

EMOTIONAL INTELLIGENCE

DEVELOPMENT GUIDE



STUDENT VERSION

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OVERVIEW

HEY THERE!

This guide aims to provide you with the necessary knowledge to improve your Emotional Intelligence (EI) by equipping you with some tools to work on the 4 factors and their corresponding sub factors as outlined in the Workplace Emotional Intelligence Inventory (WEII) framework on page 2.

The next few pages will take you through a brief introduction of EI, touching on its importance and how it can be measured and developed. As much as you might be eager to flip right in to the development activities, do take the time to read the first few introductory pages and get a better understanding of some of the terms used before diving in.

If possible, we encourage you to complete the WEII questionnaire to generate an EI profile as both the guide and the questionnaire complement each other to give you deeper insights.

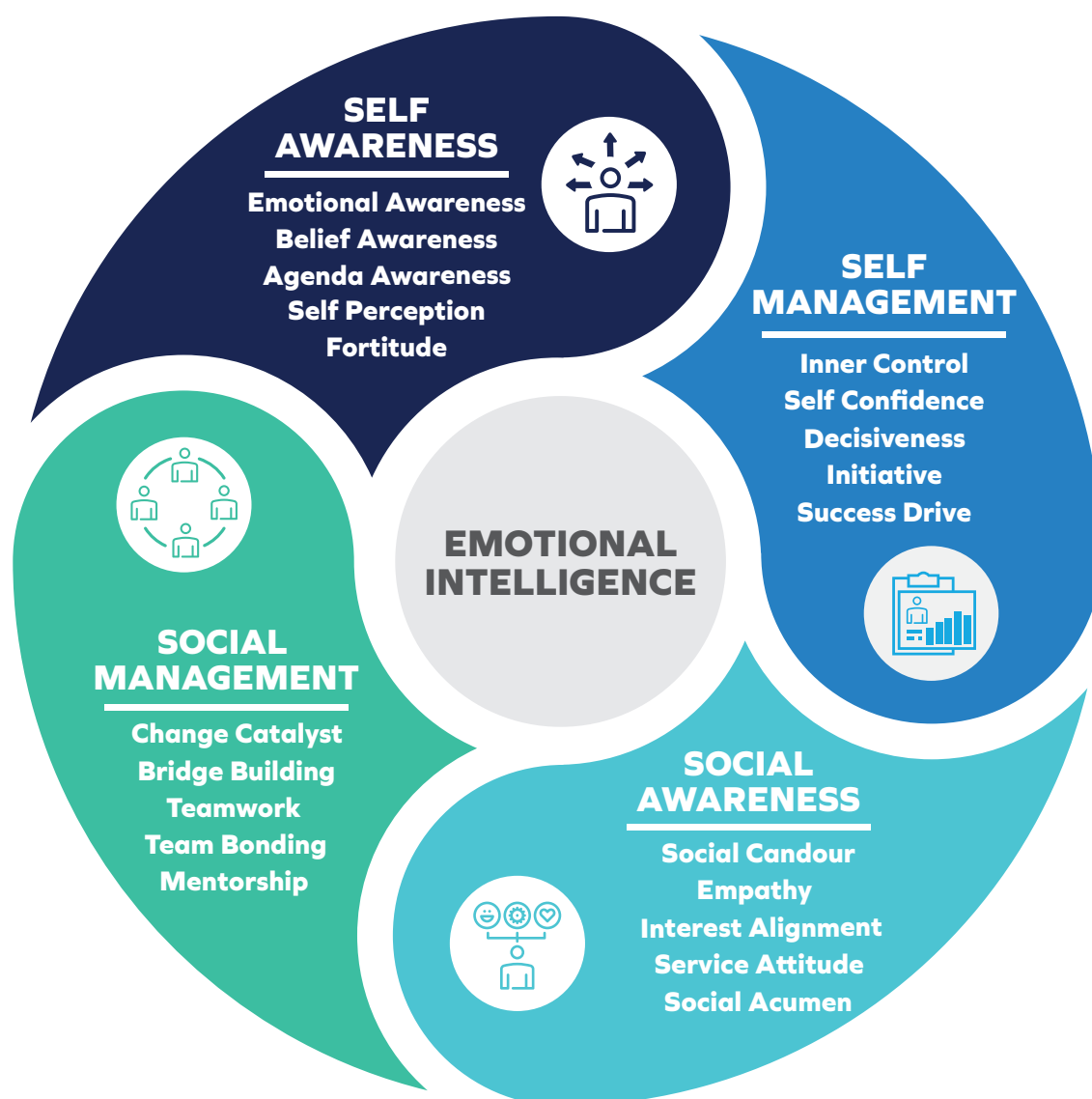
To sign up for the WEII, contact us at:
<http://www.iassessonline.com/contact/#general-enquiries1>

What Is Emotional Intelligence

Born out of the minds of psychologists Peter Salavoy and John Mayer, the term emotional intelligence (EI) refers to an individual's ability to recognize, understand and manage both our own emotions as well as others'.

Bestselling author and psychologist Daniel Goleman later popularized the term in his 1995 book Emotional Quotient, creating a surge of interest in the topic. He proposed that people are born with a general emotional intelligence that determines their potential for further learning emotional competencies.

EI is generally thought to consist of four main factors, each with a number of subfactors that describes it in more detail. An example of an EI framework is:



Why EI Is Important

Research has shown that people with high EI display strong leadership, can build better work and personal relationships, suffer less occupational stress and tend to be high performers. In school, emotional awareness and emotional management allow students to transition between high school and university in a calmer manner and enables them to maintain good social relations.

Developing Your EI

Researchers believe that everyone has the potential to develop their emotional intelligence. But where does one begin?



Awareness

The first step is to be aware of your EI strengths and weaknesses, and an easy way to do this is to use a self-reporting questionnaire. One such questionnaire is the Workplace Emotional Intelligence Inventory (WEII) that evaluates your EI according to the four factor model within your school environment.



Reflection

Reflect on your strengths and weaknesses and consider whether your past experiences support your EI profile generated by the questionnaire. It is important to understand which aspects of your strengths and weaknesses can be improved upon, before you proceed on your development effort.



Guidance

With more time and resources, consider attending workshops or getting mentoring or coaching support to further develop your emotional intelligence. Even talking to someone you know, be it your parents, friends or teachers, can help you gain a better understanding of what you need to improve on and give you ideas on how to develop your emotional intelligence.

Using This Guide

This guide is not meant to be read from start to finish, where you explore all the sub factors at once. For example, do you want to find out how to better control your emotions? Jump to the sub factor **Inner Control**. Choose whichever sub factor you want and spend some time working on it. It is important to improve your weaknesses, yes, but don't forget to harness your strengths!

As with most things, it helps to have a notebook to track your progress or pen down your thoughts and feelings. It might seem like a hassle, but you have to track your progress somehow, and this serves a record of all that time and effort you put in.



SELF AWARENESS

Refers to understanding one's own emotional states, beliefs, agendas, strengths and weaknesses, as well as embracing failures and obstacles.

**EMOTIONAL
AWARENESS**

FORTITUDE

**BELIEF
AWARENESS**

**SELF
PERCEPTION**

**AGENDA
AWARENESS**

Emotional Awareness

Having emotional awareness means being aware of your own emotions and the impact that they can have on your life. Because strong emotions can potentially sway your decisions and influence behaviour, it is crucial to identify and understand them in order to further manage your actions, especially in emotionally-charged social situations.



Reflection

Being emotionally aware is important, as it allows us to understand the current state of our emotions and prevent us from emotional outbursts or impulse decisions that we may later regret. It may not be easy for us to reign in our emotions in the heat of the moment, but before we manage our emotions, we must first be aware of changes in our emotions and how it influences our behaviour.

Recall a time when you lost control of your emotions.

1. Write down how you felt at that moment.

Try describing your emotions precisely, for example "frustrated" rather than simply "angry".

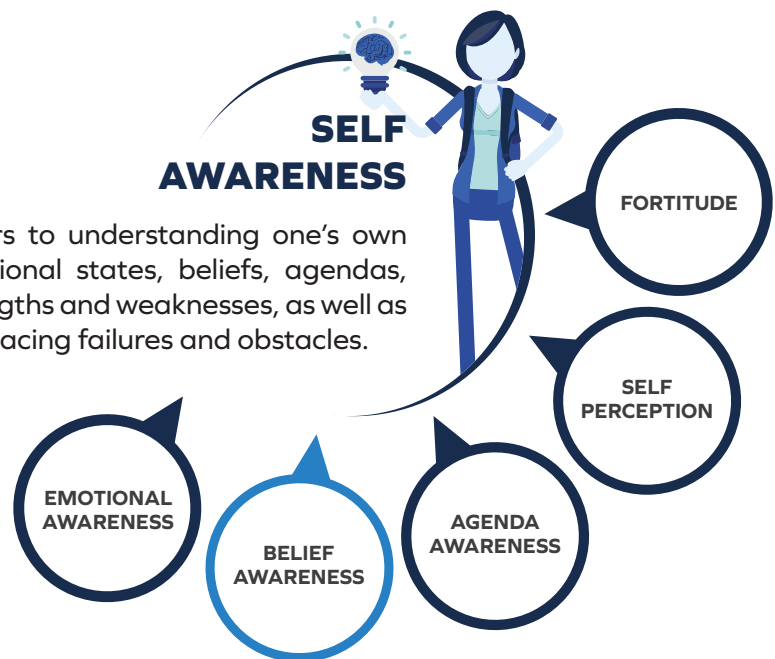
2. What made you feel this way?

- Was it something someone said or did, or were you stressed and lashed out?
- What was happening before you felt this way?
- Have you been feeling like this for a while?

After completing this first reflection, make it a point to record future incidents where you notice yourself behaving irrationally due to emotional outbursts. The more you reflect, the easier it will be to identify and control your emotions. Try coming up with different ways to calm yourself down, and the next time you feel like you're losing control, remember how you felt after the last time you lost control.

Belief Awareness

It is essential to have insight into our beliefs, as deeply held personal beliefs can bias our thoughts, views, and actions in ways we do not usually notice. Knowing the assumptions we tend to make can aid us in better evaluating certain decisions or actions that we make and overcome our biases.



Refers to understanding one's own emotional states, beliefs, agendas, strengths and weaknesses, as well as embracing failures and obstacles.



Examining Fictional Scenarios

For this activity, you will look at two fictional scenarios and help the characters (Sam and Mary) to come up with more positive beliefs. Positive beliefs are practical, grounded in reality and is useful in guiding your actions.



Scenario #1

Sam has been chosen to represent his class in an inter-class competition of Captain's Ball. He believes that all his other classmates in the team are better than him and, not being athletically inclined himself, he will only drag his team down.

1. What assumptions did Sam make of himself?
2. How does this belief limit Sam when playing the game?
3. How can Sam shift his belief to be more positive?



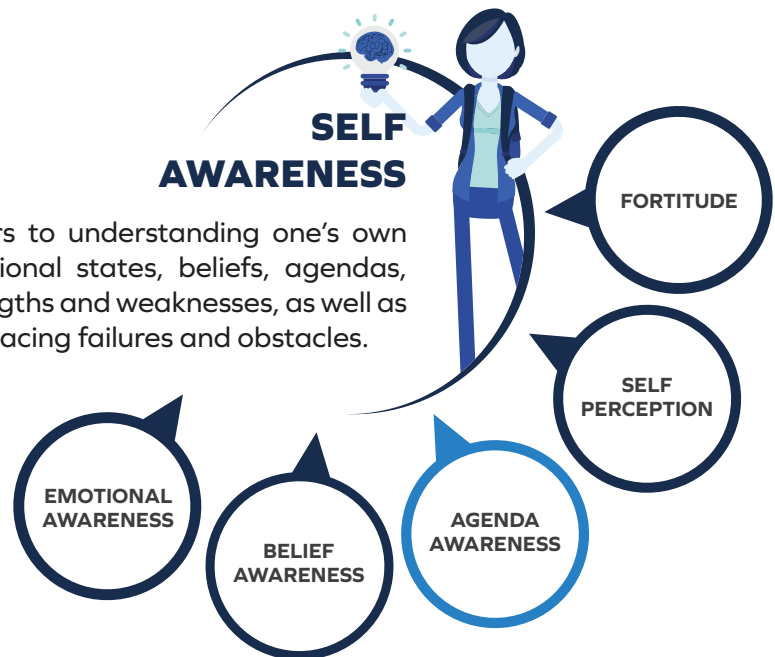
Scenario #2

Mary is the leader for her group project. She heard rumours that one of her group members, John, is lazy and irresponsible. Mary does not know him and has had no prior experience working with him. Believing that he is incompetent, Mary avoids giving him important work and does it instead.

1. What assumptions did Mary make in her belief of her group member John?
2. How does this belief limit Mary and her capability as a group leader?
3. How can Mary shift her belief to be more positive?

Agenda Awareness

Agenda awareness is the ability to identify and understand our goals and directions in life. As unconscious agendas can subtly affect one's emotions, behaviours and beliefs, we need to know where our motivations stem from.



Refers to understanding one's own emotional states, beliefs, agendas, strengths and weaknesses, as well as embracing failures and obstacles.

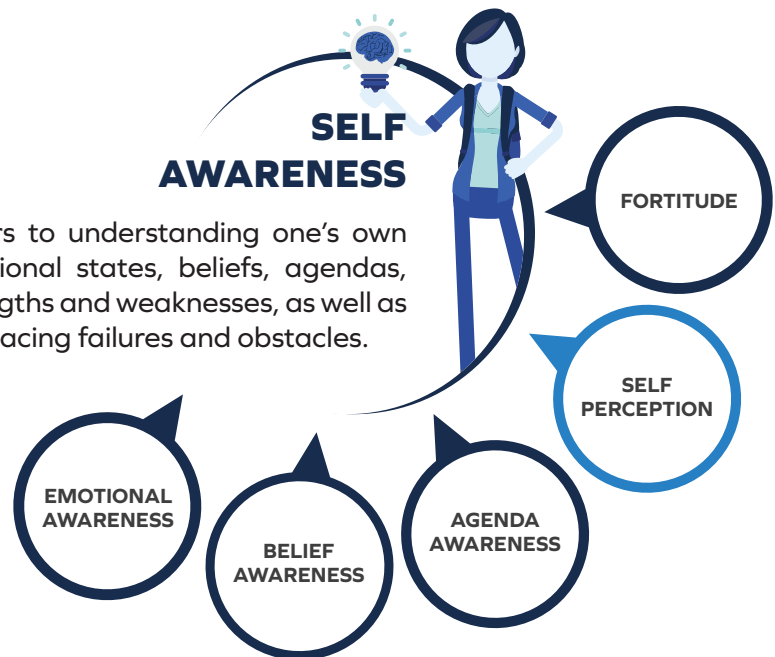


Identifying Goals



Self-Perception

Self-perception means being aware of one's own strengths and weaknesses and knowing their impact on our lives. An accurate view of one's strengths and weaknesses is important to avoid overextending oneself.



Refers to understanding one's own emotional states, beliefs, agendas, strengths and weaknesses, as well as embracing failures and obstacles.



Gap Analysis

We can sometimes be unaware of certain strengths and weaknesses that we have, thus it is important to get other opinions to help us re-evaluate ourselves and create a more accurate self-assessment.

1. Write down some of your strengths and weaknesses

2. Ask people who know you well to do the same.

Preferably, gather feedback from various sources across different areas of your life (Examples: friends, after-school activities, family, mentor/teacher).

3. Compare your self-assessment with others' assessment of you.

- See if you can find any commonalities between the two.
- Look through the strengths and weaknesses that you did not identify.
- Think about whether they add value in describing you.

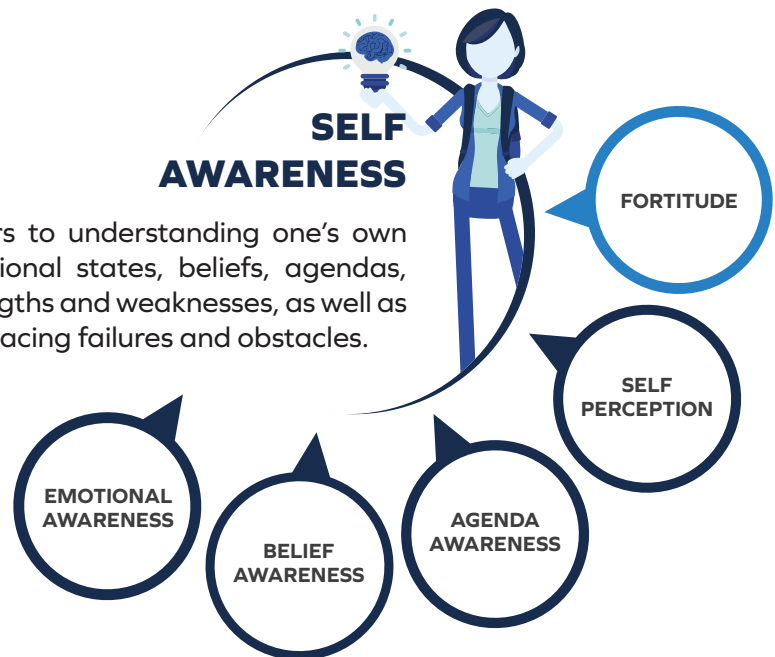
4. Reassess your strengths and weaknesses

Using the various accounts, redraft your self-assessment and see if it describes you even better now.

Hopefully through this exercise, you will be able to create a better profile of your strengths and weaknesses.

Fortitude

Fortitude implies the acceptance of failures and obstacles as part of the journey towards success. Taking setbacks in stride and finding ways to overcome or work around them gives you the tenacity to learn from your mistakes.



Refers to understanding one's own emotional states, beliefs, agendas, strengths and weaknesses, as well as embracing failures and obstacles.



Examining Self-talk

We all have an inner-voice which reflects our opinions and thoughts about the world, especially ourselves. When faced with obstacles, that voice often holds us back with negative thoughts and opinions of our ability to overcome challenges.



Counteract Negative Thoughts

The next time you face a negative situation:

1. Write down your negative thoughts
2. Search for evidence that challenges these negative thoughts
3. Write down the evidence
4. Replace your negative thought with new, more balanced thought



Practice Positive Thinking

Opportunities for success can slip you by if your self-talk is negative. Hence:

1. Expect success and embrace opportunities
2. Do not imagine yourself failing/unable to succeed
3. Find less harsh perspectives

SELF MANAGEMENT

Refers to one's ability to exercise control over their inner state, emotions and impulses, while taking action to improve their personal situation.

**INNER
CONTROL**

**SUCCESS
DRIVE**

**SELF
CONFIDENCE**

INITIATIVE

DECISIVENESS

Inner Control

Inner control is the mastery of one's own inner situation. It is the ability to effectively manage one's emotions, thoughts, and behaviours, particularly when facing problems or times of pressure. Inner control goes beyond mere awareness, as it is the ability to restrain strong emotions and impulses that arise.



Refers to one's ability to exercise control over their inner state, emotions and impulses, while taking action to improve their personal situation.



Improving Self-Control

1. Reflect upon a recent incident where you lost control over your emotions.

Identify and record the incident in your journal by answering these questions:

- **Who** were the people involved?
- **What** did each of them do? Did they appear to be in control of their emotions?
- **How** did you act and how did you feel at that moment?
- What happened right after, were the outcomes *desirable or undesirable*?

2. Think about actions that calm you down, and behaviours that have previously helped you to remain in control in other situations.

Examples: taking a deep breath, closing your eyes, counting to 10 slowly

Make a note if certain methods help you calm down better than others, as well as incidents where you managed to regain control.

Review your journal whenever you feel the need to revisit certain ideas or events.

Let those around you know that you are working on this aspect and enlist their help. You can get your close friends to remind you of your coping methods when they sense an episode coming.

Ask them to keep a look out for your progress and provide feedback on how you are doing every month.

Self Confidence

Having self-confidence means believing in one's own ability to excel and succeed. Having confidence that we can solve our problems and achieve our goals helps us to remain emotionally stable and able to engage in long-term planning. Self-confidence has an element of self-assurance in terms of our own capabilities as well.



Building on Success



Step 1: Past Success

- Start by look at what you've already achieved in your life so far.
Example: being selected to go for a competition, firmly expressing your opinion in class for the first time or making a difference to someone else's life.
- Make a list of these successes and identify, as much as you can, the conditions that led you to achieving them. You can ask yourself the following questions as a guide:
 - What were the strengths that you tapped on?
 - What were the obstacles you managed to overcome?
 - What were your weaknesses, and how did you manage them?



Step 2: Current Success

- Apply your identified strengths, weaknesses, and good practices to current problems that you may be facing. Determine the limits of your abilities by looking at your strengths and weaknesses. Also, take note of areas where you might be weaker in and may require more time to complete.
- Keep adding successes to your list as you achieve them and use the lessons you learnt from each to these to continue pursuing more goals.

Decisiveness

Decisiveness allows us to decide and act in a timely manner. People who have control over their emotions find it much easier to make firm and timely decisions. They can capitalize on opportunities promptly, stick to their choices, and make rational, clear decisions.



Rational Decision-Making

Recall a decision you made that was largely driven by emotion or impulse and answer the following questions:

- Were others directly or indirectly involved in your decision making?
- If so, did they persuade you through emotional means?
- Could you have better considered the weights that you placed on various options?

If you answered yes to any of them, you have been a “victim” of emotional influence!

While not necessarily bad, blindly following our emotions when making decisions can result in irrational choices. To minimize our reliance on emotions when making decision, a framework can be used to objectively assess the various options that we have. Here is a simple 6-step model, **IDEEAS**, to making more decisive decisions:

IDEEAS For Decisiveness

- | | |
|----------|--|
| I | Identify the decision criteria: What are the important considerations? |
| D | Define the problem: What is the desired outcome? |
| E | Evaluate weights to the criteria: Which considerations are worth more than others? |
| E | Expand the alternatives: What are your different options? |
| A | Assess the alternatives: Consider the outcomes that your options can give. |
| S | Select the best alternative: Choose the best one based on your criteria! |

Initiative

Taking initiative is the act of actively seeking to make a positive difference instead of waiting for the problem to worsen or someone to intervene. Taking practical action to solve problems and improve difficult situations is a hallmark of the emotionally intelligent.



Spotting Opportunities

Taking initiative often starts with noticing something that needs working on before others do.

Perhaps the class or activity management lacks a systematic approach to decision making, or something can be done to make the class a better learning community.

Keep your mind open to potential areas of improvement. Ask yourself some questions about the immediate environment:

- What are some of the common goals that people around me have?
- Is there anything that can be done better to achieve these goals?
- Are there any problems in the way we work?

After spotting opportunities, all you have to do is to step right up and work on it.

If you are unsure of how you can contribute, or whether it is appropriate to make the changes, speak to someone in a better position to assist you.

A senior, captain, coach, or teacher are those you might want to approach for school related matters.

Success Drive

Planning and working towards achieving goals to better one's life is the core tenet of success drive. People high in this aspect tend to be forward-looking, do careful planning of future actions, and often feel the need to challenge themselves. Because working towards our goals requires both cognitive and emotional effort, careful management is required to keep ourselves adequately driven.



SMART Goal Setting

Set SMART goals for areas of life which are important to you. These goals help you to keep your targets in sight and manage your cognitive and emotional effort. Areas may include school, family, social circle, & other important groups.

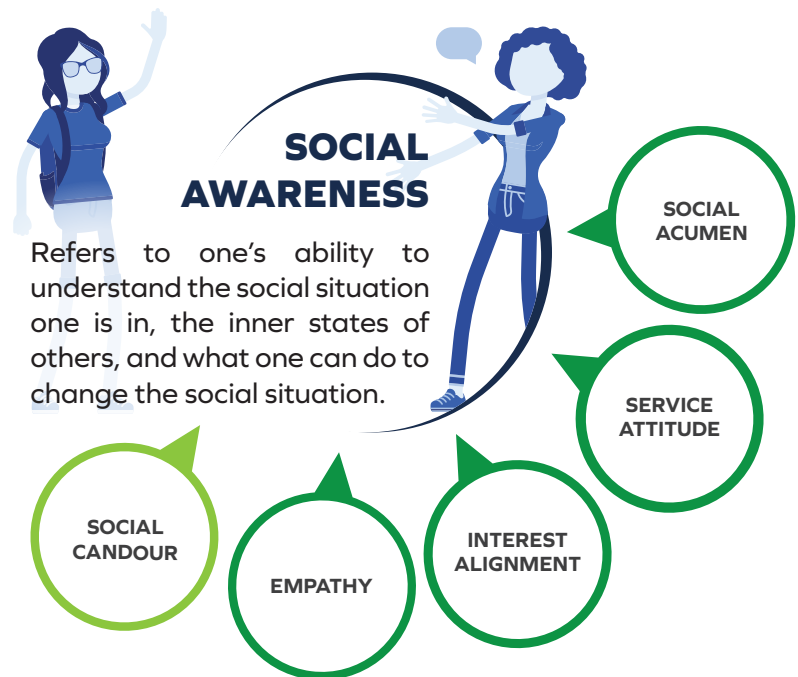


In addition to setting the goal, you should also come up with an action plan that will enable you to work towards each goal. Adjust your action plan to best suit your ability in accomplishing your goals.



Social Candour

Having social candour means being able to acknowledge and express our own true views, agendas and value in a socially appropriate manner. In social situations, we often need to present our thoughts and words in a manner that is inappropriate to the context. By being truthful yet diplomatic, we can demonstrate maturity and mastery over social situations.



Being Tactful

Being tactful means having a knack for saying the right thing at the right time. Developing tact will allow you to give well-intentioned feedback to others without sounding too rude, engage with your teachers appropriately, and improve your communication in general. Tone, word choice, body language, and emotional control are all essential components of tactful communication.



Strategies To Develop Your Act

1. Be fair and respectful when communicating with others.

Differences in opinion can and should be expressed politely and respectfully. Empathize with their position by understanding that everyone is different and may see things in completely different ways.

2. Choose your words carefully and use the right tone.

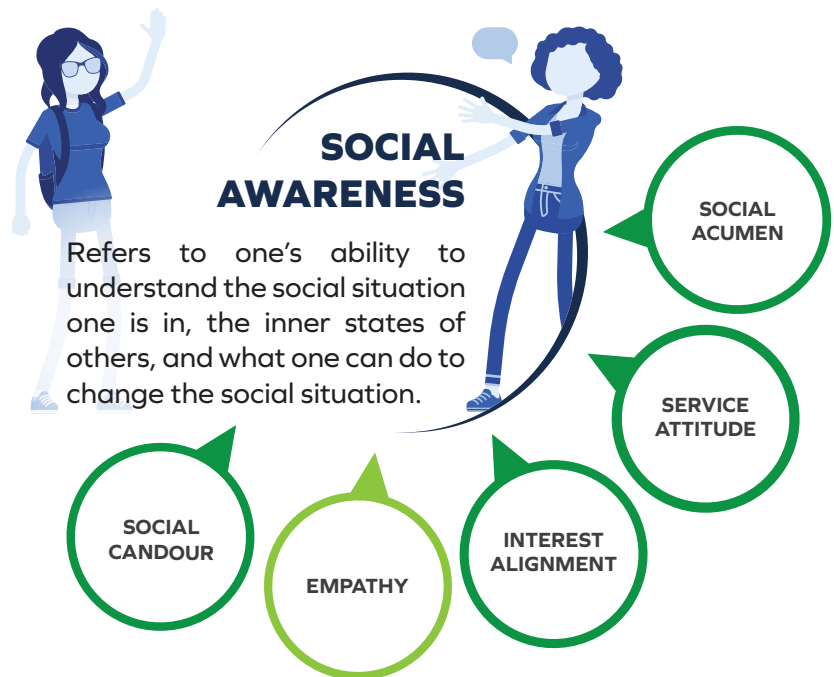
Being true to yourself does not mean you must aggressively push your agenda. Avoid using excessive emotional language and bring up your opinions in an honest, firm manner. Consider cushioning your words with phrases like "I appreciate your opinion" before outright putting someone down.

3. Control your emotions

It can be difficult to communicate with tact when you feel angry or upset. Do not let your emotions overwhelm you. Take a moment to calm down and disengage from your emotions, before continuing conversation. If you feel like you might lose control, simply avoid engaging in further discussion.

Empathy

Empathy refers to the ability to connect both mentally and emotionally with others. Any definition of emotional intelligence includes the important ability of being able to understand and sympathize with others' feelings, thoughts and situation. Being aware of these things can guide us to respond or react in a more appropriate manner.



Perspective Taking



Past Conversations

1. **Recall a recent conversation you had and attempt to perspective-take the other party's thoughts and feelings.**

It would probably help to highlight more emotionally-charged or opinion-laden portions of the conversation.

2. **Further explore these thoughts and feelings. Based on what you know about the person, try to come up with possible reasons for what he/she said.**

If they are comfortable with it, discuss with him/her about their thoughts and feelings. Check to see how close your assessment and understanding is.



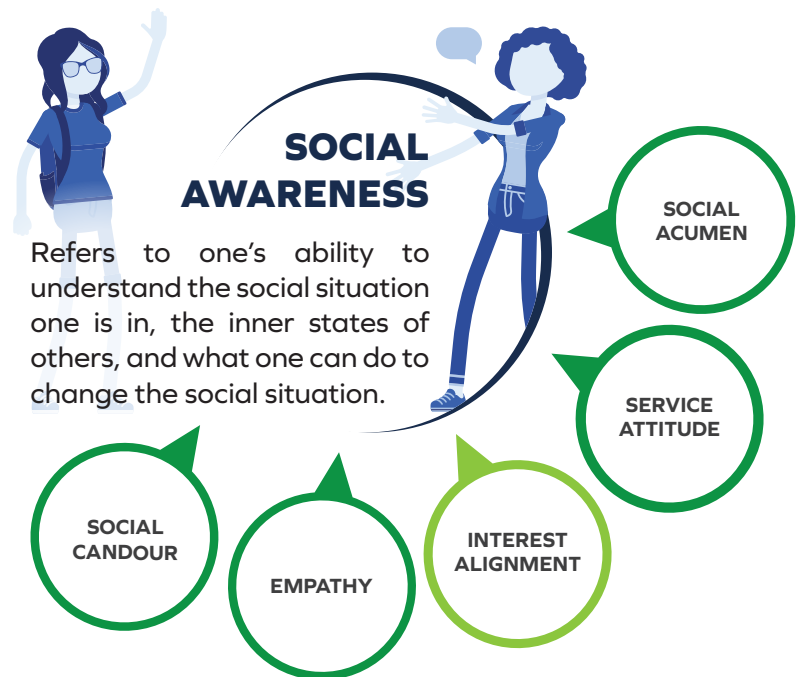
Future Conversations

You can also actively perspective-take during real time conversations to better understand others' opinions, thoughts and reasons as they speak.

You might not fully agree with everything they say, but through greater understanding, you can hopefully learn to acknowledge and validate other's opinions and why they may have good reason to hold them.

Interest Alignment

Ensuring that one's interests are aligned with others. An essential part of successfully maintaining positive relationships is to ensure that what we do not only benefits ourselves, but also those who we are partnering with. Balancing most, if not all, parties' interests and benefits is crucial to interest alignment.



Develop a Win-Win Mindset

A win-win mindset is about finding an outcome that works for both you and your partners.

Win-win sees life as a cooperative arena where agreements or solutions are mutually beneficial and satisfying, as opposed to a competitive one.

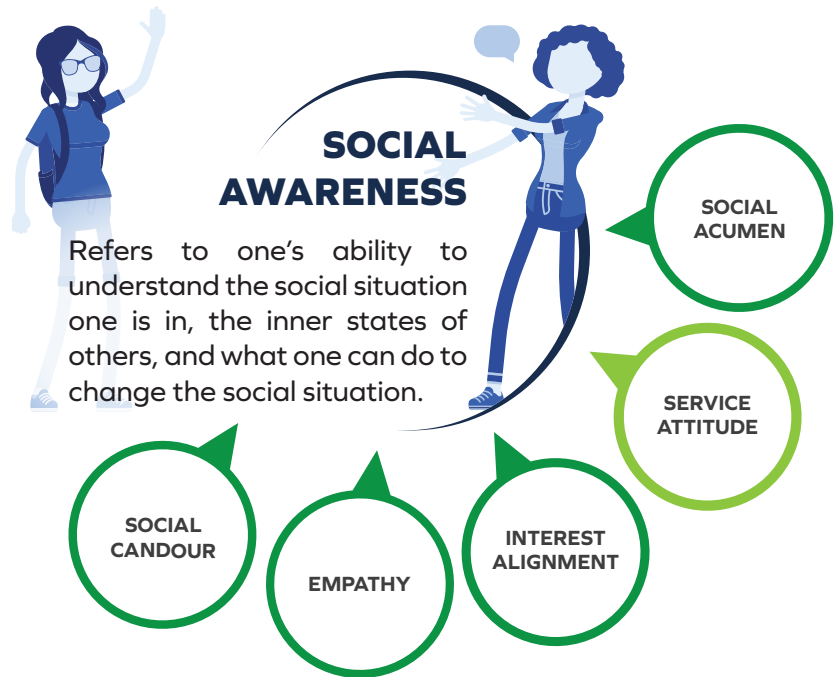
You will need to:

- **Acknowledge** differences and disagreements in your relationships.
It is through working out these disagreements that a common solution can be derived.
- **Detach** emotions from the issue since negative emotions often get in the way of cooperation.
Being upset, angry, or anxious can make you say things you might later regret.
- **Set** a win-win goal by having a mentality that believes there is plenty for everyone.
Someone doesn't have to lose in order for others to gain.
- **Listen** actively and express your ideas and feelings maturely
Give and ask for feedback on ideas, approaches, and behaviours.

Ultimately, come up with a way of moving forward that is acceptable and beneficial to both parties. It may not be 100% satisfactory to both sides, but as long as both parties can willingly and happily commit to it, it's fine.

Service Attitude

Service attitude refers to the attitude of helping others to make the world a better place. Being willing to place the well-being of others above your own personal interest requires inner strength and emotional maturity.



Explore Volunteering Options

Volunteering can help to expand your social circle, improve mental and physical health, increase satisfaction, as well as help you to develop new skills. Through volunteering, you can learn to place the well-being of others above your own personal interests as well as make a difference to others' lives. It is an excellent setting to develop service attitude.



Seeking Opportunities

There are several avenues through which you may seek such opportunities:

- 1. Peers:** Your peers can provide information about volunteering options that may be open to you.
- 2. Teachers:** Your teachers are most likely in charge of a voluntary group, involved in activities of their own or can get you in touch with somebody who is.
- 3. Look out** for community events, workshops and service opportunities around you.

Volunteering Goals

Set achievable goals for these activities you partake in. These goals can be long-term (entire span of volunteering) or short-term (individual sessions).

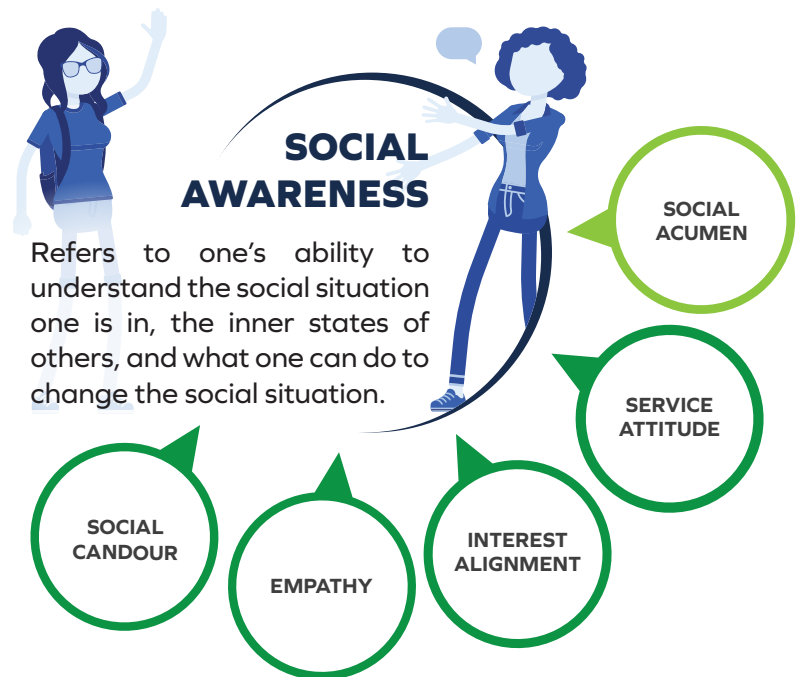
Example:

I'd like to better understand the needs of this community through interactions at each session.

Speak to an experienced volunteer leader if you need help coming up with a concrete plan or relevant goals.

Social Acumen

Social Acumen is a sense of knowing who to look for and how to get the support to facilitate one's goals. Knowing who can best help with one's goal, and how to persuade them to help, are important emotional intelligence skills. Building a strong social network and being able to tap on it are essential when it comes to navigating our highly social environments.



Who You Gonna Call?

Most people feel like they do not have a sufficiently strong or large social network they can tap on, but this activity will help you to figure out just how far your social reach really is.



People You Know

Your network encompasses everyone you know, and these are a few areas to look at:

1. Family and close friends.
2. Friends and acquaintances (from school)
3. Connections on social media sites such as Facebook, Twitter, Instagram, LinkedIn etc.
4. People you have worked with before; ex-colleagues or employers from part time jobs, project mates, etc. Consider extensions beyond your immediate network – do you have access to an even greater network of untapped contacts?



Knowing Who to Call

Consider an issue you might need external assistance with now. Can you tap on your network to achieve what you need? Write down the issue, who you can count on, and in what ways they can help.

While it may seem overly practical to consider your relationships in such a manner, knowing the strengths of your network and who you can call on can be beneficial to both parties. Maintaining a good relationship is a two-way street, and you should always try to find solutions that benefit the parties involved.

Reciprocity is an essential part of interpersonal relationships as well. Based on your knowledge and resources, what can others count on you for? This should give you a better idea of the roles that you can take for others.

SOCIAL MANAGEMENT

Refers to one's ability to manage relationships with other people, develop the potential of others and getting them to work together to achieve a common goal.



**CHANGE
CATALYST**

MENTORSHIP

**BRIDGE
BUILDING**

TEAMWORK

**TEAM
BONDING**

Change Catalyst

Through initiating or managing change, those with this competence challenge the status quo, enlist others in the pursuit of change, and model the change expected of others. Being able to work effectively with change and to help others embrace change are important assets in this ever-changing world.



Leading Change



Opportunities for Change

Take the initiative to spot opportunities for change around you. Look out for better ways to do things in school, be it in the classroom or in sports and clubs.

Example:

You are the class treasurer and feel that the current process of collecting printing funds from each individual is too tedious so you decide to change the system and have everyone pass up the money after a class instead, with those in front helping to count and consolidate.



Initiating Change

Getting people to accept the changes you implement can however be difficult. Most people prefer to stick to the status quo, especially if it does not cause them too much trouble.

Inspiring change in others requires that they see and feel the impact of your actions, as well as buy into the optimistic picture that you have of the future.

Points to Note:

1. Explain to others the benefits and shortcomings of your proposed change
2. Get them to see how it improves things.
3. Show your enthusiasm and keenness in implementing change to persuade them using emotion and information.

Bridge Building

Bridge building aims to create common ground for everyone, bringing people together even if they disagree on many areas. Conflict resolution has a role to play in bridge building, particularly in aspects that involve bridging disagreements. When encountering people of very diverse backgrounds and mind-sets, the ability to mediate differences and create harmony is essential.



Finding Common Ground

One way to build bridges between people is by emphasising commonalities. Commonalities exist even between the most different of individuals and in groups where people simply cannot work with each other.

The following are two ways to find common ground the next time you find yourself in a group:



Group Commonalities

1. Split into smaller sub-groups, preferably in pairs, to find 5 things that they have in common. It can be common interests or experiences
2. After 5-10 minutes, switch people around such that everyone has completed step 1 with each member of the group.
3. Gather the group and compare lists to find a commonality amongst the whole group.
4. Ask them to share if there are any unique things that they share with someone else.



Group Dissatisfaction

1. Suggest to a group brainstorming session to find areas that can be improved.
2. Take down the ideas from the session on the whiteboard or a piece of paper for reference.
3. Take a straw poll to see which issues have the most support.
4. Starting from the most pertinent one, discuss possible solutions and come up with an action plan.

Teamwork

Teamwork means being able to work with different people to achieve a common outcome. Effective teamwork requires us to adjust our work styles to that of our team mates and pay attention to our team members' emotions, thoughts and beliefs. Teamwork makes the dream work!



Fostering Team Positivity

Positivity is a booster of team performance. Keep the team happy and motivated!

1. Look Out for Each Other

Roles and responsibilities should be evenly distributed in the group. As a team member, look out for signs of dissatisfaction or overwork in other members - help them if you can, else inform your leader.

4. Respect Others' Contributions

Clarify what others mean instead of relying on your own assumptions. Give practical and objective feedback, providing realistic points for improvement. Avoid playing the blame game and putting others down.



2. Avoid Unnecessary Conflict

Make it clear that issues should be raised in a constructive manner and discussed with the rest of the group to find a solution. Complaints behind others' backs only spread dissatisfaction without resolving the problem.

3. Giving Recognition

Show appreciation for your teammates from time to time. Take some time to celebrate when members achieve significant progress. Simple words or actions of gratitude can go a long way. e.g. Notes of encouragement, small gifts, welfare packs, etc.

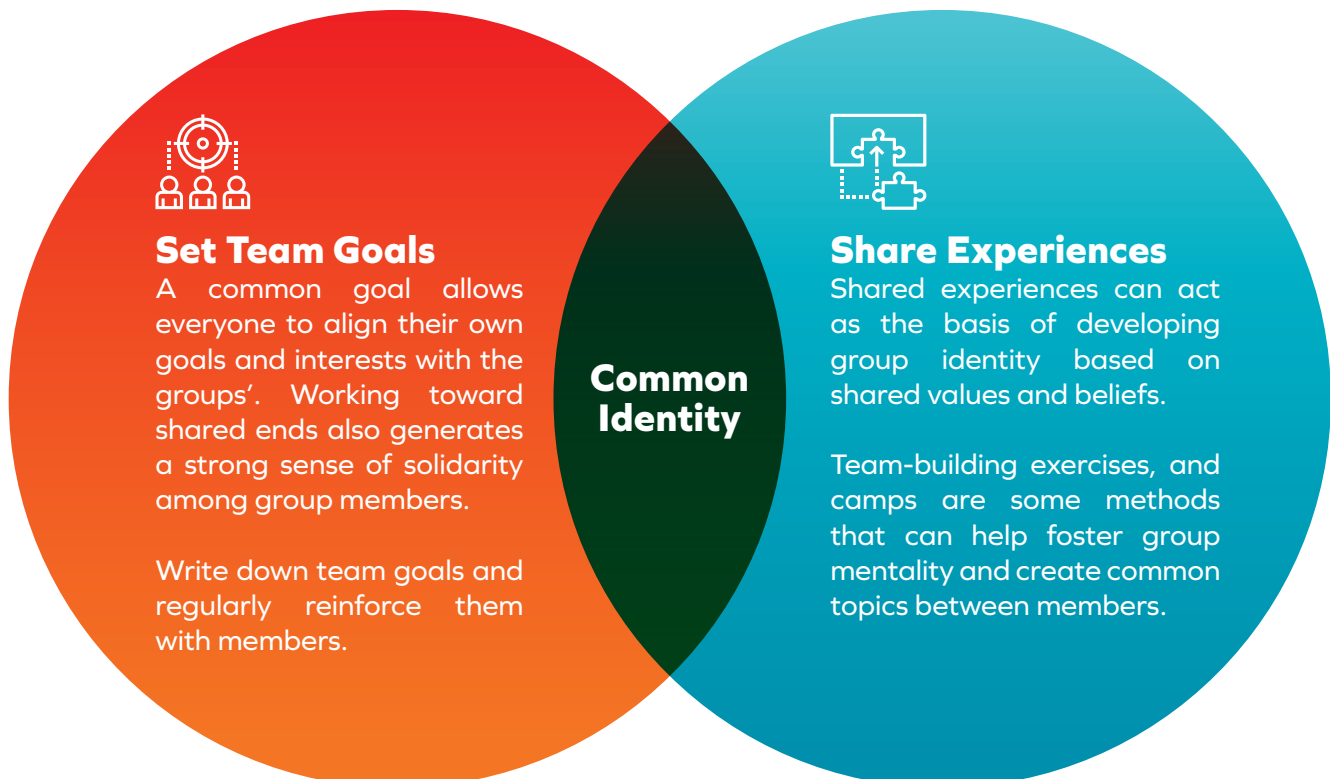
Team Bonding

Being able to build and hold a team of people together with a common identity. It is essential to create a sense of belonging for people in a team, and to help any team member who feels left out to be part of the team. Team bonding is not restricted only to those in leadership positions, any member of a group can play their part in making the team more close-knitted.



Building Common Identity

Establishing a common identity can be useful for team bonding by creating a sense of inclusiveness among members. Two ways of creating this shared connection are to:



Mentorship

Mentorship is the ability to develop people around oneself, so that they become better. Each of us can go beyond our personal development and use our experiences to help others improve upon their own strengths and weaknesses. Being a good mentor requires a keen sense of others' development needs in order to bolster their abilities.



Experience Being a Mentor

The best way to develop a skill is to practice it. In this case, find a mentee who could benefit from your experience and knowledge in a specific field. It could be a formal or informal relationship, depending on your preference and the types of mentorship programmes that are available in your school or community.



Beginning your Mentorship

A good way to start is by mentoring someone who is new to an activity that you have sufficient experience in.

Example: You could help a junior who needs help with their studies. Take some time to understand if they have any gaps in knowledge and provide support for whatever questions they may have along the way.

The goal should be to eventually equip your mentee with sufficient knowledge and expertise to take on larger roles in the group.



Improving your Mentorship

During each meeting:

- Review what has been done since the last meeting.
- Provide realistic and specific feedback on ways he or she can improve.
- Ask your mentee if he or she has any concerns to raise.
- Discuss any questions or pertinent points that come up.

At the end of each meeting, gather feedback on your mentorship methods and what you can work on to better suit his or her needs.

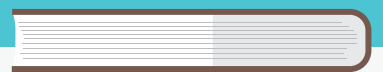
What Next?

Completing this guide is by no means the end of your journey to becoming more emotionally intelligent, there will always be more for you to explore and do. Additionally, activities in this guide can always be revisited should you feel the need to.

Consider:

- Reading online articles
- Watching online lectures such as TED talks
- Attending workshops or coaching sessions
- Making the activities in this guide more challenging and personal





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