



Emotional Intelligence:

What It Is and Why It Matters in Your Workplace

Part 1 of a 2-part Online Workshop Series

EMOTIONAL INTELLIGENCE – WHERE DID THE IDEA COME FROM?

1. The idea of Emotional Intelligence can be traced back to _____ in 1872 when his work talked about the importance of emotional expression for survival and adaptation.

→**Let's discuss:** What do you think he meant?

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*.

WHY IS INTEREST IN EMOTIONAL INTELLIGENCE INCREASING?

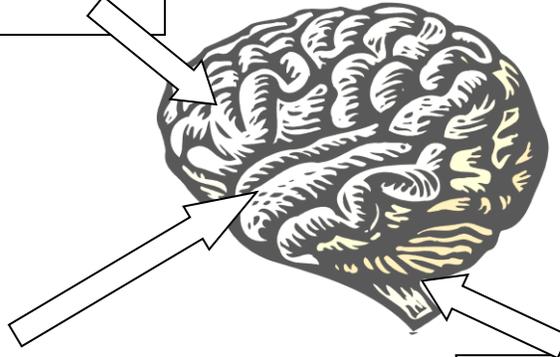
1. According to the Center for Creative Leadership Survey, “poor relationships and the inability to lead teams are the most common traits of leaders who _____.”
2. The Zehnder Study shows that managers who fail have a high level of intelligence and expertise, but are _____ and don't like teamwork.
3. The US Department of Labor Survey shows companies are now listing EI as criteria for _____.
4. Among executives, those with the highest EI scores are the best **performers**. _____ of performance in all types of jobs is a result of emotional intelligence.
5. If goals and objectives are the “what” of our jobs, then _____ is the “how.”
6. What are some of the costs of low EI in the workplace?

7. Why would **you** like to improve your EI skills?

WHAT IS EMOTIONAL INTELLIGENCE? GETTING TO THE HEART OF IT...

Here's where I THINK

Senses must travel **TO** the front of the brain before you can think **rationally** about your experience



Here's where I FEEL

The senses must travel **THROUGH** the limbic system (the amygdala) to get to the neo-cortex

Primary senses enter at the spinal cord

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.

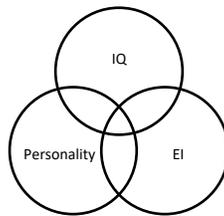
1. Circumstances, events, situations create a belief or perception, which creates an emotion or feeling. That emotion or feeling triggers a _____.
2. In a sense, we have 2 minds; one that **thinks** – our _____ mind, and one that **feels** – our _____ mind.
3. Some psychologists say that IQ is the _____ to learn; that you are born with your IQ and it doesn't change (you don't get smarter by learning new information; you simply now know more information). It's also believed that IQ isn't really a **predictor** of Emotional Intelligence.
→**Let's discuss:** What does that mean?
4. The good news is that, although some are more naturally high in emotional intelligence than others, you can change your _____ and improve it throughout your life.

EI Defined

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. The 3 main models of EI are:
 - Salovey & Mayer – shaped on IQ (bringing our intelligence into our emotions)
 - Reuven Bar-On – based on his research on well-being
 - Daniel Goleman – focuses on performance at work and organizational leadership

We'll be working mainly with _____ model.

3. EI determines how effectively we _____ our own emotions. It also determines how well people _____ to us.
4. So, it might be said that EI is being _____ of the feelings that will be triggered by what you say and dealing **effectively** with those feelings, as well as being aware of and **managing** the feelings inside yourself that are triggered by your perception of your own surroundings, including your senses.
5. Just as IQ can't be used to predict EI, neither can _____. Your basic personality also remains stable over a lifetime, although we all adapt to our environments.
6. You can use your personality to help in _____ your EI, but EI is not **dependent** on your personality.



7. Together, these 3 qualities determine how we think, feel and act, but the 3 parts don't necessarily _____ much.
8. Based on Goleman's model, the four components of Emotional Intelligence are:
 - Self _____
 - Self _____
 - Social _____
 - Relationship _____

→ **Let's discuss:** How might **low** EI show up in the four basic personality types (**Popular, Powerful, Perfect and Peaceful** – based on the work of Florence Littauer):

Popular _____

Powerful _____

Perfect _____

Peaceful _____

DON'T – OR DO? – GET EMOTIONAL!

Intelligence helps us identify a variety of possible actions, but it doesn't cause us to act;
_____ cause us to act.

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 are how we feel about what we “_____”:
touch with our minds, fingers, skin, eyes, ears, taste, and smell.
6. Emotions are the primary source of human _____. They are impulses to act – “instant plans to handle life.”
7. Experts vary on what they consider the basic emotions, but 5 appear on most lists:

8. Facial expressions of _____, _____, _____
and _____ are recognized around the world.
9. Two of the strongest emotions are _____ and _____ -
the most powerful motivators in the animal kingdom.

→ **Let's discuss:** In 30 seconds, name as many emotions as you can:

10. _____ is the most rationalized emotion; it can actually energize us. We come up with “good reasons” why we should be angry and justify it.
11. When we are involved in an argument, we **will** invest _____ - either in repairing the discussion or escalating it.
12. Emotions play a part – either positive or negative – in every _____.
13. Experts say we experience _____ emotions each waking hour – that’s **150,000** a year! You could experience almost 2 million emotions ***at work!***

In other words, every day is “bring your emotions to work” day!

EI – EI – OH!

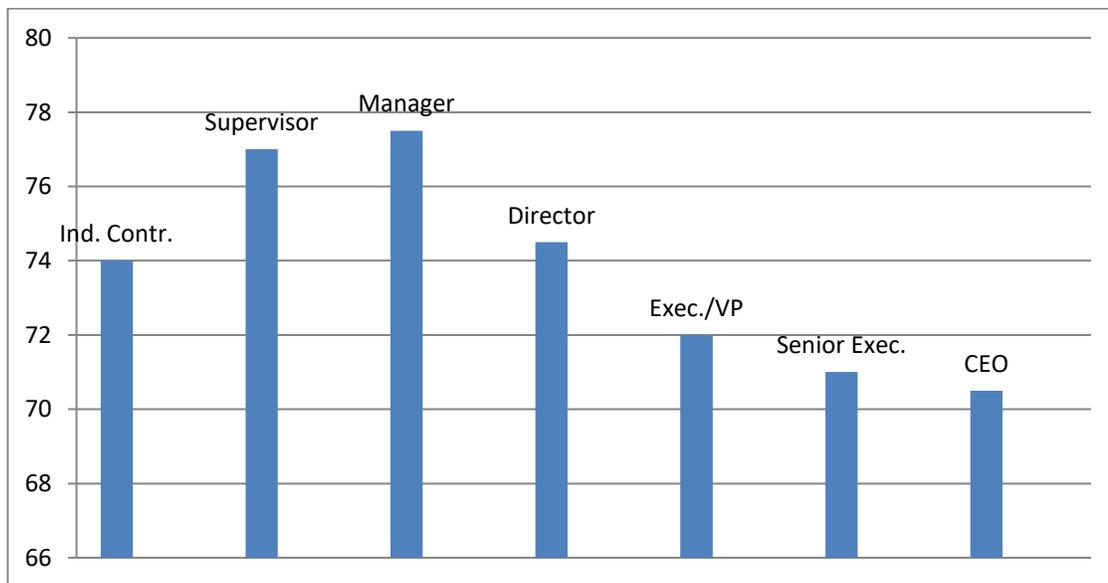
1. What do the first two of the four elements of Emotional Intelligence involve?
 - Self-awareness – recognizing a feeling as it _____ ;
this element is also a key to better _____.
 - Self-management - _____ feelings so that your reactions are appropriate.
2. Self-awareness and self-management are _____.

How do we stack up?

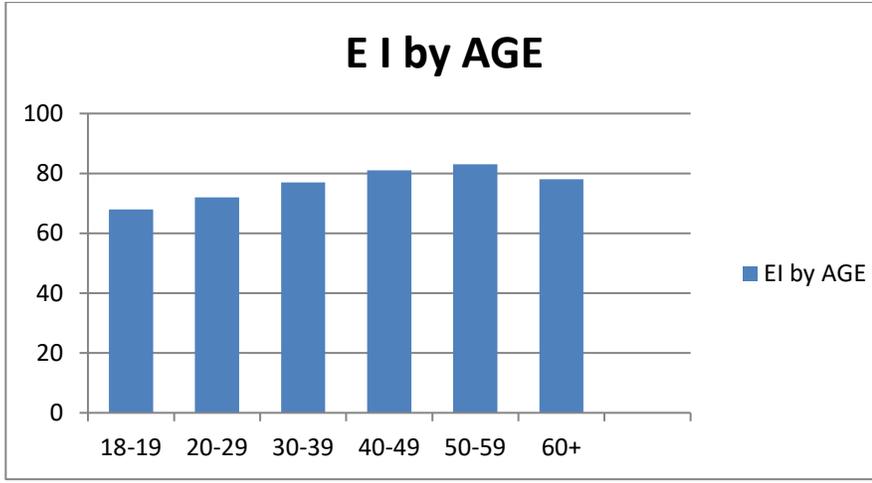
3. **El and Professions:**

El (or EQ when measured) scores are fairly consistent across job functions, except that _____ scored slightly lower than average, probably probably because they aren’t recognized for having effective relationships with others. _____ scored slightly higher.

4. **El and Job Title:**



5. **El and Age:**



6. **El and Gender:**

Women tend to be:

- More expressive than men.
- More empathetic and sympathetic than men.
- More able to discuss feelings and understand discussions about emotions.
- Higher in overall EI.

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 also 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 is ONE piece of information that you have learned today that can help you in your workplace?

→ ***Of what do you need to become more self-aware regarding your own emotional intelligence?***

- 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

RESOURCES: *Emotional Intelligence: Why It Can Matter More Than IQ*, Daniel Goleman
The Emotional Intelligence Quick Book, Travis Bradberry and Jean Greaves