



Emotional Intelligence:

What It Is and Why It Matters in Your Workplace
Part 2 of a 2-part Online Workshop Series

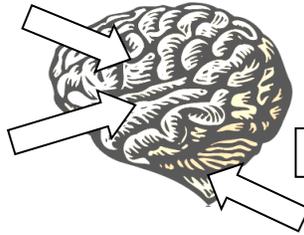
From our first session:

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

Remember, based on Goleman's model, the 4 components of Emotional Intelligence are:

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

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...

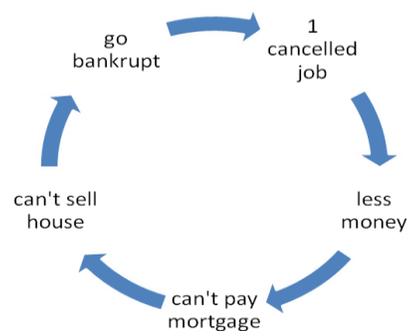
- Acting ethically
- Building trusts by being reliable and authentic
- Addressing unethical actions in others
- Meeting commitments and keeping promises
- Taking responsibility for my own performance
- Handling quick change and shifting priorities smoothly
- Being flexible in how I see events
- Seeking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

2. Daniel Goleman says there is no psychological skill more basic than being able to resist _____. It's at the core of all self-control, since every strong emotion has at its root an impulse to action; managing those impulses is basic to Emotional Intelligence.

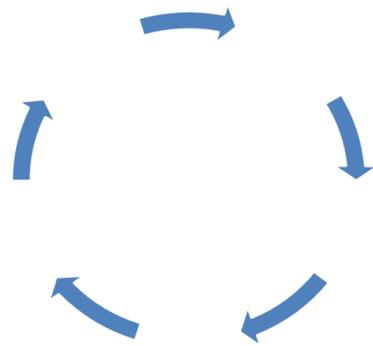
Let's discuss: The Marshmallow Test

- 3. The goal in self-management is _____, not suppression. We should be trying to make sure our feelings are in proportion to the circumstances.
- 4. One emotion we need to manage is _____, which is almost always expressed in the mind's ear (words), not the mind's eye (images), so worries are easier to redirect.
- 5. Self-awareness is key to being able to _____ worry; the earlier we catch it, the easier it is to deal with it with _____ or _____ by challenging the "worry" thoughts.

Let's discuss: Tracing a cycle of worry...where do your thoughts go when you start to worry? To the positive – the silver lining, the possibilities? Or to disaster, catastrophe, the end of the world as we know it??



What's your cycle of worry?

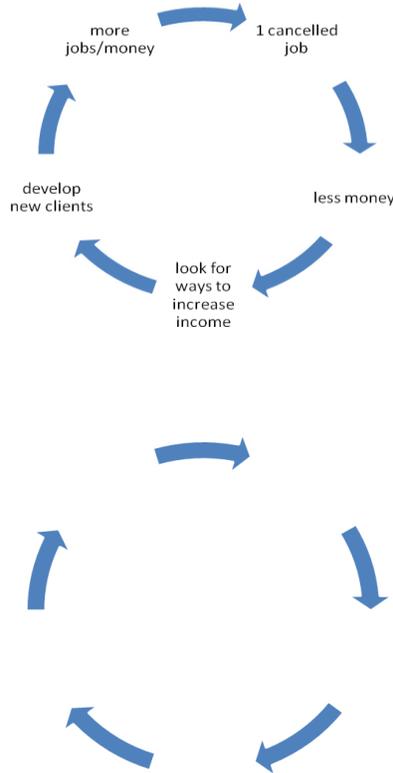


- 6. Worry is _____ what might go wrong. We can:
 - a) _____ about the negatives or
 - b) come up with _____ solutions, or at least control the negative direction.

7. Constructive _____ is not the same as chronic worry.
Reflection can actually solve problems.

- I – identify the issue
- A – look for alternatives
- C – what are the potential consequences?
- R – decide on a resolution

Let's discuss: Reframing a cycle of worry:



8. Now... how can we defuse *anger*? _____ it in a more positive light.
Grab hold and challenge the thoughts that are causing the bursts of anger – the earlier the better.

Once it's _____, you can't think straight.

9. Cool off by _____ it out in a setting where it's not likely something else will "set you off."

10. Use _____ that distract your **thoughts**.

- | | |
|---|--|
| <input type="checkbox"/> TV | <input type="checkbox"/> Relaxation methods |
| <input type="checkbox"/> Movies | <input type="checkbox"/> Write down nasty thoughts |
| <input type="checkbox"/> Reading | <input type="checkbox"/> |
| <input type="checkbox"/> Go for a drive | <input type="checkbox"/> |
| <input type="checkbox"/> Go for a long walk | <input checked="" type="checkbox"/> Shopping |
| <input type="checkbox"/> Active exercise | <input checked="" type="checkbox"/> Eating |

11. Remember that a universal trigger for anger, which is on the fight side of fight or flight, is a sense of being _____ - not just physical threats, but also, more often, a “symbolic” threat to self-esteem or dignity. When have you felt yourself getting angry?
- Being treated rudely
 - Being treated unfairly
 - Being insulted or belittled
 - Being frustrated by someone or something when pursuing a goal that’s important to you.
12. _____ is the mood we try hardest to shake. It can turn to full-blown depression with feelings of self-loathing, a sense of worthlessness, no joy, gloom, anxiety, can’t focus, even memory loss.
13. The physical effects of sadness can include:
- Sleeplessness
 - Numbness
 - Feeling vulnerable/fragile
 - Restlessness
 - Loss of pleasure in simple things – or even elaborate things
 - Listlessness
14. Staying _____, although that’s what you may want to do, is usually not the answer.
15. _____ works well to get your mind off your sadness. And, of course, worrying about it makes it worse.
16. Women are more prone to worry about being _____ than men.
17. _____ the thoughts that keep you sad or distract yourself (all in MODERATION):
- Puzzles
 - TV
 - Sleeping
 - Video games
 - Daydreaming
 - Sporting events
 - Funny movies
 - Treating yourself - _____
 - Tackle an easy project for a feeling of accomplishment
 - Uplifting reading
 - Hot bath
 - Favorite foods
 - Music
 - Alcohol
18. A good way to reframe sadness is to _____.
19. Self-management can be useful, too, when you are on the receiving end of _____.

To manage your emotions during feedback:

- Take it as good information about how to do better, not as a personal attack.
- Be aware of your own impulse to get defensive instead of taking responsibility.
- See it as an opportunity to work with the other person to solve the problem.

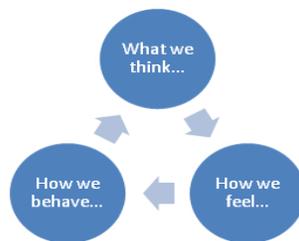
So the question to ask regarding self-management is...

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?**

So What? – How Do Our Emotions Affect Others?



To review, based on Goleman’s model, the four components of Emotional Intelligence are:

- Self – awareness: recognizing a feeling as it happens; this element is also a key to better decision-making.
 - Self – management: managing feelings so that your reactions are appropriate.
- **Social** _____

- **Relationship** _____

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:

- | | |
|--|--|
| <input type="checkbox"/> empathize | <input type="checkbox"/> keep things “as is” |
| <input type="checkbox"/> persevere | <input type="checkbox"/> communicate clearly |
| <input type="checkbox"/> ignore conflict | <input type="checkbox"/> disregard your emotions |
| <input type="checkbox"/> operate totally independently | <input type="checkbox"/> make thoughtful decisions |
| <input type="checkbox"/> control impulses | <input type="checkbox"/> solve problems |
| <input type="checkbox"/> stand your ground | <input type="checkbox"/> work with others |

In a nutshell, emotional intelligence means ***you can calm yourself down and calm whomever you are talking with, as well as being able to listen well and express empathy.***

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 _____:
 - charisma
 - manipulation
 - being an extrovert
 - 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. When emotions are rising on both sides, try to take a moment to stop and talk about what's really going on. Be careful not to _____ or avoid your part in the problem. Find a balance among what you hear being said and how it's being said, and the feelings coming from both parties.
8. If the other person is being _____, try to be supportive, even if you don't agree. If you're too blunt, they will likely become defensive. If you're becoming emotional, take responsibility for your half of the problem.
9. Offer _____, _____, and _____ to others.
10. Often, we have trouble staying _____ on someone else and their feelings in order to handle the situation positively.
11. Harvard Business School Professor Joseph L. Badaracco, Jr., says we often have to choose between what is right and what is _____. When there is no obvious right or wrong answer, handling emotions effectively can be the key to making a good decision.
12. The biggest obstacle to increasing your self-awareness and self-management is the tendency to avoid the _____ that comes from increasing your self-awareness.
13. _____ your feelings doesn't make them go away; move **toward** them, **into** them, and **through** them.
14. Which tips will 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.

What Does the Future Hold?

1. Organizations will use EI more frequently in _____ procedures, training, and development of employees.
2. EI will be increasingly important as the need for more _____-based collaboration across organizations, geography, and cultures grow.
3. Theories and measurement tools will continue to _____.
4. EI competencies may become equally as important as cognitive intelligence and _____.

5. Expectations about _____ will become self-fulfilling. If you think you can, you will. If you think you can't – or don't see a need for it – chances are, you won't even try.

Let's discuss: What does the following quote say to you?

“Roads that have the most traffic grow and get widened...those that are rarely used fall into disrepair.”

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.

More on This Topic

www.queendom.com

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)

www.Talentsmart.com – website by the authors of *The Emotional Intelligence Quick Book*