

# EMOTIONAL INTELLIGENCE

CERTIFICATE LEVEL

## COURSE BOOK



Presented by



Psychology

EDWARD BENE

INE ORLOFF,

# Certificate in Emotional Intelligence

The Key to Excellence



## Five Things You Need to Know About EI

1. What is Emotional Intelligence?
2. What Impact will my Emotional Intelligence have on my Career?
3. How is my Emotional Intelligence related to my IQ?
4. Is my Emotional Intelligence Fixed?
5. I want to Improve my Emotional Intelligence, What Should I Do?

### 1. What is Emotional Intelligence?

In *Working with Emotional Intelligence*, Daniel Goleman (1998) writes that EI...

***“refers to the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships”***

- It's about how you feel, how others around you feel
- Knowledge of EI helps you identify what feels good and bad and how to change
- Maintaining an emotional awareness and sensitivity and developing the skills that will help you to stay positive
- A dynamic process of learning skills to understand yourself and others

The original theory of EI was first identified and developed by two American Psychologists, Peter Salovey and John Mayer, who in 1990 defined this as a learned ability to perceive, understand and express our feelings accurately and to control our emotions so that they work for us, not against us.

- EI helps us to understand how we feel and how others around us feel
- EI gives us the knowledge to understand what feels good and what feels bad and how we can change
- EI helps us to maintain an emotional awareness and sensitivity to develop the skills to help maintain a positive outlook
- EI is a dynamic process of learning skills to understand yourself and others

## **Emotional Intelligence Essentially Will Help Us To**

### **Identify or Perceive Emotions**

The ability to accurately recognize emotions is the most basic EI skill. The better the emotional read you have on a situation, the more appropriately you can respond to it. It is difficult, if not impossible, to recover from faulty emotional data; basing actions on incorrect information is a recipe for disaster. You need to be aware of your own and others' feelings and emotions in order to have accurate data and information about the world around you. Being aware of other's emotions is critical to building a successful workplace environment and quality interpersonal relationships. Imagine what it would be like to work with a colleague or be in a romantic relationship with someone who is oblivious to your feelings – never noticing them, never asking about them.

### **Use Emotions (Using Emotions to Facilitate Thought)**

How we feel influences how we think. Using or generating emotions refers to knowing which moods are best for different situations, and “getting in the right mood.” More specifically, this skill allows you to employ your feelings to enhance the cognitive system (thinking) and, as such, can be harnessed for more effective problem-solving, reasoning, decision-making, and creative endeavors. Of course, cognition can be *disrupted* by extreme negative emotions such as anxiety and fear, but emotions also can prioritize the cognitive system to attend to what is important and even focus on what does best in a given mood. By way of example, if you are feeling sad, you may view the world one way, while if you feel happy, you will interpret the same events differently. Indeed research shows that people in a sad or negative mood tend to focus on details and search for errors, whereas those in a more positive mood are better at generating new ideas and novel solutions to problems.

### **Understand Emotions**

Emotions contain information, and our ability to understand this information and think about it plays an important role in our day to day life. The first component of understanding emotions, includes knowledge of the emotional lexicon, including simple and complex emotion terms, and the ways in which emotions combine (anger and disgust form contempt), progress (annoyance to anger to rage), and transition to one another. This skill also involves the capacity to analyze emotions and their causes and the ability to predict how people will feel and react in different situations. This skill answers such questions as: *Why* are we feeling anxious; If I say this to my friend, *how* will he feel; *What* will happen if I say that to her?

### **Manage Emotions**

The ability to regulate moods and emotions in oneself and in other people constitutes the fourth domain of EI. When managing one's own feelings, people must be able to monitor, discriminate, and label their feelings accurately, believe that they can improve or otherwise

modify these feelings, employ strategies that will alter their feelings, and assess the effectiveness of these strategies. If emotions contain information, then ignoring this information means that we may end up making a poor decision. At times, we need to stay open to our feelings, learn from them, and use them to take appropriate action. Other times, however, it is better to disengage from an emotion and return to it later. For instance, anger, like many emotions, is a misunderstood emotion. Anger is not necessarily a bad thing to feel. In fact, it is anger which helps us to overcome adversity, bias, and injustice. Anger arises when we feel frustrated, cheated or taken advantage of. Yet, anger, if left to itself, can blind us and cause us to act in negative, or antisocial ways.

### **Emotional Intelligence Isn't**

As stated, Emotional Intelligence is about our feelings and emotions and how we use and develop them. Emotional Intelligence is not about our Cognitive Intelligence or IQ, it isn't about our skills and aptitudes and it isn't about what we have achieved or how we are perceived.

## **2. What Impact will my Emotional Intelligence have on my Career?**

If you have weaknesses in your Emotional Intelligence, you can seriously harm your career.

It can almost certainly hinder your career progression.

A study of executives by the Chartered Institute of Personnel and Development, CIPD, showed that nearly as much as 80% of the reasons why careers are derailed can be traced to weaknesses in Emotional Intelligence. This study found that the three primary causes of career failure were poor interpersonal skills, not being a good team player and difficulties in handling change.

**Q. Think of a Manager or Leader that, in your opinion, is successful. What qualities do they possess that help to contribute to their success?**

- 1.
- 2.
- 3.
- 4.
- 5.

Nearly all jobs require people to be able to work together effectively. Hence emotionally intelligent employees are much sought after. A high intellect alone will rarely propel you to career success in the 21st Century. Many managers are very effective because they are highly emotionally intelligent, despite having average or less than average intellectual ability.

If you have high levels of Emotional Intelligence, good intellectual abilities and good technical skills you are therefore very well placed for career success.

#### **More Potent Predictors of Career Success Were:**

- Ability to handle frustrations
- Ability to deal with a diverse range of issues
- Ability to manage own emotions
- Ability to manage own social skills
- Do you know any highly intelligent people who aren't socially adept?

### **3. How is my Emotional Intelligence related to my IQ?**

Your IQ, (Intelligence Quotient), is measured by a variety of tests educational qualifications. It measures your intellect and is widely regarded as being fixed. IQ assesses your cognitive skills such as literacy, numeracy and spatial awareness.

Emotional Intelligence refers to your ability to manage your emotions and to respond effectively to other people. You can measure your Emotional Intelligence by taking a professionally designed assessment.

#### **Is my Emotional Intelligence Fixed?**

No, it is not. The exciting news is that you can grow and develop your Emotional Intelligence through practice and learning. It will constantly change the more we grow and develop an understanding of our feelings and emotions. Through experience, we as humans are constantly changing and our attitudes and emotions will change also. Therefore, we will react to a situation differently to how we may have done 5 years ago. The ability to identify these changes in our make-up will allow us a greater understanding of our own EI and help us develop strategies in order to control our emotions and get the best results from a given situation.

### **I Want to Improve my Emotional Intelligence, What Should I Do?**

There are several things that you can do. For example, you can keep a journal or diary to record and reflect on your experiences. This process of reflection and recording can boost your self awareness and self management. This habit will propel you towards more effective behaviours. This will be covered in greater detail later in the presentation.

You should also actively invite feedback on your behaviour from people that you trust. You could start with your partner or a close friend.

This honest feedback can help you to identify and act on any blind spots that may have caused you difficulty in the past. You can also work with a coach to set goals for improving your Emotional Intelligence and receive ongoing support as you progress.

Improving your Emotional Intelligence is a very rewarding process. You must invest your effort and patience to reap the rewards that will transform your career and your quality of life.



**Famous Quote “Many Heads are Better Than One!”**

**Wurzel Gummidge – The BBC 1979**

## 20 Steps to Emotional Intelligence – Self Assessment

This questionnaire is a useful starting point for reviewing your current level of Emotional Intelligence. Please note that the results do not give you a comprehensive picture of your Emotional Intelligence. Tick each of the statements that accurately describe how you behave at work. Do make sure that your appraisal is honest.

Do make sure that your appraisal is honest.

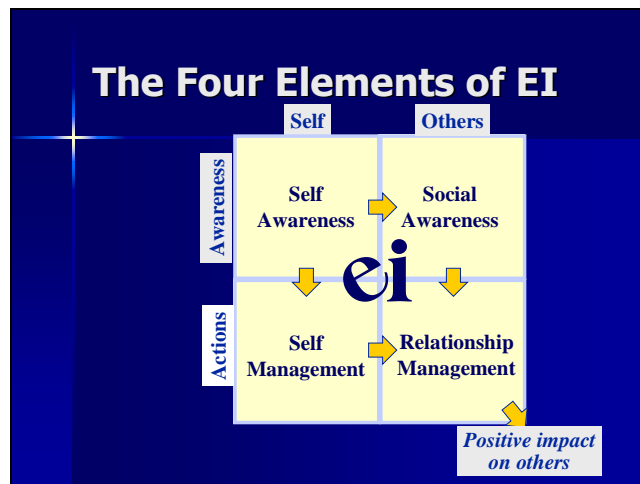
- |   |                          |
|---|--------------------------|
| 1. I am aware when I start to become angry or defensive                           | <input type="checkbox"/> |
| 2. When I am dealing with an angry person, I keep relaxed and focused on my goals | <input type="checkbox"/> |
| 3. I remain cheerful and enjoy working on new ideas                               | <input type="checkbox"/> |
| 4. I follow through on assignments, support others and build trust                | <input type="checkbox"/> |
| 5. Despite setbacks and problems, I continue to work in a calm manner             | <input type="checkbox"/> |
| 6. I use positive thinking, even when I am in a conflict or a difficult situation | <input type="checkbox"/> |
| 7. I can feel and “see” things from different viewpoints                          | <input type="checkbox"/> |
| 8. I clearly understand the strengths and weaknesses of my behaviour              | <input type="checkbox"/> |
| 9. I practice stress management to be calm and healthy                            | <input type="checkbox"/> |
| 10. When I communicate with others, I help them feel good                         | <input type="checkbox"/> |
| 11. Before I make a decision or take an action, I listen to others’ ideas         | <input type="checkbox"/> |
| 12. I can sense how a work colleague is feeling without saying much to him/her    | <input type="checkbox"/> |
| 13. To resolve conflicts, I encourage honest and respectful discussion            | <input type="checkbox"/> |
| 14. I help people who hold different opinions to reach agreement                  | <input type="checkbox"/> |
| 15. I inspire others to achieve challenging goals                                 | <input type="checkbox"/> |
| 16. When I am making changes, I consider the feelings of others                   | <input type="checkbox"/> |
| 17. I am aware of when I start to think negatively                                | <input type="checkbox"/> |
| 18. I have a good sense of humour   | <input type="checkbox"/> |
| 19. I am confident that I can achieve a task once I apply myself to it            | <input type="checkbox"/> |
| 20. I can get back on track quickly after I become emotionally upset              | <input type="checkbox"/> |

This questionnaire doesn’t give you a score like the types of questionnaires you get in magazines. Instead it gives you a snapshot at your current level of EI and helps you focus on your state of emotions when dealing with certain situations.



## The Four Elements of EI

Emotional Intelligence consists of four elements. These are:



### Self Awareness

- Emotional Self Awareness
- Accurate Self Assessment
- Self Confidence

### Self Management

- Emotional Self Control
- Transparency
- Adaptability
- Initiative
- Optimism

### Social Awareness

- Empathy
- Organisational Awareness
- Service Orientation

### Relationship Management

- Developing Others
- Inspirational Leadership
- Influence
- Change Catalyst
- Conflict Management
- Teamwork and Collaboration

## **What are the Competencies of Emotional Intelligence?**

There are five basic competencies that comprise the field of Emotional Intelligence. The first three are Intra-personal, that is they are invisible to others and occur inside of us.

The last two are inter-personal, that is they occur between us and other people and are observable in our behavior.

Intra-personal, invisible to others and occur inside of us

***Emotional Self-Awareness***

***Emotional Self-Regulation***

***Emotional Self-Motivation***

Inter personal

***Empathy***

***Nurturing Relationships***

The better developed your intra-personal skills, the easier it is to demonstrate your inter-personal skills.

Having the skills to focus your attention on your emotional state. Being aware, in-the-moment, of what you're feeling. Are you happy, excited, worried, angry? Given that information about your emotional state, what should (or shouldn't) you do or say next? Use that information to help you make effective decisions to achieve better outcomes for yourself and others.

## **Personal Competence**

Self-Awareness

Knowing what you are feeling in the moment and using those preferences to guide your decision making. Self Awareness also helps us to understand our:

- Goals, short-term and long-term
- Beliefs, self belief and belief of others
- Values, those things we hold dear to us
- Motivators that influence and effect how we work
- Rules and procedures

## Social Awareness

### Empathy

Not to be confused with sympathy. Possessing the ability to listen effectively and accurately enough to put yourself in the other person's shoes. Not to necessarily agree with them, but to truly understand the situation from their point of view in order to improve communication, problem-solving, and trust.

### Nurturing Relationships

The ability to demonstrate sincere care (as contrasted with "required courtesy") for others. Through word and deed, demonstrate appreciation for people's efforts and contribution. Setting a positive tone of cooperation no matter how difficult the situation or conversation. Having other's best interests in mind while focusing on achieving goals to create win-win outcomes.

### Self-Awareness Exercise

Your boss is absent from work attending a week long conference and exhibition in Germany. The HR Director has asked to carry out a particularly difficult task, the type usually assigned to your boss. You feel valued, trusted and excited that the HR Director has actually acknowledged your ability to tackle this task. You are also a little nervous and anxious (your self-talk tells you that you are not good enough or perhaps that you cannot do it because you have never been asked to do something like this before).

**Q. How do you think you would feel if you were approached to do this task?**

Whilst working hard on the project your emotions swing from elation and joy to fear and frustration.

**Q. Why do you think your emotions would vary so much during this task?**

You achieve the task on time and within budget. You feel relieved and proud. You tell the HRD and give him your completed work. The HRD gives you no thanks or praise but he does pass comment on the font not being Arial in the final draft.

**Q. How did you feel about your achievement? What response were you expecting to receive from the HR Director?**

You then feel annoyed and angry and decide that you are never again going to agree to do something that is not in your remit. You feel exploited (self-talk clicks in to reinforce your belief that you weren't good enough).

**Q. How could you turn your feelings into a positive and learn from the experience?**

You think about leaving the company (one of your beliefs is that hard work should be valued and that has been challenged). You begin to feel disappointed and upset. You update your resume and begin to check out the back pages of your professional publications.

**Q. Is this how you would respond to a similar situation? How could you respond differently?**

## Tuning Into Your Senses

### Self Awareness Test – Tuning Into Your Senses

- This means paying attention to what you actually see and hear and not what you think you see and hear
- Your beliefs, values, drivers and rules act as filters. These can distort and delete what otherwise might be important information

Did the HR Director actually criticise your efforts or merely point out that documents of this nature are all formatted in a particular way. In other words, what you thought was a criticism was actually a learning point for yourself, you just perceived it as a criticism.

What information did you use to base your feelings on: how he looked or something he did or said that you could have misinterpreted? Alternatively, perhaps some hot button was pushed that triggered what Daniel Goleman calls emotional hijacking, i.e. the bypassing of information from our higher thinking brain directly to our (older and less developed) emotional brain whose evolutionary purpose is survival.

All too often our filters get in the way of information that hits our senses. The higher your level of self-awareness, the greater your ability to recognise and distinguish between what is fact and what is the result of a filter.

In order to assess our responses we need to look at what our goals were. In this instance our goal was to produce a quality piece of work and to hopefully impress the HR Director – how do you know that you didn't succeed? You may find in the future, once the HRD has had the opportunity to appraise your ability with your boss, that you find yourself undertaking more tasks like this. You also have to look at what responses you expect to receive. Is it right to expect praise every time you complete a task or should you just accept the fact that your own feelings matter and that if your abilities have resulted in you feeling good about yourself that that is all that should matter. If you then receive praise from the HRD for completing the task then this could be viewed as a bonus.

## **Social Awareness Test – Developing Self and Others**

Working in pairs, discuss the following topics and give examples of how you have used these skills to develop either yourself or others around you. Make notes alongside each heading

Empathy

Influence

Developing others

Managing or Adapting to Change

Conflict Management

Teamwork and Collaboration

### What is Emotion?

Short video clip “**Facial Expressions and Emotions**”. Whilst watching the video clip make a list of the different emotions exhibited on the faces and body language of the actors.

1	7
2	8
3	9
4	10
5	11
6	12

### How do we View Emotions?

In the 1940's we viewed emotions as being:

- Chaotic
- Haphazard
- Superfluous
- Incompatible with reason
- Disorganised
- Largely visceral
- Resulting from the lack of effective adjustment

## More Recently

- We view emotions as:
- Arouse, sustain, direct activity
- Part of the total economy of living organisms
- Not in opposition to intelligence
- Themselves a higher order of intelligence

## The Story of Phineas Gage

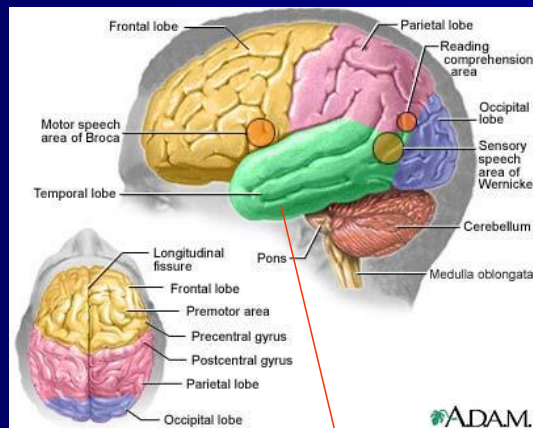
Phineas Gage lived during the 1840's. He was a bright, social person. He was well balanced and even shrewd. Energetic and persistent, too. Then he had an accident where an iron bar went through his head. He seemed to recover fully and actually returned to work. At that time, physicians argued that most of the human brain was filler, so they thought Phineas had healed when the wound healed.

Then life began to deteriorate for Phineas Gage. He became fitful, irreverent, profane even, impatient of restraint when it conflicted with his desires. He could no longer serve as construction foreman. He left and worked on a ranch in South America, eventually returned to the states and died penniless and family-less. He is often used as the example--why emotions underlie good decision making. He exemplified the condition of impaired emotions which appeared to link to his poor decisions.

Previously, he had been the young wonder.



# To Get an Emotion, Go Deep



Amygdala is deep within the most elemental parts of the brain.

## How The Brain Works

Amygdala: a major structure leading to patterns of physiological change which pause when emotion occurs.

The connection is thalamus to cortex to amygdala. Thus, we may have an emotional reaction/response before we're aware what's going on.

## Biological Purpose for Emotion

- Signaling function (that we might take action)
- Promote unique, stereotypical patterns of physiological change
- Provide strong impulse to take action

## Managing Your Emotions

Within the science of Psychology there has been an ongoing debate about the exact nature of emotions. Generally it is widely agreed that an emotion can be seen to consist of four elements:

What we think	our interpretation of events that produces a particular emotional response or thought
What we feel	a label that we use to describe a particular state
How our bodies react	e.g. racing heartbeat, feeling tense
How we behave	e.g. running away, hitting out or hugging someone

It is generally accepted that an emotion is not simply an automatic physical response to a situation, but our interpretation of bodily changes and information available to us.

Although our feelings are internal, they are often accompanied by outward manifestations. By paying attention to these external signals, you can begin to understand what these feelings mean for you.

For example:

- Butterflies in the stomach may mean excitement of fear
- Glowing face may mean embarrassment
- Relaxing into a chair may mean that you are at ease

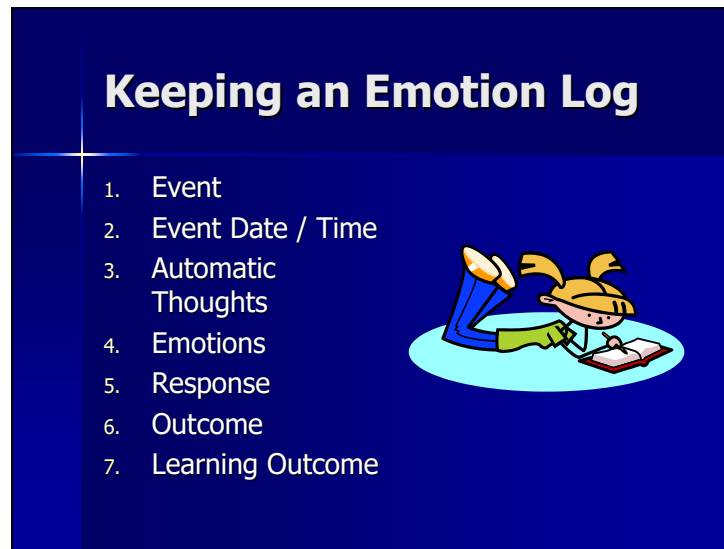
## Managing Your Emotions – Exercise

Working in pairs, ask delegates to consider the following circumstances and to record what emotions they may feel:

- 1 Cutting your Finger
- 2 Receiving a Compliment
- 3 Making a Mistake at Work
- 4 Your Boss's reaction to the Mistake
- 5 A First Date

## Certain feelings drive particular behaviours

By retracing the link between a physical response, your interpretation and the feeling, you can begin to identify your emotional responses in any given situation. One way in which you can develop the capability is to record changes in your emotional state by keeping a feeling diary.



### Keep an Emotion Log

Keeping an Emotion Log will help you identify your emotional responses to any particular circumstance. When you notice your mood change, ask yourself: What is going through my mind right now? And, as soon as possible, write down your mental image or thought in the Automatic thought's) column.

Date/Time		
Automatic thought's	-	What did you think? Actual event, stream of thoughts
Emotion's	-	How did you feel? Thoughts that preceded the emotions
Response	-	What did you do? Specify emotion
Outcome	-	What were consequences? Detail what happened
Learning Outcome	-	What did you learn that you can use in the future