

Emotional Intelligence and self-motivation

Go, goal, goaling...



Let's ... exercise...

The dreaded words: "Pull out a sheet of paper and prepare to write..."

- What I want from this school/program is...
 - And what I want from this lecture of today is...
- My main strength is ...
- What I want to develop in myself is...

What is emotional intelligence (EI) ?

Do you recognize any of these people?

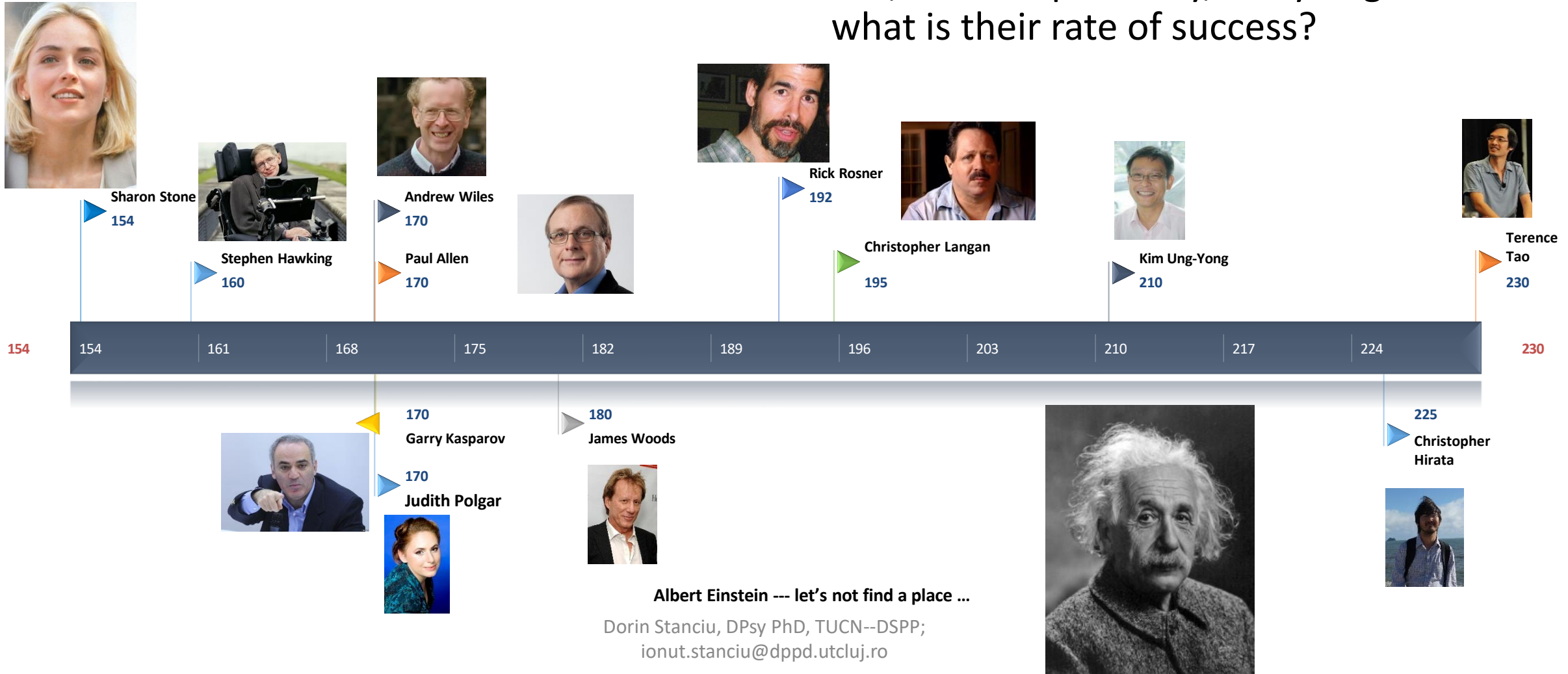


Dorin Stanciu, DPsy PhD, TUCN--DSPP;
ionut.stanciu@dppd.utcluj.ro

What is emotional intelligence (EI) ?

Can you guess how smart they are?

But, more importantly, can you guess what is their rate of success?



What is emotional intelligence (EI) ?

Every other person in your life knows what's best for you

Your mother
seems to know
what you
should/can do



Your girlfriend/BF
certainly does



Wouldn't be
much of a
surprise if EBE
know also

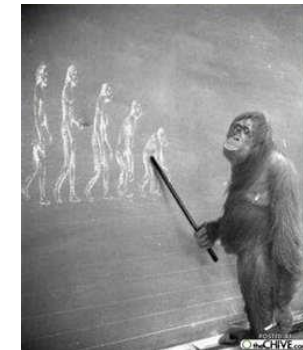


So, what's a poor
boy suppose to
do?



Some resort to
priests and the
divine to seek
the answers

Admitting there's no
guru might be a
good way to start
planting your feet



Teachers are
among the most
vicious...



The BOSS
You won't get far
without being on
the same page

What is emotional intelligence (EI) ?

C'mon, such a widespread concept...
Everyone thinks they know what EI is

Where to look for meaning...

Can we find definitions, cues, examples, techniques, etc. on the Internet? Sure we can. And, after all, why shouldn't we use the Internet for this? We practically live in it. But... would you rely on the Internet to provide you with the TRUTH?

Let's try together...

Suppose it has something to do with INTELLIGENCE, we all know what that is, right?
Also, assume it has something to do with EMOTIONS, too

What is emotional intelligence (EI) ?

How did we come across this concept/construct of EI... some important people.
You may want to read their books...

Salovey (Peter) and Mayer (Jack) --- 1990 --- “Emotional Intelligence”, article
*The ability to perceive emotion in self and others, to understand emotions,
and to manage emotion in self and others*

Goleman (Daniel) --- 1995 --- “Emotional Intelligence. Why It Can Matter More
Than IQ”, book

Emotional Competency Index

Bar-On (Reuven) --- 1997 --- measurement/instrument EQ-i

Others> Hooper, Schutte, Wong, Law

What is emotional intelligence (EI) ?

How did we come across this concept/construct of EI...

Anecdotal /empirical evidence

Seeing apparently not-so-bright people succeed

People promoted / praised for (guess, not-high IQ), etc.

Even popular sayings: “you catch more flies with honey than...”

Research into

Achievement / success

Leadership

Persuasion

Emotions / affectivity

Defining emotional intelligence (EI)

Other Intelligences

Are there other intelligences How many?

Yes, there are, BECAUSE, intelligence is a measure of / has to do with **efficiency of adaptation**

This means, getting the best possible outcome given a possible situation.

If the context in which we measure intelligence is one which implies problem-solving, most likely we'll be dealing with 'classical' intelligence, measure via I.Q.

If the context is more real-life-like, involving achieving desired results by any means, we may encounter other behavioral strategies. If they involve the control and usage of emotions, we most likely may have to do Emotional Intelligence, measured via E.Q.

Defining emotional intelligence (EI)

Other Intelligences

Some definitions describe intelligence tests as tests/exercises that measure mental abilities

This description is plain wrong, BECAUSE, mental doesn't mean, in fact, only cognitive!

if we restrict it cognitive, incl. reasoning, then OK, deal with it, and move on...

however, if one understands that mental means other things, incl. emotions, there's a different story all together... (see hot cognitions vs. cold cognitions)

Much more honest may be another 'definition' --- more appropriately *mock-initiation*– “intelligence is *whatever* (sic!) intelligence tests measure”.

Defining emotional intelligence (EI)

Could it be...

The “intelligent use of emotions”?

“Intelligent emotions”?

The “emotional side of intelligence”?

What it actually is...

"recognizing, learning and evaluating one's own feelings and those of others; it means being able to reflect the knowledge about feelings and their energy to the daily life and work environment efficiently and responding to the feelings properly" (Goleman, 1998, p. 393).

Defining emotional intelligence (EI)

What it actually is...

"recognizing, learning and evaluating one's own feelings and those of others; it means being able to reflect the knowledge about feelings and their energy to the daily life and work environment efficiently and responding to the feelings properly" (Goleman, 1998, p. 393).

Even earlier than that:

1990 – Salovey & Mayer speak about “emotional intelligence as an intelligence that involves the ability to monitor one’s own and other feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and behavior

Defining emotional intelligence (EI)

A rather more complex view but extremely similar:

1997 – Patrick Merlevede:

“the complex whole of behaviors, capabilities (or competencies), beliefs, and values, which enables someone to successfully realize their vision and mission, given the context of this choice.”

And he speaks here of two types of intelligence:

- A. An intrapersonal intelligence --- moods, feelings, and other mental states and how these affect one's behavior, self-motivation, etc.
- B. Interpersonal / Social Intelligence --- based on recognizing emotions and moods in others and using this information to guide one's behavior, decisions, and to build and maintain relationships

Defining emotional intelligence (EI)

Let's see it one more time...

Actions

Recognizing

Learning

Evaluating

object of

Feelings/Emotions of

Self/own

Others

...but it is also an **Ability to**

Reflect (and reflect upon) the knowledge

React / respond adequately, i.e., **intelligently**



Defining emotional intelligence (EI)

The 2-factorial EI

- Emotional intelligence - “is a term used to describe the various competencies that are essential for building, developing and managing relationships” (Peters, 2008, p.13). Emotional intelligence consists of two dimensions, intrapersonal intelligence and interpersonal intelligence.
- Intrapersonal intelligence – “being intelligent in identifying our own thoughts and feelings (self awareness) and being effective at dealing with those thoughts and feelings (self management)” (Palethorpe, 2006, p.13).
- Interpersonal intelligence – “being intelligent in identifying the thoughts and feelings of others and between others (other awareness) and being effective in how we tailor our actions to work with others most appropriately (relationship management)” (Palethorpe, 2006, p.13).

Intrapersonal intelligence + Interpersonal Intelligence = Emotional Intelligence

Components/dimensions of emotional intelligence (EI)

How do we measure it...

Would you be surprised to find out that some tests/instruments identified 7 dimensions?

Innovation
Self-awareness
Intuition
Emotions
Motivation
Empathy
Social skills



Measurements of emotional intelligence (EI)

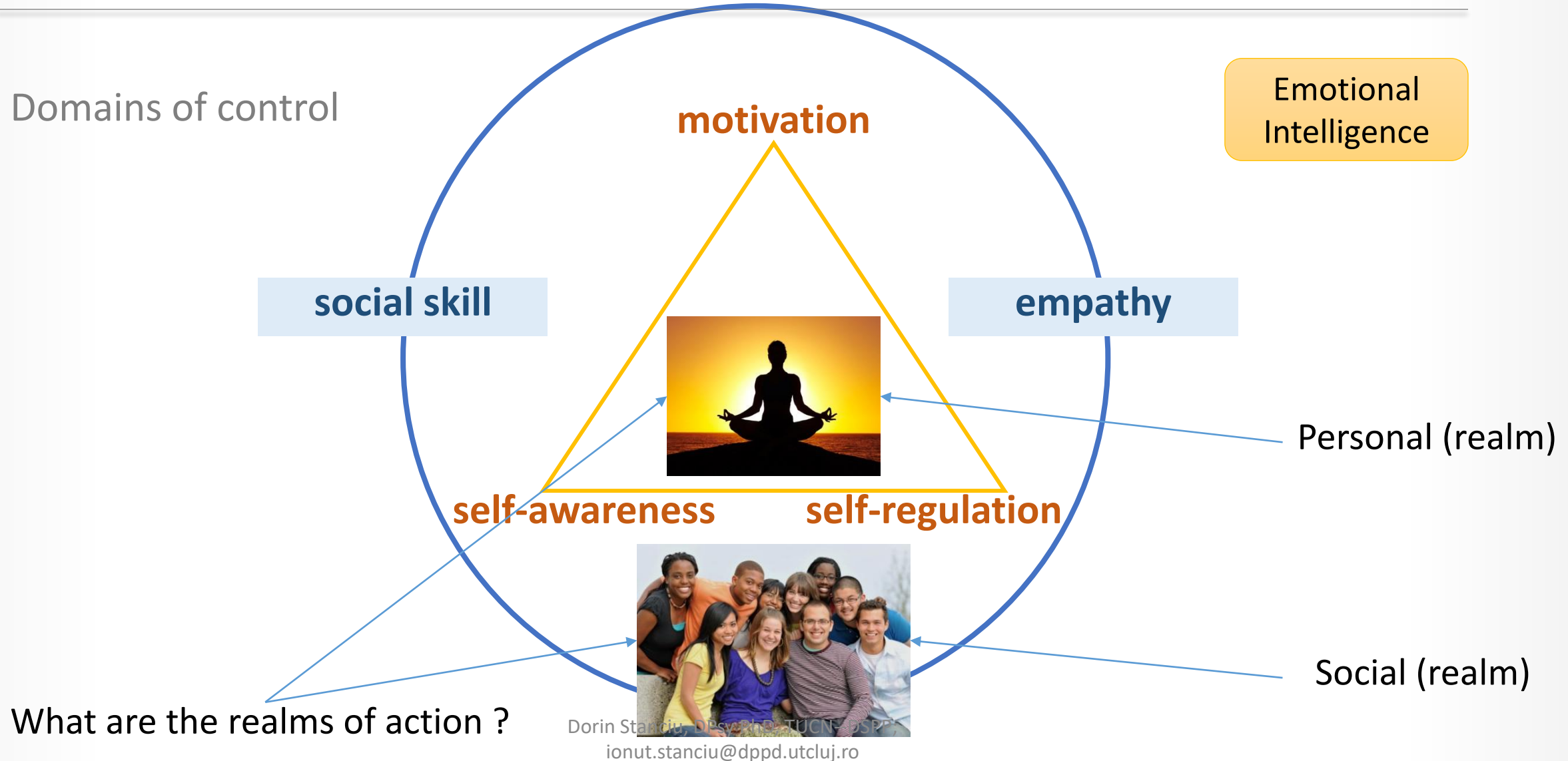
How do we measure it...

Other instruments which measure

Emotional
Intelligence

- Bar-On Emotional Quotient Inventory
- Work Profile Questionnaire for EI
- Emotional Intelligence Appraisal
- Emotional Competence Inventory
- Mayer-Salovey-Caruso EI Test

Domains of emotional intelligence (EI)



Domains of emotional intelligence (EI) ---

Domains of control
personal

Emotional
Intelligence

The **driving force** of ones (motor and/or) cognitive behavior and actions,,

motivation

social skill

empathy



self-awareness

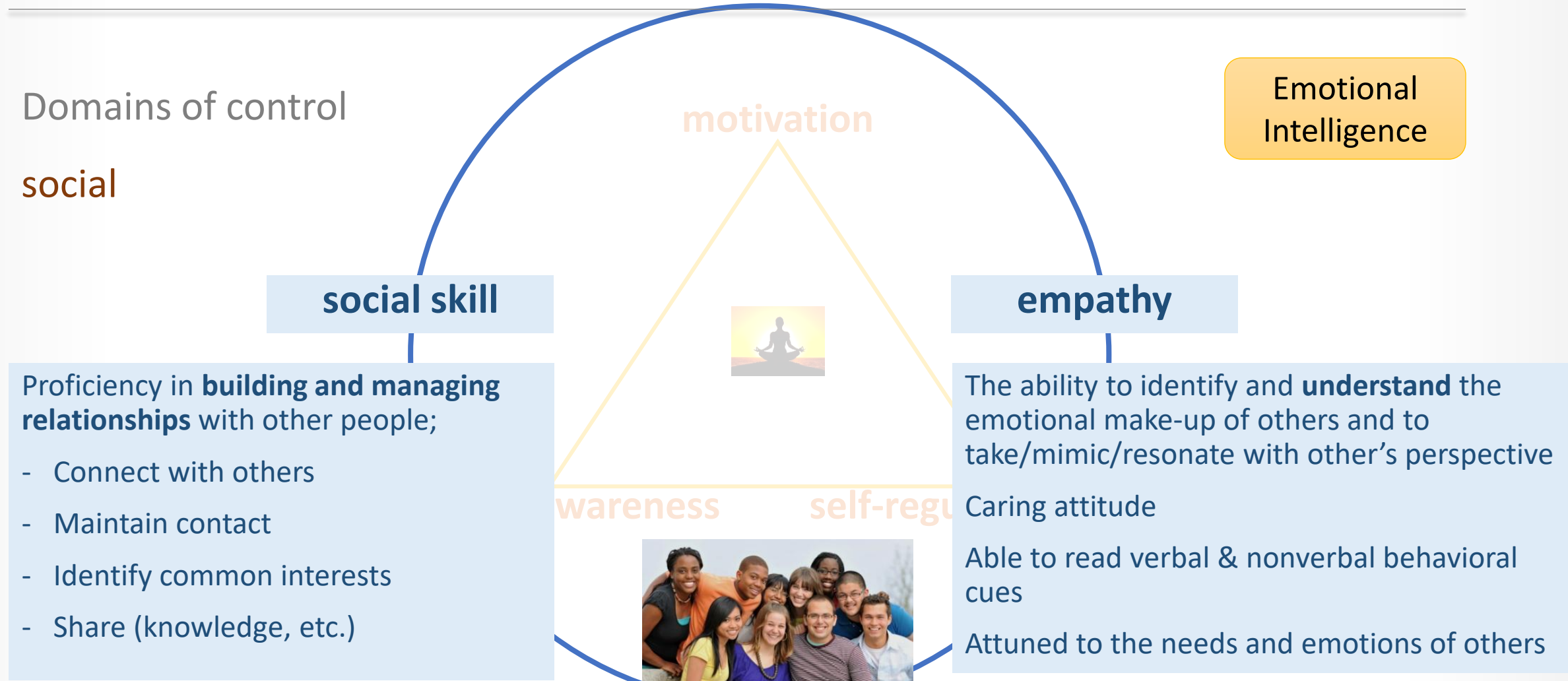
self-regulation

The ability to **recognize and understand** own moods, emotions, drives, as well as their effects on others

The ability to **control or redirect** disruptive impulses and moods / the ability to **suspend judgment** to think before acting



Domains of emotional intelligence (EI) ---



Emotional Intelligence

Domains of emotional intelligence (EI) ---

The ERQ model

Bi-dimensional model

Recognition vs.
management

Self-awareness

Emotional self-awareness
Accurate self-assessment
Self-confidence

Relational awareness

Empathy
Listening
Values interpersonal differences

Self-management

Emotional self-control
Personal responsibility
Adequate anger management
Prefers to responding vs. reacting

Relationship management

Effective communication
Adequate conflict management
Influence
Collaboration & cooperation

self vs.
others

What do you
think these
arrows mean

Usefulness of EI ---- The Sales Pitch

Remember when we talked about how did we come across this concept/construct of EI...

Anecdotal /empirical evidence

Seeing apparently not-so-bright people succeed

People promoted / praised for (guess, not-high IQ), etc.

Even popular sayings: “you catch more flies with honey than...”

Research into

Achievement / success

Leadership

Persuasion

Emotions / affectivity

Usefulness ---- The Sales Pitch

Disorders correlates of emotions

Remember that emotions were important. Just how much so...?

Anger	Cardio-vascular disorders and high blood pressure
Sadness	Clinical depression, low blood pressure, depleted immune response
Fear	Allergies, overreaction of immune system
Disgust	Obsessive-compulsive disorders
Regret / mourning	Alzheimer's
Conflict	Cancer
Shame	Dermatological problems

Usefulness of EI ---- The Sales Pitch

Remember when we talked about how did we come across this concept/construct of EI...

Important for...

Psychological well-being

Quality of life and interpersonal relationships

Success in professional life (i.e., leadership, sales, psychotherapy, acting, etc.)

Also, it refines what we understand by intelligence

Usefulness of EI ---- The Sales Pitch

Whatever this may mean...

“...emotional competencies – and doing the right thing – may play at least as important role as technical competencies and industry knowledge, perhaps even more so”

Goleman, D. Boyatzis, R.E., and Mc Kee, A. *Primal Leadership: Realizing the Power of Emotional Intelligence*

These days, there is common practice in “smart” organizations (world-wide) to identify and develop a so-called “leadership competence model” --- that is, to identify, train, and promote likely ‘stars’

Usefulness of EI ---- The Sales Pitch

EI & Leadership

OK, so now we have some idea of what EI is, but...

What does it do for us? What are the benefits of having high EQ

Emotional Intelligence & Leadership

Definition

Ability to perceive and:

- Apply emotions to life's tasks
- Reason/understand emotions
- Express emotions
- Use emotions to facilitate thinking
- Manage emotions within oneself & with other / in relationships

Underlying premise

The more people are sensitive to their emotions & their emotions' impact on other people's lives, the more productive they will be

Usefulness of EI ---- The Sales Pitch

EI & Leadership

OK, so now we have some idea of what EI is, but...

What does it do for us? What are the benefits of having high EQ

Leaders must be aware of their emotions and of the emotions of the people in their surrounding (employees, team members, competitors, clients, etc.)

Leaders have to know HOW to express (use) emotions and understand (read) other people's emotions (... and use)



Usefulness of EI ---- The Sales Pitch

EI & Leadership

OK, so now we have some idea of what EI is, but...

What does it do for us? What are the benefits of having high EQ

If you open any random book on EI, chances are you may find something like this

Take this with a grain, no, strike that, with a fist full of salt...

- Leadership
 - EI predicts leader emergence and is related to transformational leadership.
- Job performance/Emotional labor
 - 'Emotional Labor' - Defined as 'managing emotion for remuneration'.
 - In jobs requiring high emotional labor, an individual's EI predicted better performance.



Usefulness of EI ---- The Sales Pitch

EI & Leadership

OK, so now we have some idea of what EI is, but...

What does it do for us? What are the benefits of having high EQ

Be very wary taking this for granted !!!
Sociopaths are also masters at manipulating others

- **Positive organizational behavior**
 - Those actions in the workplace that benefit working relationships and contribute to a positive working climate.
 - High EI indicates increased commitment, organizational citizenship and improved morale.
- **Working with others**
 - Better relationships in the workplace: interpersonal sensitivity and prosocial tendencies.
 - Indicates better team performance.
- **Conflict resolution**
 - Individuals with higher levels of EI are more able to engage in collaborative conflict resolution.



Usefulness of EI ---- Research/Solid Facts

EI & Leadership

Not to any leadership (this is not an absolutistic measure)

- “Emotional intelligence is correlated to **charismatic** or **transformational** leadership. Transformational leaders project a vision that their followers believe in, and inspire and motivate their followers. Transformational leaders stimulate their followers’ intellect, and provide individual consideration and succor to their followers” (Ashkanasy & Daus, 2002, p. 81).
- “There is, however a dark side to charismatic leadership. Leaders can be **manipulative** and **emotionally demanding**, especially when followers are open to such exploitation” (Ashkanasy & Daus, 2002, p. 81).

Pseudoscience

Pseudo-science / the trap of 'snake oil'

High IQ

- Critical
- Condescending
- Inhibited
- Uncomfortable with sensuality
- Emotionally bland



High Emotional IQ

- Poised
- Outgoing
- Committed to people and causes
- Sympathetic and caring
- Comfortable with themselves



Really? So, are we to understand that all that brain power sitting on top of your neck is there to keep the rain from pouring in?

The real problem is not that it may not be true. Sometimes it certainly is. But, the left side is simply wishful thinking, and the comparison is a lame proof of anything

Well, we don't have time to go through them all, but... the last one deserves special attention, especially because in its extreme is a symptom of narcissist personality disorder

All this comes from people who charge money for their garbage

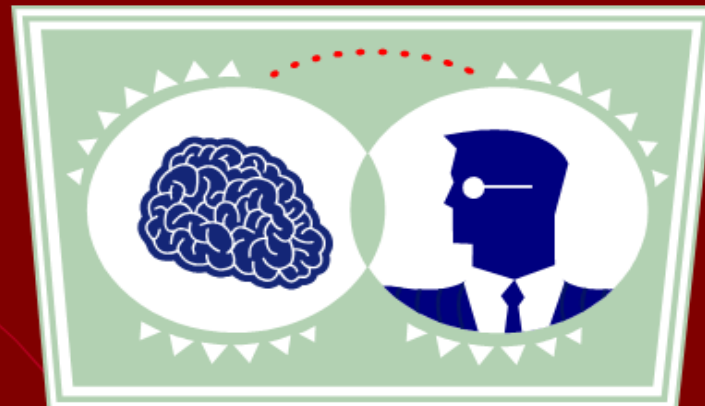


Pseudoscience

Pseudo-science / the trap of 'snake oil'

Really? According to what study. How do YOU define success? How crucial is to have a brain...?

IQ contributes only about 20% to success in life



The same source of 'knowledge'

Pseudoscience

Pseudo-science / the trap of 'snake oil'

Other forces contribute to success

- Emotional Intelligence
- Luck
- Social Class

They cannot restrain themselves. Besides the sheer stupidity of this assertion, there is no real possibility to design a study to PROVE any of these

Except when you consider being born in a 'high social class' equal to success....

More praying on the naïve and gullible payer of the course

Yeah, we can all agree on that. It actually may be the single scientifically acceptable part of the assertion. If you define luck as chance/random even, unforeseeable and unpredictable ...

The same source of 'knowledge'



Neural basis of EI / brain's emotional architecture

The limbic system

Remember an earlier slide when we asked how did we come across this concept/construct of EI... ---- and, anecdotal but also scientific/research evidence?

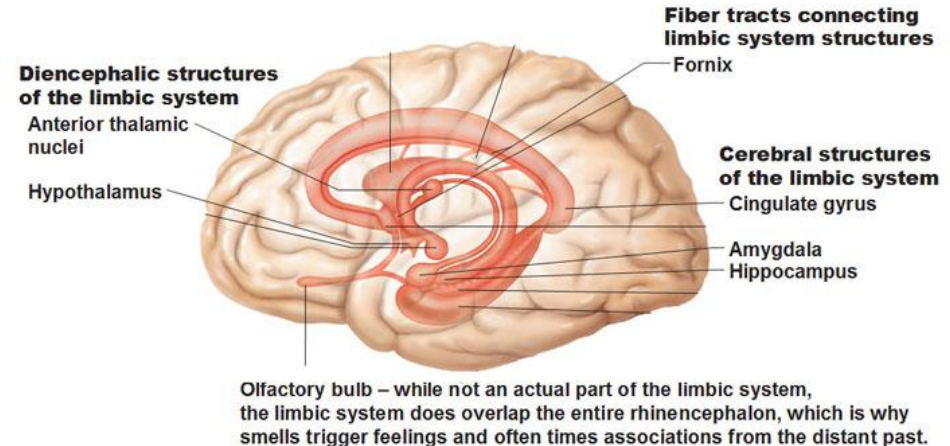
The “emotional” architecture of the brain

Limbic structures provide neurophysiological support for feelings and emotions

The so-called ‘reptilian’ brain ‘downshifts’ while the amygdala performs ‘neural hijacking’

The adrenal glands provide ‘juice’ for the fight

The Limbic System (the basics)



Nobody really cares, that is why the picture is very small and I won't be upset if you ask me to go faster to the next slide...

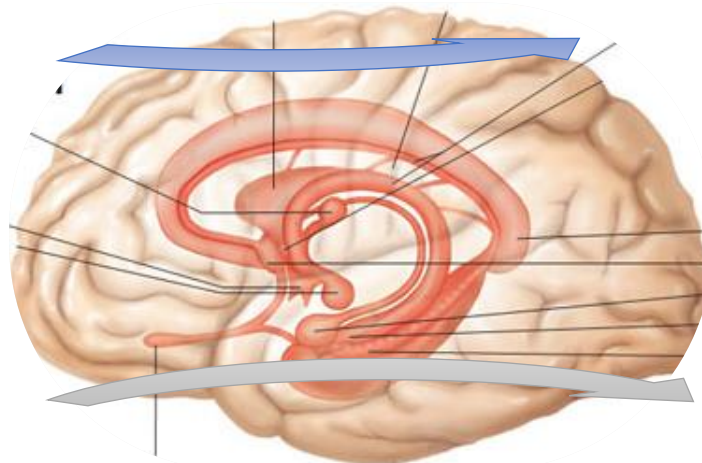
Neural basis of EI / brain's emotional architecture

Positive affect, negative affect and cognition

Remember an earlier slide when we asked how did we come across this concept/construct of EI... ---- and, anecdotal but also scientific/research evidence?

There is a direct connection (neural pathways) between the *affective centre* of the brain (also called *the limbic system*) and the *frontal lobes* (which are crucial in reasoning and learning)

Positive
emotions



Opens / elicits cognitive processes
(i.e., attention, memory, formation
of new connections)

Negative
emotions

Closes / downshifts the cognitive
processes
(i.e., attention, memory, etc.)

Emotions' recognition

Basic Emotions

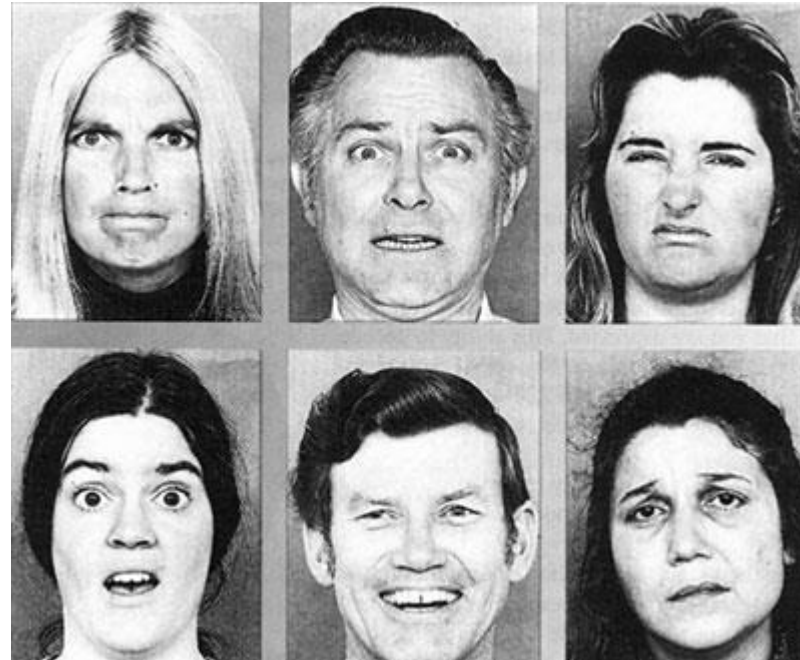
If emotions are that important, and if you still want to know more about EI, let's see how good are you at identifying emotions...

{name a few basic
and most commonly
known emotions}...

Happiness

Fear

Anger



Surprise

Disgust

Sadness

Emotions' recognition

Sketched emotions

If emotions are that important, and if you still want to know more about EI, let's see how good are you at identifying emotions...

Is it easier now?

If so, why?



Tell me...



Let's continue with another... exercise...

1. Ask yourself how confident in yourself you feel right now. Write it down, on a piece of paper, rating it on a scale from 1 to 10, where 1 is the least confident you have ever felt and 10 the most confident you ever felt/think you can feel.
2. Take a 2 minutes break and stretch your legs. Go to someone in this room, preferably, someone who you don't know, yet. Tell that person something private, something intimate, **something that you would NOT normally tell a stranger.**
3. Come back to your seat and think how you feel. Rate your confidence in yourself again and see if improved in any way.

Underlying assumptions / Principles of EI

Caruso & Salovey,
2004

Again...Emotions

Emotion = Information => Knowledge

Emotion is pervasive / you can't evade it

So, better get used to it and make better use of it

Also, see hot cognitions vs. cold cognitions

Can't separate thinking from emotions

Is hiding your emotion a winning strategy?

A girl may not be as good at hiding as a girl thinks...

How predictable are the patterns of emotions?

Or... 'the logic' of emotions' patterns

Remember the specificities of emotions

We know basic / primary emotions, but there are also a lot of specificities of emotions.
There is also a crucially significant cultural component of emotions

Underlying assumptions / Principles of EI

Caruso & Salovey,
2004

Key skills for EI competency

The ability to
fully access your own
emotions

The ability to
shut down / ignore / block
emotions

So, better get used to it and make better use of it

The ability to experience
& reflect upon
& describe your own emotion

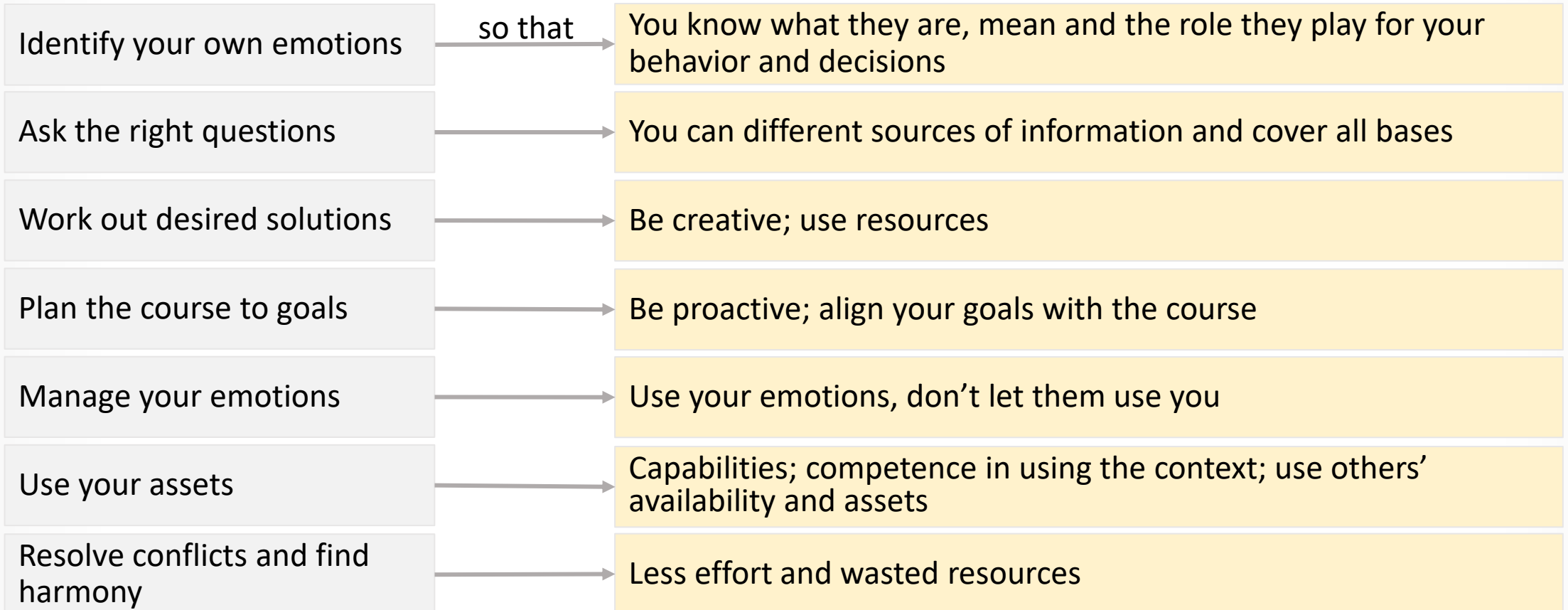
Also, see hot cognitions vs. cold cognitions

Develop & Control EI

Marlevede

7 steps to emotional intelligence

Now, that we've established how vulnerable we are to irrational thinking, let's go a step further



Cognitive errors / biases

The dangers of not being rational ---- common thinking errors

- Discounting positive information
- Jumping to a negative conclusion
- Going beyond the facts
 - Using absolutes to describe events
 - More dire than justified
 - Faulty prediction
 - Invalid allocation of responsibility
 - Invalid conclusions about motives
 - Using only dichotomous categories
 - And many more

Cognitive errors / biases

The dangers of not being rational ---- common thinking errors

Wouldn't it be great if everything was according to merit?

Economy makes its predictions this way...

Maybe, that is why it is so wrong, so often...

But people are not perfect computing machine. Actually, as far as rational decision making is concerned, they are rather lousy performers.

See [Ariely](#) (17:21), also Kahneman

Specifically, a **cognitive bias is a pattern of reasoning distortion** which causes people to formulate erroneous inferences on other people or situations (Haselton, Nettle, & Andrews, 2005).

Biases affect not only the individual and his/her decision, but they also bear social and welfare costs (Trout, 2005)

Cognitive errors / biases

Biases --- Factors & Causes

Factors which hinder good reasoning & decision making:

- Quality of available information
- Quantity of available information
- Certain/Specific learned thinking procedures –i.e., heuristics, algorithms (Kahneman et al., 1982)
- Specific interests
- Number of competing sources of information (Simon, 1955)
- Too many sources that distract attention & disrupt thinking
- The conditionalities and emotions are too high (Pfister & Bohn, 2008)
- Too much social pressure (Wang, Simons, & Bredart, 2001)

Cognitive errors / biases

Biases ---- examples of common thinking errors

Examples

Wishful thinking bias; self-serving bias

Hindsight bias

Confirmatory bias

The status quo bias

Remember

High Pervasiveness + Inter-related & Overlapped + Always Filtering

ABC

Albert Ellis, REBT

Again...Emotions, but this time, THOUGHTS also

Now, that we've established how vulnerable we are to irrational thinking, let's go a step further

A = Activating Event

Anything can constitute an activating event: external happenings, thoughts, others' actions, etc.

B = Beliefs

And, herein lies
the great danger

Nothing happens without us appraising, assessing, evaluating that event. We reason (sometimes in an subconscious manner) about everything that happens to us and we allocate values of TRUTH

C = Consequences

We 'come' to feel in a certain way about what happened and this particular/individual way of feeling is determined by what our previous thoughts (B = Beliefs) were

ABC

Albert Ellis, REBT

The dangers of not being rational ---- see also absolutistic / black-or-white thinking

Demandingness

I really need that to happen

Why? Need vs. Desire

Catastrophizing

Something really bad will happen

Why? / What else can happen?

Self-downing / global evaluation

If I did this wrong, I am / must be stupid

What about all the times when you weren't stupid?

Low frustration tolerance

(if this happens) I can't stand it

What's the worst that can happen? Who says you should take it?

How rational are you?



Exercise...? Being rational vs. rationalizing

Think of the worst thing in your life right now. The thing that scares you the most. I hope it is not the case, but it may be the suffering of someone very dear to you.

ABC yourself.

Auto-assess how *irrational* your B is.

Think of the consequences it has on your behavior.

Personal Control

Rothbaum, later Hall et al., Heckhausen

Control – Bi-processual

Now, that we've established how vulnerable we are to irrational thinking, let's go a step further

PC = Primary control

The

Dangerously low (decreases) after certain events (and with age)

SC = Secondary Control

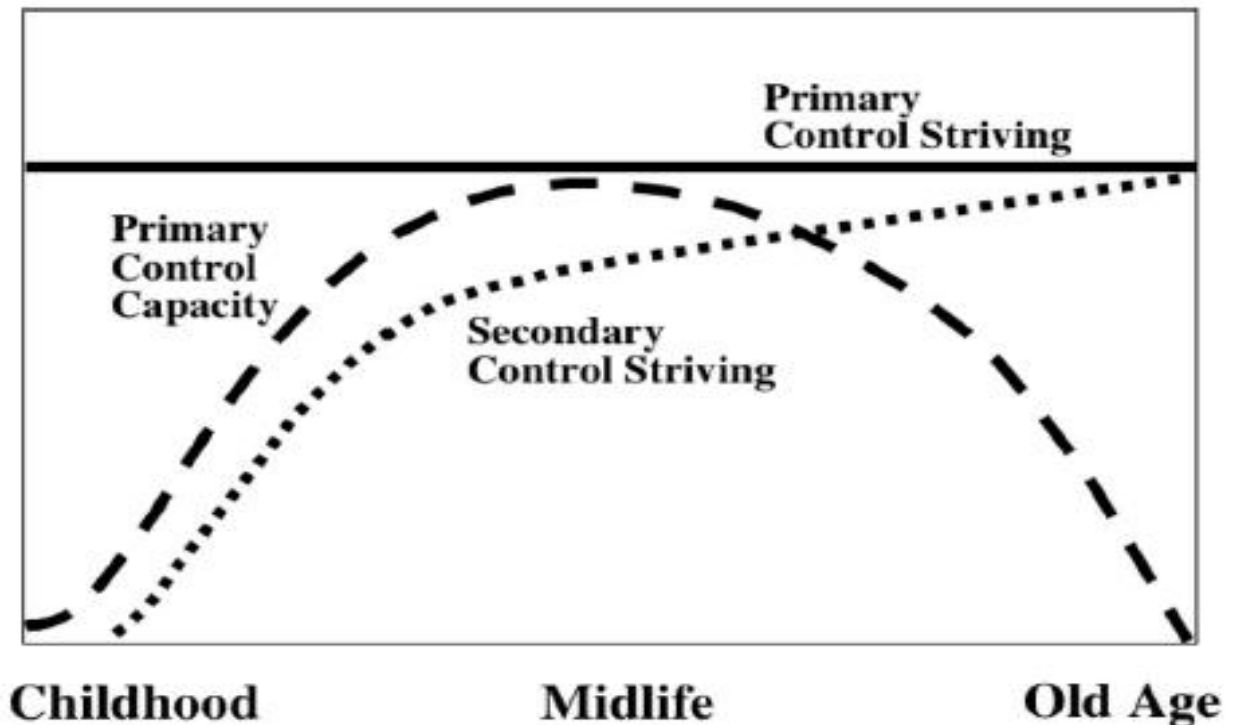
The ability to lo

Some people forget this is an option, it develops over time. Back-up

RCA = Reported Congruence Ability

The ability to

This is 'the key to success'. Also --- medi the impact of irrationality (see ABC bei



Research results

Critics

- At least 3 main points of criticism

Daus & Ashkansy,
2005

- A lot of 'academic-turned-consultants' going after their spot in the light, selling an artificial construct that is pseudoscience
- Unreliable and invalid measurements --- instruments change too often and too much; psychometrical properties are lame
- No evidence (scientific, controlled or observational) that EI really matters in organizations

Research results

Facts derived from research / State of the Art --- Conclusions

Remember

Not just one single construct --- rather, a composed, overlapping, bouillabaisse

e.g., never a thought without emotion, never an emotion without underlying reasoning proc.

High Pervasiveness of emotions and of biases/fallacies +

Inter-related & Overlapped (sources, causes, processes, manifestations) +

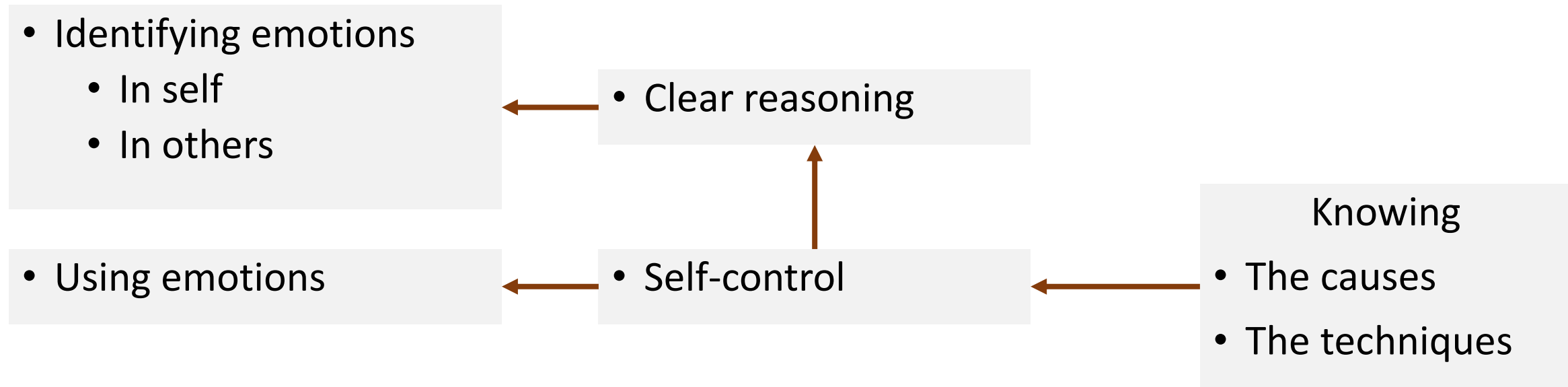
Always Filtering (information is ALWAYS processed preferentially & particularly)

T & T (teaser)



T&T (Recap)

- EI is all about 2 things... which may become a few more, later on...



T&T (choices)

- Eliminate useless choices
- Like this?



T&T (choices)

- Not quite

Economist.com		SUBSCRIPTIONS	
OPINION		Welcome to	
WORLD		The Economist Subscription Centre	
BUSINESS		Pick the type of subscription you want to buy or renew.	
FINANCE & ECONOMICS		<input type="checkbox"/> Economist.com subscription - US \$59.00	
SCIENCE & TECHNOLOGY		One-year subscription to Economist.com. Includes online access to all articles from <i>The Economist</i> since 1997.	
PEOPLE		<input type="checkbox"/> Print subscription - US \$125.00	
BOOKS & ARTS		One-year subscription to the print edition of <i>The Economist</i> .	
MARKETS & DATA		<input type="checkbox"/> Print & web subscription - US \$125.00	
DIVERSIONS		One-year subscription to the print edition of <i>The Economist</i> and online access to all	

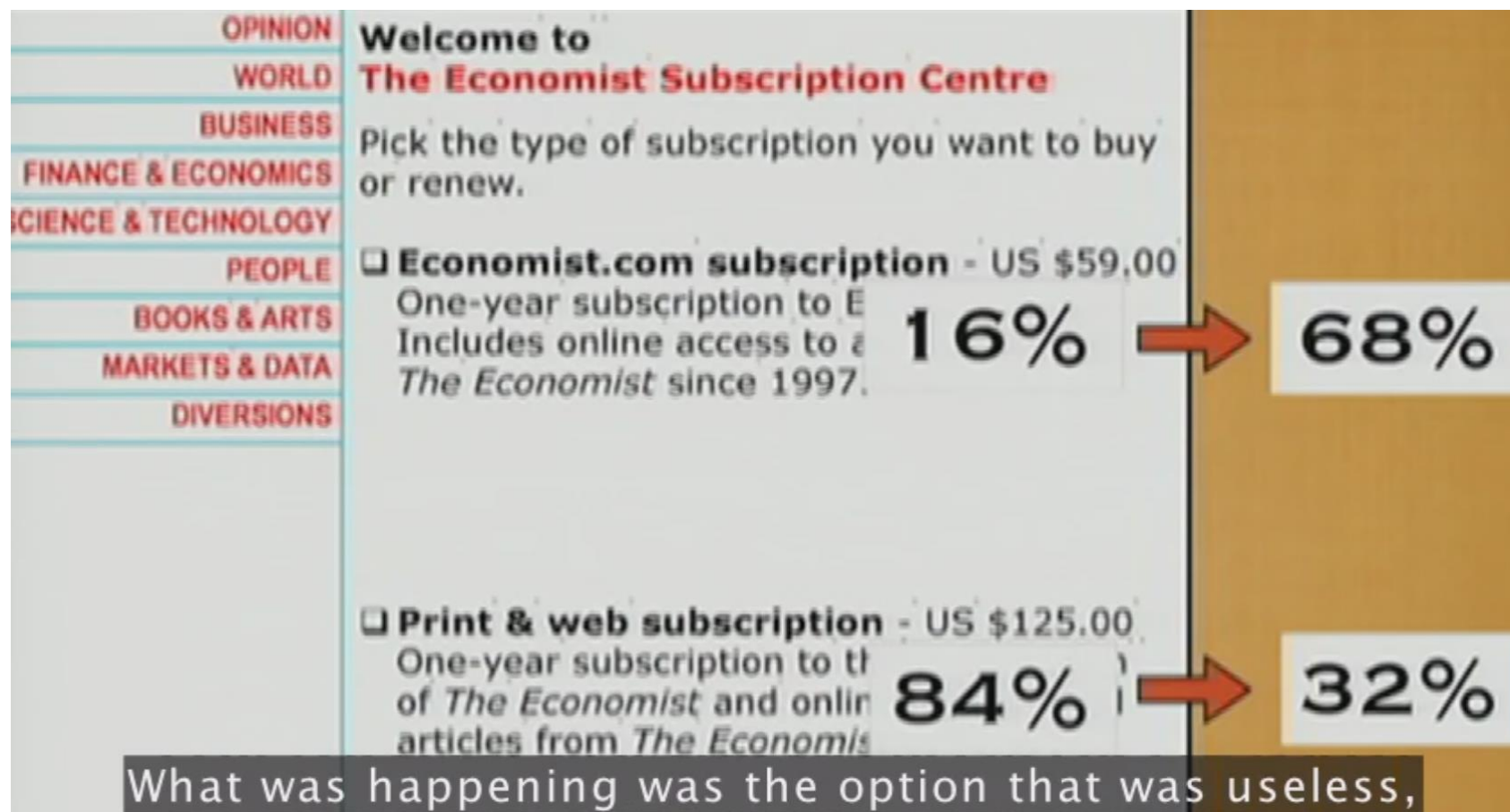
T&T (choices)

- Not quite there yet

OPINION	Welcome to The Economist Subscription Centre Pick the type of subscription you want to buy or renew. <input type="checkbox"/> Economist.com subscription - US \$59.00 One-year subscription to E Includes online access to a 16% <i>The Economist</i> since 1997. <input type="checkbox"/> Print subscription - US \$125.00 One-year subscription to t of <i>The Economist</i> . 0% <input type="checkbox"/> Print & web subscription - US \$125.00 One-year subscription to t of <i>The Economist</i> and onlin 84%
WORLD	
BUSINESS	
FINANCE & ECONOMICS	
SCIENCE & TECHNOLOGY	
PEOPLE	
BOOKS & ARTS	
MARKETS & DATA	
DIVERSIONS	

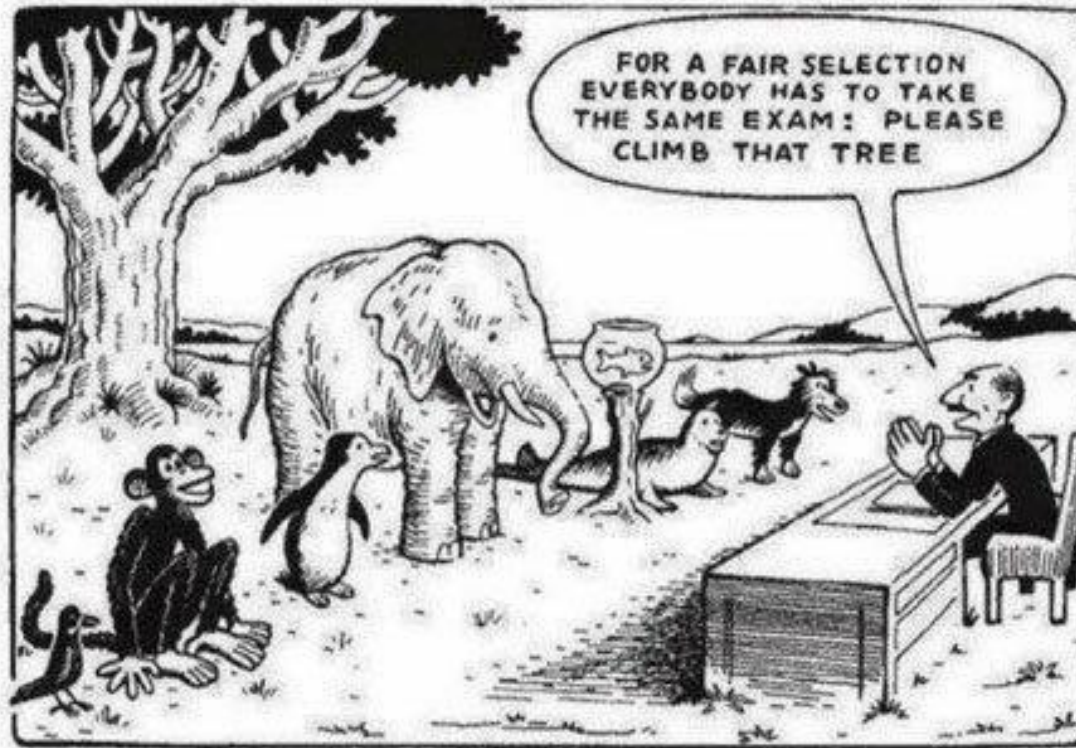
T&T (choices)

- ...there



T&T (self-awareness)

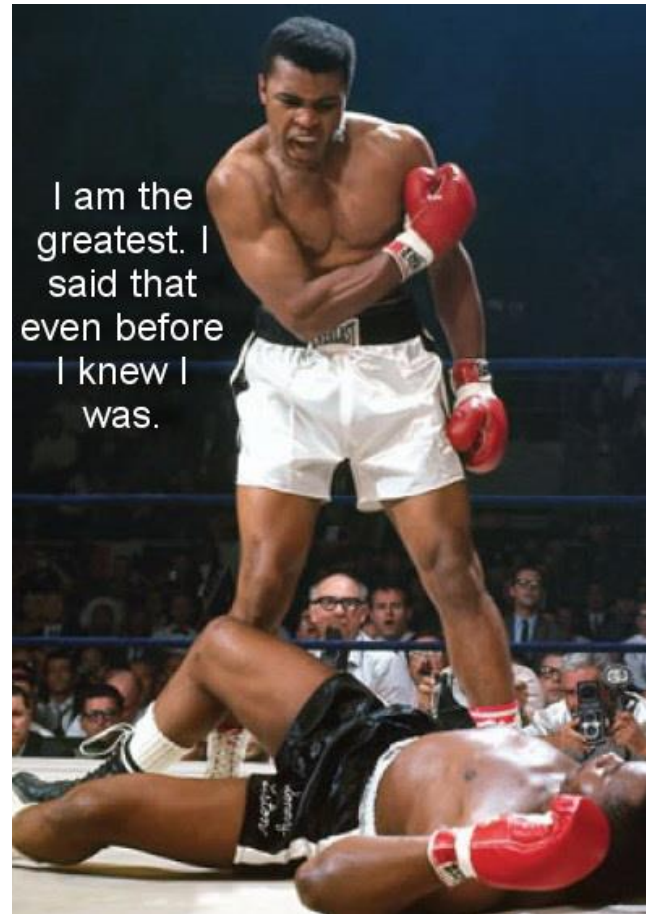
- The correct criteria



Our Education System

Dorin Stanciu, DPsy PhD, TUCN--DSPP;
ionut.stanciu@dppd.utcluj.ro

T&T (Motivation)



“Be water, my friend”... fill the shape



Exercise...

1. Assess yourself as being tough or mushy
2. Watch picture and assess its impact on your emotional state
3. Take indicated posture (A or B) and practice
4. Reassess your feelings

T&T(Motivation)

- Always create need
- The need is the driving force for creating anything
- Discard the inefficient old
 - The Apple method (cynically embrace the future)
 - No CD (blasphemy !!!), slick, light, shinny, extremely poor performance (at least compared with), however... hip



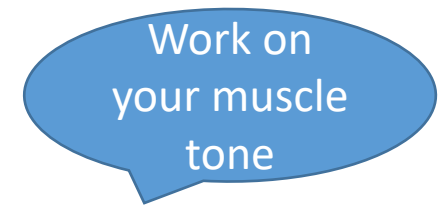
T&T (Motivation)

- Learn what motivates you – anything will do
- Value
 - Cost
 - Utility
 - Importance
 - Interest (intrinsic)
- Expectation



T&T (Emotional control)

- The problem is not THE emotion in & of itself, but rather the behavior it triggers
- The mental attitude is everything
- What's that “holding out your glass” about?



T&T (emotional control)

- Accept

that there are things outside your control (no, not chance, not God, not destiny, just causality in which you don't matter much)

- Remember that there are...

Two forms/ways of control (primary & secondary).

Attributions matter a lot

T&T (empathy)

- Factors that hinder empathy
 - Intolerance --- inability / lack of willingness to accept difference in people
 - Prejudice & stereotypes --- mental/cultural clichés based on nothing / false claims
 - Unrealistic expectations about other people or events
 - Excessively critical attitude --- while a little criticism may be useful...
 - Ego & infatuation --- leads to poor /& one-sided communication
 - *Can you think of others?*

T&T (general advice)

General advice which co-interests abilities of Emotional Intelligence

• Learn

- Exercise/practice observation
- Go to counselling and Learn, don't just talk
- Identify mentors (where?/too old?)
- Ask successful friends

• Un-stress

- Do yoga
- Spend time alone
- Go hiking
- Listen to nature
- Take breaks, much more often

• Communicate

- Talk to yourself, record
- Talk to friends
- Talk to complete stranger
- Explore avatars, virtual persona
- Use empathy
- Read incl. non-verbal cues

• Negotiate

- Align interests with possibilities and resources
- Align interests with others
- Avoid conflict – wasted effort
- Be assertive (learn how)

• Take control

- Cultivate proactive not reactive
- Plan ahead
- Sketch, draw, rip/burn & again
- Be assertive (learn how)

T&T (general advice)

- Resources
 - $E = MC^2$
 - Time is relative... sometimes
 - Don't burn the candle at both ends
 - Make every breath count
 - Take everything in life with a grain of salt

T&T (warnings)

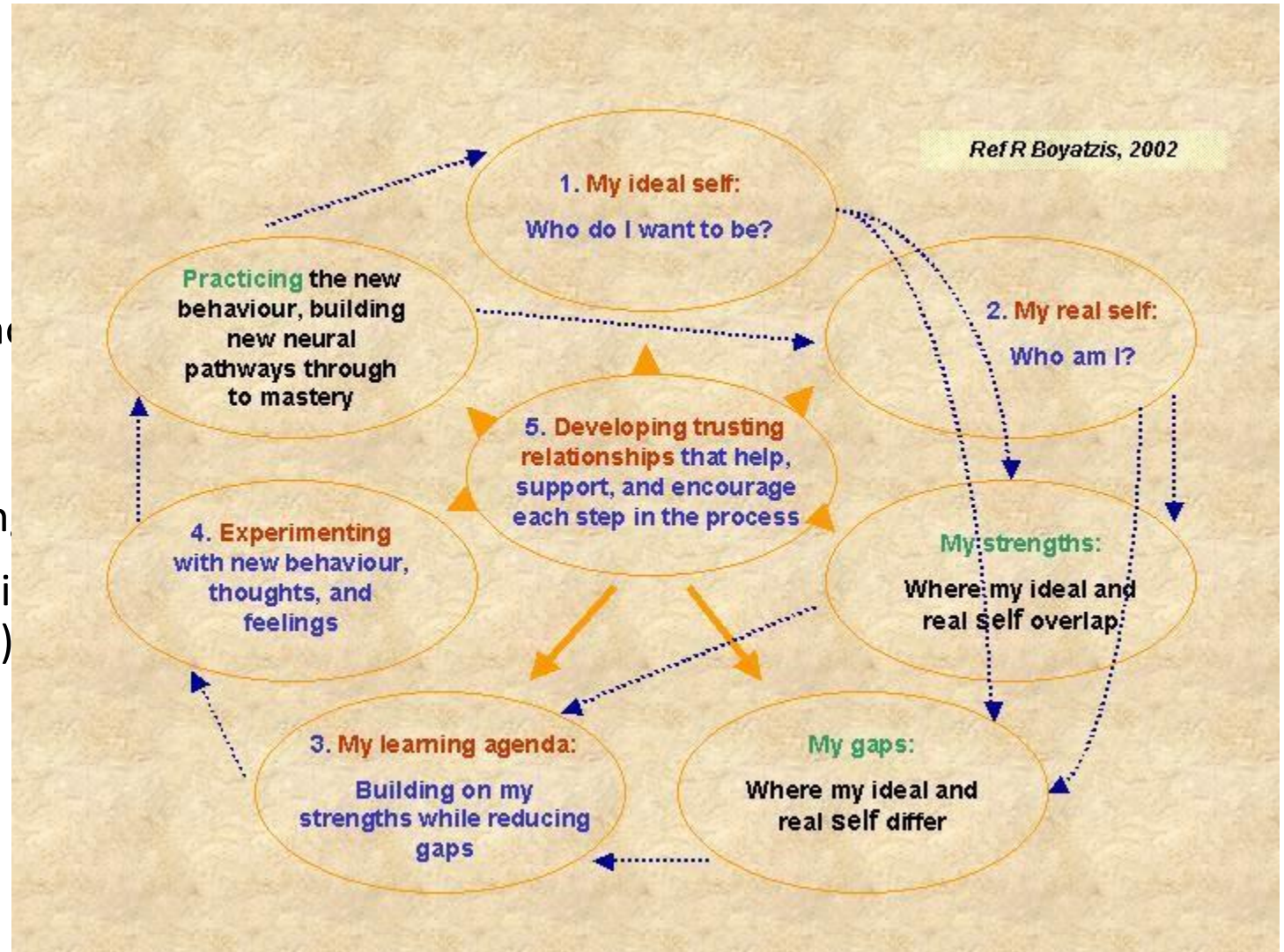
- The bads of good (the two-sided coin)
 - Pride vs. Dignity
 - Perseverance vs. Obstinatation
 - Driven vs. manic
 - Prudent/cautious vs. paranoid
 - Caring vs. controlling
 - Self-conscious vs. Ego(manic/centered)
 - Love vs. In-love
 - Laid-back/relaxed vs. lazy/...
- *Guess what... the list is never-ending*

T&T (warnings)

A really, really dangerous concept if not

- People pleasers;
- devious &/ manipulative
- Goal driven to the extreme of ending

Watch this final example of pseudoscientific writing (argh.. 'new neural pathways')



T&T (v

Hopefully, after
Emotional Inte

Training for bu

- for people w
- For people v

Would you go



ar why

Ideal Leaders in Venezuela

P. R. Sarkar, founder of Prout, visited Venezuela in 1979. When he was leaving he gave a message of encouragement and hope:

“Venezuela needs good spiritual political leaders. If Venezuela can produce spiritual political leaders, it will be not only the leader of Latin America, but also the leader of the planet. Venezuela is a blessed country.”

It is your duty to accelerate the process to create spiritual political leaders.

T&T (fun stuff)

Funny stuff

- We all accept that things such effort, goals, hard work, etc. contribute to the final success in various proportions
- Let's assume that each letter has a weighing in the final score of the word. For instance, if A=1, B=2, etc. such as bellow:

A	=	1	F	=	6	and, so on	V	=	22	then								
B	=	2	G	=	7		W	=	23									
C	=	3	H	=	8		X	=	24									
D	=	4	I	=	9		Y	=	25									
E	=	5	J	=	10		Z	=	26									
										<table><tr><td>G</td><td>O</td><td>A</td><td>L</td></tr><tr><td>7</td><td>15</td><td>1</td><td>12</td></tr></table>	G	O	A	L	7	15	1	12
G	O	A	L															
7	15	1	12															

Right? You can
verify it on your
own if you want.

Now, let's see what this means

The end

- So, in the end, what is all about?
- In a nutshell --- is doing whatever makes you happy when doing it
- ... and getting paid for it

