Emotional Intelligence: How Your Emotions Influence Your Life at Work and at Home

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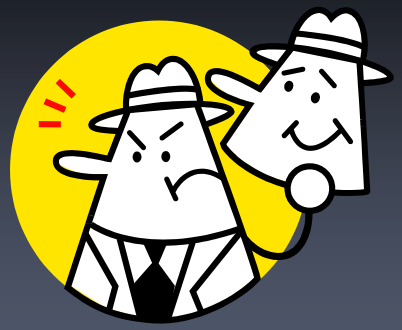

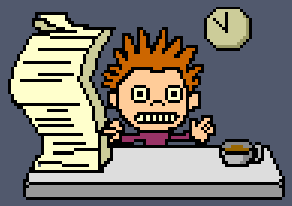

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What is Emotional Intelligence

- *Emotional intelligence* (EI) is the capacity for understanding our own feelings and the feelings of others, for motivating ourselves, and for managing our emotions effectively in our relationships.

- Emotional intelligence is sometimes referred to as "people smarts."

- Rather than being a single characteristic, emotional intelligence can be thought of as a wide set of competencies that are organized into a few major clusters. The most widely accepted view of emotional intelligence identifies 20 competencies, which are in turn organized into four clusters:
  - Self-Awareness
  - Self-Management
  - Social Awareness
  - Social Skills

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What is YOUR Emotional Intelligence?

http://ei.haygroup.com

1. You are on an airplane that suddenly hits extremely bad turbulence and begins rocking from side to side. What do you do?
2. You are in a meeting when a colleague takes credit for work that you have done. What do you do?
3. You are a customer service representative and have just gotten an extremely angry client on the phone. What do you do?
4. You are a college student who had hoped to get an A in a course that was important for your future career aspirations. You have just found out you got a C- on the midterm. What do you do?
5. You are a manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?
6. You are an insurance salesman calling on prospective clients. You have left the last 15 clients empty-handed. What do you do?
7. You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do?
8. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What is the best thing to do?
9. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?
10. You have recently been assigned a young manager in your team, and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?

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Scoring your Answers

3. The angry client:

The most emotionally intelligent answer is D. Empathizing with the customer will help calm him down and focusing back on a solution will ultimately help the customer attain his needs. Confronting a customer or becoming defensive tends to anger the customer even more.

[A] 0 Points - Hang-up. It doesn't pay to take abuse from anyone.

[B] 5 Points - Listen to the client and rephrase what you gather he is feeling.

[C] 0 Points - Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.

[D] 10 Points - Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

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Why it is Important to Know What Emotional Intelligence is?

- Emotional intelligence is essential in effective leadership and has a direct impact on work performance.
- At Egon Zehner International, an employment search firm, analyzed 515 senior executives and found that the executives with strong emotional intelligence test results were more likely to succeed than were other executives whose strength areas were in either relevant previous experience or traditional IQ scores.
- Research at the Center for Creative Leadership has shown that the primary cause of executive turnover was individual deficiency in the area of emotional competence.
- In another study that involved 130 executives, results showed that there is a strong correlation between how well an individual handled personal emotions and the willingness of others to work with that individual.

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Four Clusters of Emotional Intelligence

1. Self-Awareness
2. Self-Management
3. Social Awareness
4. Social Skills

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Self-Awareness

- *Self-Awareness* is the ability to accurately sense and identify personal feelings, along with the ability to understand and evaluate them. To be fully aware of your feelings you must first identify them, and then you must acknowledge and accept them.

- Self-awareness is concerned with knowing about your own internal states, preferences, resources, and perceptions.

- As you become more self-aware, you become better able to be in touch with your own feelings.

- Individuals who have high self-awareness are able to conduct accurate self-appraisals, are self-confident, are authentic, welcome feedback, perceive situations accurately, and are willing to take risks for what they believe to be right.

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Emotional Self-Awareness

- Emotional self-awareness is the ability to recognize your own emotions and their effects, to identify how you react to cues in the environment, and to understand how your emotions affect your overall performance.
- Individuals in which this competency is highly developed:
  - Are aware of their feelings
  - Understand the connection between their own feelings and what they think, do, and say
  - Know why certain feelings occur in themselves
  - Recognize how their feelings affect their performance
  - Understand the implications of their actions
  - Are aware of how they are guided by their values and goals

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How to Improve and Develop Self-Awareness

- Increasing your self-awareness will require serious thought and effort.
- You will have to be objective about yourself and your own perceptions as you examine your inner feelings and explore your reactions to be the people and events in your work life.
- Specifically, you will have to summon the courage to objectively examine the ways that you make appraisals, tune in to our senses, and get in touch with your feelings.
- You will have to learn how to identify your true intentions and pay close attention to your actions.

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Tips for Developing Self-Awareness

Emotional Self-Awareness

- Pay attention to the physical reactions aroused in your body during stressful situations.
- Keep a journal where you write down your behaviors and inner feelings when faced with stressful situations on a daily basis.

Accurate Self-Assessment

- When interacting with people with whom you feel comfortable, ask for their constructive feedback about your actions and behaviors.
- Make a list of what you believe to be your strengths as well as any areas where development is needed, and then compare your own list and a similar list prepared by someone else.

Self-Confidence

- Adjust your thinking and behaviors so that they closely match those of someone whose models that trait of self-confidence.
- Find someone you trust who would be willing to help you to objectively analyze your abilities.

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Self-Management

- *Self-Management* is the ability to understand your emotions and then use that understanding to turn situations to your benefit.
- Self-management is also the ability to use your feelings to reason well and act intentionally.

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Why is Self-Management Important?

- Self-management is important because when people are able to better managing their emotions, they do better in life.
- The more people allow emotions to control and direct their behavior, the worse they do in life.
- People who are good managers of their emotions are open to change, effective in mood management, consistent in stress management, they are intentional, productive, and behave in a reasonable and rational way.

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Tips for Improving Self-Management

Emotional Self-Control

- Make a list of all the things that trigger you to lose control. Create a strategy to prevent these triggers from causing you to lose your composure and your self-control.
- Reduce your stress though physical activity, or other types of relaxation.

Trustworthiness

- Spend some time exploring the values and principals that you feel most strongly about and write down the important ones. Is your behavior consistent with these values, and ask yourself what you would need to do differently in order to be more genuine and be true to your beliefs.
- Consider the issues on which you are willing to act against all opposition. Clarify for yourself what is and is not worth fighting for.

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Tips for Improving Self-Management

Conscientiousness

- Keep a detailed filling system for all monthly bills, telephone, rent, heat, etc.
- Build routine checks into your calendar to ensure devotion to deadlines, policies, and standards. In the event that you find something that does not reach the desired standard or that will take much longer than the time frame given, work though your plan to give the task at hand more time and effort.

Adaptability

- Periodically review the processes you or your department has in place. What are the strengths and weaknesses of each? Is there a better, more efficient way of approaching things?
- When current strategies are not working, stop what you are doing, acknowledge that it is not working and make the necessary changes to your plans, activities, objectives, or behavior.

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Tips for Improving Self-Management

Optimism

- For two or three days, make a list of all the difficulty you encountered, and write down the consequences next to each one. Note that when your feelings are pessimistic in nature, positive activity is shortened, but when your feelings are optimistic in nature, positive energy flows.
- Try to change your thoughts from negative to positive.

Initiative

- Volunteer to be a leader of a service organization that markets its information to the community and solicit funds for support
- Make a list of all the external factors that affect your department and of all the internal factors affecting the department. Then map out the steps needed to capitalize on those opportunities and take actions to prevent significant problems.

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Social Awareness

- *Social awareness* refers to how people handle relationships and awareness of others' feelings, needs, and concerns.

- It is the ability to recognize and appropriately respond to the emotions and feelings of others.

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Why is Having Social Awareness Important?

- Social awareness is very important for creating and maintaining good working relationships with other people.
- People high in social awareness can feel what other people are feeling and can put themselves in their shoes.
- People who are high in social awareness are able to read non-verbal cues, read messages conveyed by facial gestures, posture, eye movement, and body language.

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Tips for Improving Social-Awareness

Empathy

- Pay attention to critical interactions with others
- Turn off the sound on the television and watch it to see if you can identify moods and nonverbal cues of the actors without hearing anything

Organizational Awareness

- Identify key people inside and outside the organization who exert influence over policies and activities. Create an influence chart for your organization or department and compare it to the formal organization chart
- In your discussions with others, try to get their perspective on how to get things done within the department. Try to provide information about unspoken organizational constraints that may prevent certain things from happening at certain times.

Service Orientation

- Set a measurable goal to improve the level of service you provide to others. Include a needs analysis, an analysis of your service, and an analysis of the concerns and needs of others.
- Start a reading file of articles about the needs of others in your department or organization.
- Take action to change or modify some procedures in your department that others have complained about.

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Social Skills

- *Social Skills* refers to a proficiency at suggesting desirable responses in others.
- People with good social skills are good business leaders, leaders in society, and effective parents who understand that personal success and group or family success are inseparable.
- They lead by example, encouraging others in positive ways, validating them and creating trust within them.

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Why are Social Skills Important?

- Social skills are the basic skills everyone needs to have in order to be effective at anything they do. Not having the basic social skills can severely limit the quality of work that you produce.

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Tips to Improve and Develop Social Skills

Developing Others

- Regularly take time to talk to individuals about their aspirations, the things they want to do better, and the things they would like to try out.

Inspirational Leadership

- When launching significant new projects or initiatives, consider spending time with the team, create a vision for the work to be done, and build commitment to moving forward.
- Interview or shadow a leader whom you find inspirational. Ask yourself why you find this individual inspirational, analyze their style, and ask how they view their roles.

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Tips to Improve and Develop Social Skills

Influence

- Form a study group among colleagues to talk about successful experiences and reality-test future strategies.
- Take part in a task force or committee on an important and timely organizational or cross-departmental problem.

Communication

- Identify and observe others who have an engaging style while presenting, pay attention to their nonverbal cues, and the visual aids they use to get their meanings across.
- When delivering information to people, encourage them to ask questions and encourage them to summarize your key points to ensure they have understood you.

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Tips to Improve and Develop Social Skills

Change Catalyst

- Think about the worst possible change that might happen to you and your team or department. Write a list of possible benefits from that change and think about how you would sell those benefits to the team or department if you had to.
- When preparing to tell others about change, think about each person, how will the change impact this person? How has he or she responded to change in the past? What questions or comments might he or she have? Use your answers to prepare for a discussion with this person about the upcoming change.

Conflict Management

- If you are sensing trouble brewing with an individual, take steps to bring the disagreement or grievance into the open before it turns into a conflict situation.
- When in a heated discussion, focus on the issues at hand and leave personal matters aside. Ask yourself "Is what I am saying or doing productive in trying to resolve this situation?"

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Tips to Improve and Develop Social Skills

Building Bonds

- Take part in professional associations or appropriate social events to build your network and strengthen your relationships.
- Identify organizational dynamics. Practice thinking in terms of these dynamics rather than simply about individuals or roles. What are the general relationships of people and groups within the organization?

Teamwork and Collaboration

- Create a symbol for a group or team to rally around, or hold a get-together to celebrate the team's success.
- Avoid taking control of the agenda or being the first to make suggestions, share the different roles being played in a group.

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Why is it Important to Develop My Own Emotional Intelligence?

- Recent research suggests that the competencies associated with emotional intelligence are not set in stone at birth, but that the emotional competencies can indeed be learned and developed.
- There are many benefits associated with developing your own emotional intelligence capabilities, and those benefits range from the personal to the organizational.
  - The higher your emotional intelligence, the more likely you are to succeed in personal and professional relationships.
  - There is a strong correlation between well-developed emotional intelligence and personal self-satisfaction and overall self-confidence.
  - Having a good understanding of yourself, your strengths, and your weaknesses is essential to superior performance when on the job.
  - When your emotional intelligence is fully developed, it is easier to work well under constantly changing circumstances and to act on your ideas in ways that benefit the organization.

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How Does Emotional Intelligence Help Us?

- Identifying emotions provides awareness of emotions and the ability to accurately read other people's emotions. Using emotions provides a means to generate ideas, a feeling, or a team spirit. Understanding emotions offers insights into what motivates people and others' points of view. Finally, managing emotions allows you to stay open to your emotions, which have valuable information, and use them constructively.

- Several researchers have successfully demonstrated that emotions are related to several of the key issues in leadership. Several quantitative and qualitative studies have provided evidence that empathy is an important trait that predicts and plays a role in leadership emergence.

- Other studies have concluded that the management of group members' emotions is an important part of the leadership process, emotional displays have large effects on perceptions of leaders, and leaders who successfully manage group processes can substantially influence performance.

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Questions?

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Websites

- http://www.eiconsortium.org/
  - Consortium for Research on Emotional Intelligence in Organizations - goal of the site is to promote high quality research on the application of emotional intelligence in organizations.
- http://ei.haygroup.com
  - Information and resources on Emotional Intelligence - short 10-item EI test.
- http://trochim.human.cornell.edu/gallery/young/emotion.htm
  - An on-line bibliography in the area of emotions and emotional intelligence, describing current research findings and notes of interest. The main areas covered are: emotional intelligence, emotions, and methods for researching emotions.
- http://www.6seconds.org/
  - Six Seconds Emotional Intelligence Network is a nonprofit organization dedicated to improving relationships by teaching EQ in schools, organizations, and communities around the globe.

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