



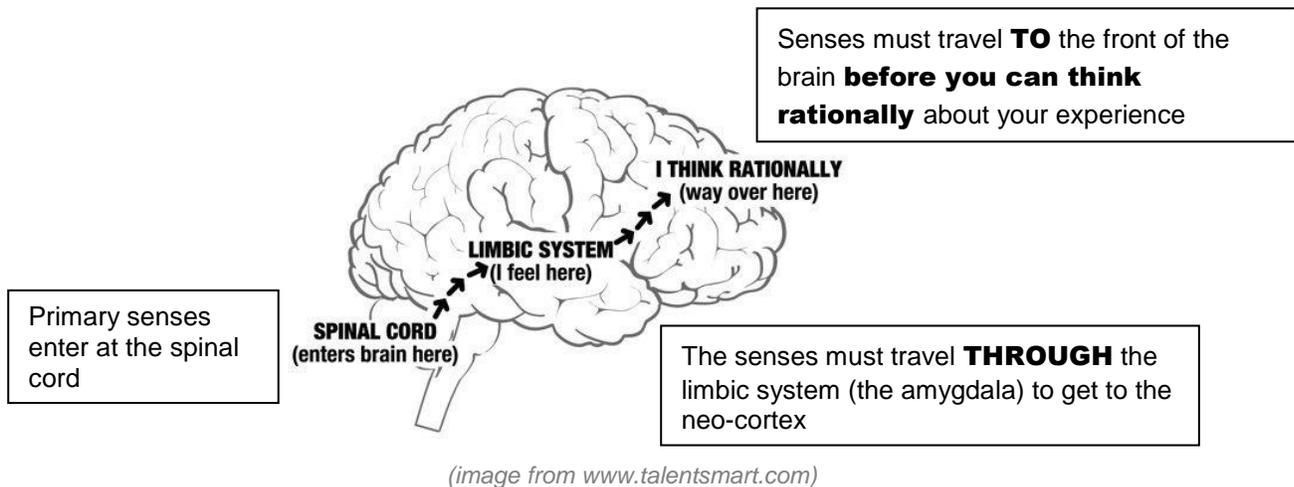
UNDERSTANDING EMOTIONAL INTELLIGENCE IN THE WORKPLACE

A 90-minute Webinar

1. EI is the capacity for _____ our own feelings and those of others, for motivating ourselves, and for successfully _____ our emotions in ourselves and in relationships.
2. _____ EI model was developed in 1995 and gained popularity with the publication of his book, *Emotional Intelligence: Why It Can Matter More Than IQ*.
3. What might be some of the costs of low EI in the workplace?

GETTING TO THE HEART OF IT...

Messages from our senses – our eyes, our ears, “touch,” are first registered by the part of the brain most active in emotional memory; the amygdala. Those messages then move into the neo-cortex, where rational thought occurs.... Emotional intelligence, then, **contributes** to rational thought.



1. Circumstances, events, situations create a belief or perception, which creates an emotion or feeling. That emotion or feeling triggers a _____.
2. EI determines how effectively we _____ our own emotions. It also determines how well people _____ to us.

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3. Based on Goleman's model, the four components of Emotional Intelligence are:

- Self _____
 - Self _____
 - Social _____
 - Relationship _____

DON'T – OR DO? – GET EMOTIONAL!

Before we discuss each of the four elements, let's talk about **emotions...**: What do we think of when someone says the word "emotional"?

1. Feeling your emotions isn't a sign of weakness; allowing them to _____ you might be.
2. Emotions can be – and often are – _____.
3. We have little or no _____ when we are swept by emotion or over what the emotion will be.
4. We can have some control, though, over _____ the emotion will last, how we _____ to it, and how we _____ it.
5. Emotions play a part – either positive or negative – in every _____.
6. Experts say we experience _____ emotions each waking hour – that's **150,000** a year! You could experience almost 2 million emotions ***at work!***

EI – EI – OH!

1. What do the first two of the four elements of Emotional Intelligence involve?
 - Self-awareness – recognizing a feeling as it _____;
this element is also a key to better _____.
 - Self-management - _____ feelings so that your reactions are appropriate.
2. Self-awareness and self-management are _____.

Self-Awareness

is...your ability to **recognize your own emotions as they happen** and understand your tendency in various conditions.

1. What are some aspects of self-awareness?

- a) Knowing which emotions I'm feeling and _____
- b) Realizing the connection between my feelings and what I _____, _____, and _____
- c) Recognizing how my feelings affect my _____
- d) Knowing my _____, _____ and _____
- e) Learning from _____
- f) Recognizing the _____ of my emotions
- g) Being able to shake off a _____

Other aspects...

- Being open to feedback
- Being able to show a sense of humor about myself
- Being persistent in pursuing goals despite setbacks
- Using gut instinct to guide my decisions
- Being honest and having integrity
- Having self-confidence and a feeling of self-worth

2. _____ an emotion is not the same as self-awareness. You have to **pay attention** to your **thoughts** and **physical reaction** about that feeling.

3. To have a high level of self-awareness, you have to be willing to tolerate the

_____ of concentrating on feelings that may be negative, and of course, be able to deal with positive feelings as well.

4. Self-awareness requires a willingness to "read between the lines" of our emotions. For example, anger is almost always a _____ reaction. What's often underneath for **YOU**?

5. Remember, it's not self-awareness if it's in _____.

So the question to ask regarding self-awareness is...

Can I accurately **identify** my own emotions as they happen?

- Rarely
- Sometimes
- Usually
- Almost always

→ **What can I do to become better at self-awareness?**

Self-management

is...when you act – or don't act – on your emotions. It's your ability to use your awareness of your emotions to manage your own behavior in a positive way. In other words, it's managing your emotional reactions to situations and people.

1. Some aspects of self-management are:

- a) Managing _____ emotions and impulses
- b) Staying _____ in upsetting situations.
- c) Thinking _____ under pressure.
- d) Admitting our own _____.

Other aspects...

- Acting ethically
- Building trusts by being reliable and authentic
- Addressing unethical actions in others
- Meeting commitments and keeping promises
- Taking responsibility for my own performance
- Handling quick change and shifting priorities smoothly
- Being flexible in how I see events
- Seeking fresh ideas
- Generating new ideas

2. The goal in self-management is _____, not suppression. We should be trying to make sure our feelings are in proportion to the circumstances.

So the question to ask regarding self-management is...

Can I accurately manage my emotions to a positive outcome?

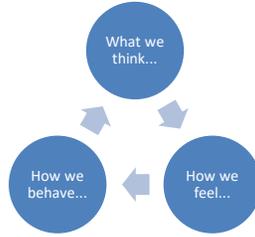
- Rarely
- Sometimes
- Usually
- Almost always

→ ***What can I do to become better at self-management?***

→ ***What area(s) might I need to focus on for better self-awareness and self-management?***

- Knowing which emotions I'm feeling and why
- Realizing the connection between my feelings and what I think, do, and say
- Recognizing how my feelings affect my performance (and relationships)
- Knowing my weaknesses, strengths, and limits
- Learning from experience
- Recognizing the effects of my emotions
- Being able to shake off a bad mood
- Being open to feedback
- Being able to show a sense of humor about myself
- Being persistent in pursuing goals despite setbacks
- Using gut instinct to guide my decisions
- Being honest and having integrity
- Having self-confidence and a feeling of self-worth

So WHAT? – How Do OUR EMOTIONS AFFECT OTHERS?



Social Awareness

is...your ability to accurately pick up on emotions in other people and understand what is really going on with them – sometimes “getting” what they are thinking and feeling even if you don’t feel the same way. It also has to do with understanding how your emotions are affecting **them**.

1. Some aspects of social awareness are:

- a) Sensing and understanding the _____ of others
- b) _____ well
- c) Showing sensitivity and understanding of others’ perspectives –

- d) Offering good _____

Other aspects...

- Trying to help based on understanding others’ needs and feelings
- Mentoring
- Being sensitive to differences within the group
- Seeing diversity as an opportunity
- Detecting important social networks
- Acknowledging and rewarding people’s strengths and accomplishments
- Accurately reading the positions in power relationships

2. People’s emotions are rarely put into words – far more often, they are

expressed through other _____:

- Tone of voice
- Gestures
- Facial expressions
- Body language
- Change in posture

Let’s discuss: Think of a time you were able to detect – and respond to – someone’s emotions by the clues they were giving.

3. One important aspect of social awareness is _____, which builds on self-awareness; the more open we are to our own emotions, the more skilled we will be in reading the feelings of others.
4. You can't have _____ without empathy.
5. Empathy is hearing the _____ behind what's being said.
6. The mode for the rational (thinking) mind is _____; the mode of the emotions is often _____.
7. Be aware not of _____ is said, but _____ it's said.

So, the question to ask regarding social awareness is...

Can I accurately identify ***your*** emotions as I interact with you or a group and/or determine how my emotions are affecting you?

- Rarely
- Sometimes
- Usually
- Almost always

Relationship Management

is...the product of the first 3 skills – self-awareness, self-management, and social awareness. Your ability to use your awareness of both your own emotions and those of others will allow you to manage interactions successfully.

1. Some aspects of relationship management are:
 - a) Being a _____
 - b) Being effective at _____
 - c) Listening well, seeking _____ understanding
 - d) Dealing with _____ issues in a straightforward way

Other aspects...

- Being skilled at persuasion
- Promoting open communication – staying receptive to bad news as well as good
- Stepping forward to lead as needed
- Leading by example
- Recognizing the need for change
- Handling difficult people and tense situations with tact
- Encouraging debate
- Trying for win-win solutions
- Building rapport
- Balancing a focus on tasks with attention to relationships
- Promoting a friendly, cooperative climate

2. Relationship management is also about the _____ you build with others over time.

3. Solid relationships are the result of:

- how you _____ people
- how you _____ them
- the _____ you share

4. Daniel Goleman says that being able to manage emotions in someone else

is the core of the _____ of handling relationships. You can't manage the emotions of someone else without self-management and empathy.

5. Emotions are _____. Example – the way a salesperson says thank you can leave you feeling ignored or resented, or welcomed and appreciated.

Let's discuss: When have you "caught" someone else's emotion?

When have you been the "contagious" one??

6. Part of relationship management is being aware that we send emotional _____ in every encounter.

7. The American Academy of Pediatrics says there are 4 skills needed to be

_____ -ready:

Are YOU kindergarten-ready?

- Be able to talk and play with others
- Follow directions by listening and asking questions
- Identify and talk about feelings
- Ask for help when you need it

8. Helping people better manage their upsetting feelings – anger, anxiety, depression, pessimism, and loneliness, is a form of _____ prevention, according to Daniel Goleman. Studies show the effects of these emotions when chronic are at the same level as smoking cigarettes.

9. For good relationship management, when you are giving feedback:

- a) Be _____
- b) Offer a _____

- c) Be _____ - face to face and in private
- d) Be _____ of the impact of what you say

So, the question to ask regarding relationship management is...

Can I **manage** the interaction I have with you in a constructive way with a positive outcome?

- Rarely
- Sometimes
- Usually
- Almost always

To summarize: What traits might indicate a high level of Emotional Intelligence? The ability to:

- empathize
- persevere
- ignore conflict
- operate totally independently
- control impulses
- stand your ground
- keep everything “as is”
- communicate clearly
- disregard your emotions
- make thoughtful decisions
- solve problems
- work with others

CAREFUL, NOW

1. You can't “_____” for the EI test and improve your Emotional Intelligence all at once; it's a gradual – and lifelong – process.
2. Self-perception is usually distorted by how we _____ things to be – “faking good.”
3. What EI is _____:
 - o charisma
 - o manipulation
 - o being an extrovert
 - o charm
4. Emotions can't really be tied up in a neat little package called_____.
_____. Many other factors affect how we deal with our emotions and how we deal with the emotions in others.

Let's discuss: What are some challenges to developing higher EI?

How Can I Enhance My Emotional Intelligence?

1. What's in it for you to increase your EI skills?
 - Manage stress better
 - Manage anxiety and depression better, which make us vulnerable to...almost everything!
 - 90% of high performers are also high in EI
 - We'll treat each other better
 - We'll enjoy going to work
 - We'll build better relationships
 - We'll enjoy *life* more
 -
 -

2. Take time to _____ on daily events and your reaction to them.

3. Stay _____ of your tendencies, weaknesses, and strengths.

4. Make a _____ effort to cultivate relationships.

5. If you choose to work on your EI skills, remember that it will take _____ to see a change.
 - Work on 1 skill at a time (listening? empathy?). The others will improve by osmosis!
 - Share your goals with a person you trust – you'll be **10 times** more likely to achieve them (accountability).
 - Practice – you have to train your brain to adopt a new behavior.

6. The more you think about what you're _____ and do something productive with those feelings, the more developed the path between what **you feel** and what **you think** becomes.



7. Which of the following tips will you use to help you increase **your** EI?
 - Label feelings, not people
 - Discern thoughts from feelings
 - Take more responsibility for your feelings
 - Use feelings and facts to make decisions
 - Show respect for other people's feelings
 - Feel energized, not angry
 - Affirm other people's feelings
 - Practice getting something positive from emotions
 - Don't advise, command, control, criticize, judge or lecture others (*circle those words that apply!*)
 - Avoid people who lessen your self-worth

Specific tips for each of the 4 fundamentals:

Self-awareness:

- Get to know yourself better – your strengths, weaknesses, level of self-confidence and self-esteem.
- Experience the discomfort of being aware of your **real** feelings.
- Plan for it ahead of time.
- If you can't plan, pause before you respond (a few seconds to a few days...to a few weeks!).
- Practice keeping your emotions under control.

Self-management:

- Manage your tendencies over and over again – why? How?
 - o through self-talk, inside your head
 - o talk to others – get objective advice; not what you should do, but how do they see the situation? Am I overreacting? Too emotional?
- Get perspective on your reaction – will it really help to tailgate the person who just cut you off?
- Build your self-confidence and self-esteem.
- Develop your assertiveness – this is different from being aggressive!

Social awareness:

- The most important thing? Listening.
 - o stop talking
 - o stop **deciding** what **they're** going to say
 - o stop **thinking** about what **you're** going to say
 - o use your 6th sense – what is your gut reaction about the emotions involved? This is the most important way of gathering information during an interaction with someone else.
- Pay attention:
 - o to body language
 - o to facial expressions
 - o to tone and volume of voice
 - o to speed of movement
- Ask questions.

Relationship Management:

- Take “me” out of the interaction – change your motto to WIIFT (what's in it for **them**).
- Be the best you can be; relationships will automatically improve.
- Think “what can I do to make this person feel good?”
- Develop your capacity for empathy – put yourself in their shoes.

So, the question to ask is... Will I choose to do anything about my Emotional Intelligence?

- Yes, this is exciting stuff!
- No, this is too “touchy/feely” for me.
- Maybe – I'll see how I **feel** next week ☺

What is the ONE THING you will do differently because of what you've learned about Emotional Intelligence? Be specific about what you want to change and HOW you will change it.

Emotional Intelligence: Why It Can Matter More Than IQ, Daniel Goleman

The Emotional Intelligence Quick Book, Travis Bradberry and Jean Greaves (includes a free online test with the book) and Travis' website, www.Talentsmart.com