Picchioni, & James W. Fleshman	Linking Emotional Intelligence to Successful Health Care Leadership: The Big Five Model of Personality	8	https://doi.org/10.1055/s-0040-1709435
10	C10-EIT-ACA-010	2021	Steve Lambert	Role of emotional intelligence in effective nurse leadership	4	https://doi.org/10.7748/ns.2021.cn1782

9. Non-Academic Articles

Definition: Non-scientific articles.

No.	Reference Code	Year	Author	Title	Link
1	C10-EIT-ART-001	2015	Julie Beck	How to Get Better at Expressing Emotions	https://www.theatlantic.com/health/archive/2015/11/how-to-get-better-at-expressing-emotions/416493/
2	C10-EIT-ART-002	2016	Paul Grossinger	10 Characteristics of People With High Emotional Intelligence	https://www.inc.com/paul-grossinger/10-characteristics-of-people-with-high-emotional-intelligence.html
3	C10-EIT-ART-003	2020	Lisa Feldman Barrett	People's words and actions can actually shape your brain — a neuroscientist explains how	https://ideas.ted.com/peoples-words-and-actions-can-actually-shape-your-brain-a-neuroscientist-explains-how/
4	C10-EIT-ART-004	2022	Justin Bariso	Emotional Intelligence Is a Super Power. Here's How to Develop Yours	https://eqapplied.com/article/how-to-develop-emotional-intelligence/
5	C10-EIT-ART-005	2022	Carolyn MacCann	Flexible Emotion Regulation Requires Emotional Intelligence	https://www.psychologytoday.com/us/blog/dealing-emotions/202202/flexible-emotion-regulation-requires-emotional-intelligence

10. Reports

***Definition:** A document that is used to summarize facts given in a specific research (paper), and is written by individuals or organizations.*

No.	Reference Code	Year	Author/ Organization	Title	Page Count	Link
1	C10-EIT-REP-001	2013	Human Capital Institute & MHS	Leadership and Emotional Intelligence: The Keys to Driving ROI and Organizational Performance	27	https://tricitites.wsu.edu/ wp-content/uploads/ Leadership-and- Emotional-Intelligence.pdf
2	C10-EIT-REP-002	2021	OECD	Beyond Academic Learning: First Results from the Survey of Social and Emotional Skills	173	https://www.oecd.org/ education/ceri/social- emotional-skills-study/ beyond-academic- learning-92a1084-en.htm
3	C10-EIT-REP-003	2021	Max Sadovyy, Martín Sanchez- Gomez, Edgar Bresó	COVID-19: How the stress generated by the pandemic may affect work performance through the moderating role of emotional intelligence	NA	https://doi.org/10.1016/j. paid.2021.110986

11. Books

Definition: A text that is printed or published in electronic form on topics related to life management written by experts (authors).

No.	Reference Code	Year	Author	Title	Page Count	Link
1	C10-EIT-BOO-001	1995	Daniel Goleman	Emotional Intelligence: Why It Can Matter More Than IQ	352	https://www.goodreads.com/book/show/26329.Emotional-Intelligence
2	C10-EIT-BOO-002	2003	Travis Bradberry, Jean Greaves	Emotional Intelligence 2.0	255	https://www.goodreads.com/book/show/6486483-emotional-intelligence-2-0
3	C10-EIT-BOO-003	2011	Daniel Goleman	The Brain and Emotional Intelligence: New Insights	72	https://www.goodreads.com/book/show/11179419-the-brain-and-emotional-intelligence
4	C10-EIT-BOO-004	2012	David Walton	Emotional Intelligence: A Practical Guide	94	https://www.goodreads.com/book/show/26329.Emotional-Intelligence
5	C10-EIT-BOO-005	2014	Gill Hasson	Emotional Intelligence: Managing Emotions to Make a Positive Impact on Your Life and Career	208	https://www.goodreads.com/en/book/show/18737408-emotional-intelligence
6	C10-EIT-BOO-006	2014	Gill Hasson	How to Deal With Difficult People: Smart Tactics for Overcoming the Problem People in Your Life	208	https://www.goodreads.com/book/show/22211296-how-to-deal-with-difficult-people
7	C10-EIT-BOO-007	2016	Susan David	Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life	288	https://www.goodreads.com/book/show/27209485-emotional-agility
8	C10-EIT-BOO-008	2016	Daniel Shapiro	Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts	336	https://www.goodreads.com/book/show/26068019-negotiating-the-nonnegotiable
9	C10-EIT-BOO-009	2017	Gill Hasson	Emotional Intelligence Pocketbook: Little Exercises for an Intuitive Life	88	https://www.goodreads.com/book/show/27209485-emotional-agility

No.	Reference Code	Year	Author	Title	Page Count	Link
10	C10-EIT-BOO-010	2018	Helen Riess & Liz Neporent	The Empathy Effect	256	https://www.goodreads.com/book/show/40190156-the-empathy-effect
11	C10-EIT-BOO-011	2018	Justin Bariso	EQ Applied: The Real-World Guide to Emotional Intelligence	210	https://www.goodreads.com/book/show/40196812-eq-applied
12	C10-EIT-BOO-012	2019	Marc Brackett	Permission to Feel: The Power of Emotional Intelligence to Achieve Well-Being and Success	304	https://www.goodreads.com/book/show/43782400-permission-to-feel

12. Podcasts

***Definition:** A set of moving images that is recorded by a camera, about a story or event, and shown in a theater or on television.*

No.	Reference Code	Year	Title	Episode	Duration	Link
1	C10-EIT-POD-001	2018	Oprah's Super Soul	Daniel Goleman: Emotional Intelligence 101	34 min 22 sec	https://open.spotify.com/episode/6DNL8ERw4PcOkmfV7ZWK5b
2	C10-EIT-POD-002	2022	10% Happier with Dan Harris	The Science of Emotional Intelligence Daniel Goleman	57 min	https://podcasts.apple.com/us/podcast/the-science-of-emotional-intelligence-daniel-goleman/id1087147821?i=1000565565841
3	C10-EIT-POD-003	2023	Living and Leading with Emotional Intelligence	Emotional Intelligence in Holistic Healthcare with Dr. Jesus Cepero	54 min 17 sec	https://open.spotify.com/episode/53bbFq2TnM2SiNOteCncCh
4	C10-EIT-POD-004	-	The AC Podcast	213: Emotional Intelligence for Leaders	49 min 9 sec	https://www.associationforcoaching.com/page/dl-hub_podcast-channel_future-leadership-human_emotional-intelligence

13. Movies

Definition: A set of moving images that is recorded by a camera, about a story or event, and shown in a theater or on television.

No.	Reference Code	Year	Director	Title	Duration	Details
1	C10-EIT-MOV-001	1986	Randa Haines	Children of a Lesser God	1h 59m	https://www.justwatch.com/us/movie/children-of-a-lesser-god
2	C10-EIT-MOV-002	1991	Jon Avnet	Fried Green Tomatoes	2h 10m	https://www.justwatch.com/us/movie/fried-green-tomatoes-at-the-whistle-stop-cafe
3	C10-EIT-MOV-003	2001	Jean-Pierre Jeunet	Amélie	2h 2m	https://www.justwatch.com/us/movie/amelie
4	C10-EIT-MOV-004	2001	Iain Softley	K-PAX	2h	https://www.justwatch.com/us/movie/k-pax
5	C10-EIT-MOV-005	2009	Shane Acker	9	1h 19m	https://www.justwatch.com/us/movie/9
6	C10-EIT-MOV-006	2010	Chris Sanders & Dean DeBlois	How to Train Your Dragon	1h 38m	https://www.justwatch.com/us/movie/how-to-train-your-dragon
7	C10-EIT-MOV-007	2015	Pete Docter	Inside Out	1h 35m	https://www.justwatch.com/us/movie/inside-out-2015
8	C10-EIT-MOV-008	2018	Marek Koterski	7 uczuc	1h 58m	https://www.justwatch.com/pl/film/7-uczuc

14. Documentaries

Definition: A presentation (such as a film or novel) expressing or dealing with factual events.

No.	Reference Code	Year	Director	Title	Duration	Link
1	C10-EIT-DOC-001	1986	Sally Potter	Tears, Laughter, Fear and Rage	4x30m	https://sallypotter.com/film/1203/Tears-Laughter-Fear-Rage
2	C10-EIT-DOC-002	2002	David Grubin	The Secret Life of the Brain: S1.E4: The Adult Brain: To Think by Feeling	NA	https://www.imdb.com/title/tt089463/?ref=fn_al_tt_1
3	C10-EIT-DOC-003	2008	James Millar	Secrets of Body Language	1h 40m	https://www.imdb.com/title/tt1833076/
4	C10-EIT-DOC-004	2014	Frazer Bailey	E-Motion	1h 27m	https://www.imdb.com/title/tt3471440/
5	C10-EIT-DOC-005	2017	Julia Ngeow, Geneva Peschka, & Emma Zurcher-Long	Unspoken	26m	https://www.imdb.com/title/tt7514236/
6	C10-EIT-DOC-006	2017	Geoff D'Eon	Body Language Decoded	44m	https://www.imdb.com/title/tt6568384/
7	C10-EIT-DOC-007	2017	Talks at Google	Emotional Intelligence Superpowers	58m 28s	https://www.youtube.com/watch?v=IcFefhMpZo

15. Videos

Definition: A recording of moving pictures and sound, especially as a digital file, DVD, etc.

No.	Reference Code	Year	Speaker	Title	Duration	Link
1	C10-EIT-VID-001	2013	Dr. Helen Riess	The power of empathy	17m	https://www.youtube.com/watch?v=baHrcC8B4WM
2	C10-EIT-VID-002	2015	Guy Winch	How to practice emotional first aid	17m 29s	https://www.youtube.com/watch?v=F2hc2FLOdhl
3	C10-EIT-VID-003	2016	Dr. Joan Rosenberg	Emotional Mastery: The Gifted Wisdom of Unpleasant Feelings	15m 18s	https://www.youtube.com/watch?v=EKv1qWzkPxE
4	C10-EIT-VID-004	2017	Dr. Daniel Shapiro	How to Resolve Difficult Conflicts	4m 45s	https://www.youtube.com/watch?v=PBkDdWzXT0o
5	C10-EIT-VID-005	2018	Lisa Feldman Barrett	You aren't at the mercy of your emotions -- your brain creates them	18m 29s	https://www.youtube.com/watch?v=ogks6ceq4eQ
6	C10-EIT-VID-006	2018	Susan David	The gift & power of emotional courage	16m 49s	https://www.youtube.com/watch?v=ND0iMisl4rg
7	C10-EIT-VID-007	2018	Lisa Feldman Barrett	Cultivating Wisdom: The Power Of Mood	21m 29s	https://www.youtube.com/watch?v=ZYAEh3T5a8o
8	C10-EIT-VID-008	2019	Artūrs Miksons	Don't neglect your emotions. Express them — constructively!	15m 32s	https://www.youtube.com/watch?v=iWlcAyIOVNU
9	C10-EIT-VID-009	2019	Matt Walker	How sleep affects your emotions Sleeping with Science, a TED series	3m 41s	https://www.youtube.com/watch?v=6F8wFkScnME
10	C10-EIT-VID-010	2019	Juna Mustad	Anger Is Your Ally: A Mindful Approach to Anger Juna Mustad TEDxWabash College	17m 21s	https://www.youtube.com/watch?v=sbVBsrNnBv8

16. TV Shows

Definition: A television program which consists of several episodes that are broadcast in regular intervals.

No.	Reference Code	Year	Director/ Creator	Title	Episode	Duration	Link
1	C10-EIT-TVS-001	2007– 2018	Chuck Lorre, Bill Prady	The Big Bang Theory	S12 E23 - The Change Constant / The Stockholm Syndrome	22 minutes	https://www.justwatch.com/us/tv-show/the-big-bang-theory
2	C10-EIT-TVS-002	2013	Michael McDonald	Brooklyn Nine-Nine	S3 E5 - Halloween III	22 minutes	https://www.justwatch.com/us/tv-show/brooklyn-nine-nine
3	C10-EIT-TVS-003	2016	Michael Schur	The Good Place	S2 E12 - Somewhere Else	22 minutes	https://www.justwatch.com/us/tv-show/the-good-place
4	C10-EIT-TVS-004	2016	Glenn Ficarra and John Requa	This Is Us	S1 E3 - Kyle	41 minutes	https://www.justwatch.com/us/tv-show/this-is-us
5	C10-EIT-TVS-005	2020	Brendan Hunt, Joe Kelly, & Bill Lawrence	Ted Lasso	S1 E5 - Tan Lines	29 minutes	https://www.justwatch.com/us/tv-show/ted-lasso

17. Software Products/Apps

Definition: Programs installed into a computer to help it perform specific tasks.

No.	Reference Code	Tool Name	Description	Reference
1	C10-EIT-SOF-001	Mood Tracking App	Mood tracking complements journaling by helping one visually observe one's emotional state over time. This exercise can be done using a mood chart, a digital application, or a simple daily rating system in one's journal. By rating one's mood on a scale or labeling it with specific emotions each day, one can begin to spot patterns. For example, one might notice that one's mood consistently drops on certain days of the week, after specific interactions, or during particular phases of one's monthly cycle. Recognizing these patterns gives one the power to prepare for and manage emotional fluctuations more effectively.	Bennett, C. V. (2025). <i>Emotional intelligence for everyday life: Master emotions, build better relationships, and communicate with confidence</i> . Megan Hollis.
2	C10-EIT-SOF-002	Mindfulness App	Mindfulness practices can train one's brain to become more present and less impulsive. Through regular mindfulness exercises, such as breath awareness or body scanning, one develops greater control over one's attention and emotional impulses. When practiced consistently, mindfulness helps reduce the intensity of emotional reactions and increases one's ability to respond calmly and wisely.	Bennett, C. V. (2025). <i>Emotional intelligence for everyday life: Master emotions, build better relationships, and communicate with confidence</i> . Megan Hollis.
3	C10-EIT-SOF-003	Physical Exercise App	Maintain and strengthen one's body through a balanced program of resistance and aerobic training. Encourage physical fitness within one's own life and then in the lives of the people one loves. Aerobic exercise improves endurance, while resistance training strengthens muscles and helps strengthen bones. These exercises can allow one to become stronger and more active. At times, one can be sick; however, not as frequently or for as long as one suffers when they are inactive.	Lemke, R. (2022). <i>Emotional intelligence: The genius guide to maximizing your emotional intelligence (A bold recovery guide to save your anxious mind from addiction)</i> . Rudolph Lemke.

18. Hardware Products/Devices

Definition: Large pieces of equipment or their parts that are used for a certain purpose.

No.	Reference Code	Tool Name	Description	Reference
1	C10-EIT-HAR-001	Emotion Wheel	A useful method for expanding emotional vocabulary is to regularly consult an emotion wheel or chart. These tools categorize emotions into broader categories, such as joy, fear, anger, or sadness, and then break them down into more specific terms. By referencing these tools during journaling, reflection, or conversation, individuals train themselves to identify their emotions with greater accuracy. Over time, this practice becomes intuitive, allowing one to quickly pinpoint one's feelings in real-time.	Bennett, C. V. (2025). <i>Emotional intelligence for everyday life: Master emotions, build better relationships, and communicate with confidence</i> . Megan Hollis.
2	C10-EIT-HAR-002	Journals	Journaling provides a safe, private space to express thoughts and feelings without judgment. When one writes about their emotions, they are not only unloading mental and emotional weight, but also creating the opportunity to process and understand what they are experiencing. By putting feelings into words, one externalizes them, making them easier to analyze and reflect upon. Writing about a stressful interaction, for instance, can help one identify what part of the exchange upset them, whether it triggered an old wound, and how they might respond differently next time.	Bennett, C. V. (2025). <i>Emotional intelligence for everyday life: Master emotions, build better relationships, and communicate with confidence</i> . Megan Hollis.
3	C10-EIT-HAR-003	Fiction Books	98 individuals were randomly assigned to generate imagery across multiple sensory domains while reading (imagery-generation condition), focus on the semantic meaning of words in the story (verbal-semantic condition), or read the story as they would for leisure (leisure-reading condition). Those who generated higher levels of imagery were significantly more transported into the story and felt significantly higher empathy for the story's characters. Individuals in the imagery-generation condition were over 3 times more likely to exhibit prosocial behavior than individuals in the leisure-reading condition.	Johnson, D. R., Cushman, G. K., Borden, L. A., & McCune, M. S. (2013). Potentiating empathic growth: Generating imagery while reading fiction increases empathy and prosocial behavior. <i>Psychology of Aesthetics, Creativity, and the Arts</i> , 7(3), 306–312. https://doi.org/10.1037/a0033261

No.	Reference Code	Tool Name	Description	Reference
4	C10-EIT-HAR-004	Self-reflection notebook	It is necessary to have an organized notebook to record the observations one makes in it. After one sets 5 to 7 alarms for the day, one is able to begin doing the workout. Each time the alarm clock or mobile application goes off, one needs to put down whatever one is doing at the moment and pay attention to how one feels at that time.	Lemke, R. (2022). <i>Emotional intelligence: The genius guide to maximizing your emotional intelligence (A bold recovery guide to save your anxious mind from addiction)</i> . Rudolph Lemke.

Other Research Vaults

This document was developed as part of the Wellbeing Science Frameworks, a comprehensive classification system aimed at visualizing all aspects related to Wellbeing Science from the perspective of Life Management Science.

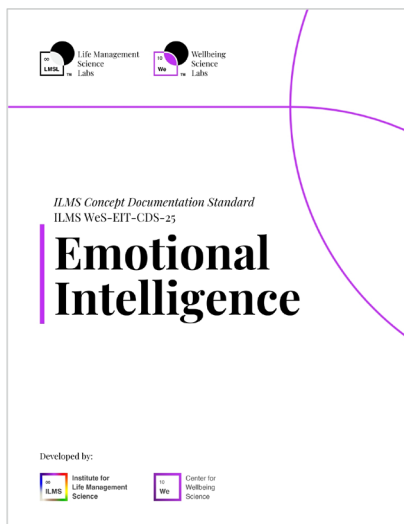
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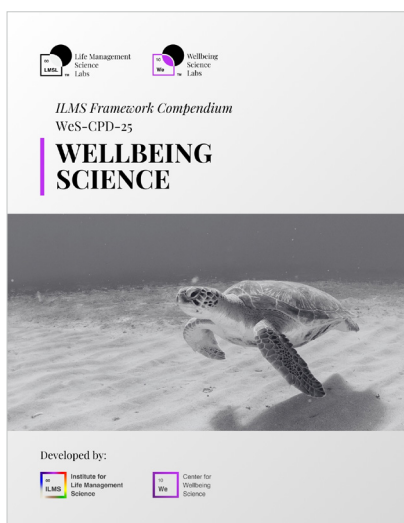
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The ‘Fundamentals of’ Course Series offers a deep dive into each subject with specialized modules from 12 LMSL labs. Supported by research-backed methodologies, these courses ensure high-quality education and comprehensive skill development for personal and professional growth.

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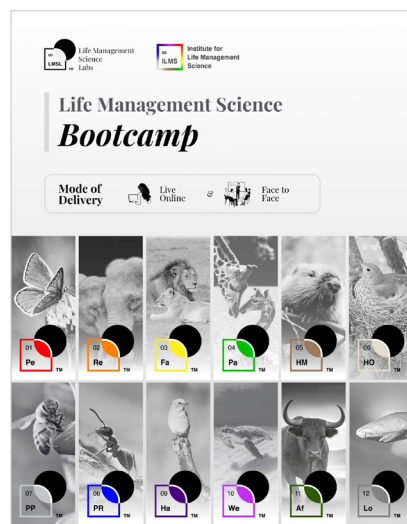
Life Management Science Essential Series



Life Management Science Essentials Series is part of our WLT Course Series. It's a collection of courses, each comprising one-hour sessions focused on the 12 key aspects of life management. Designed to empower participants with practical skills and insights, each session explores essential areas of both personal and professional life.

The series offers four different programs:

- A comprehensive course of 12 one-hour sessions, each designed to introduce a different life management aspect;
- A single course comprising 12 focused sessions, each dedicated to a distinct element from the 12 life management aspects;
- Twelve dedicated courses, each featuring 12 sessions that explore selected elements within a specific life management aspect; and
- A customizable solution offering over 800+ topics from 12 life management aspects, allowing each course to align with the organization's goals, values, and individuals.



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