

EMOTIONAL INTELLIGENCE

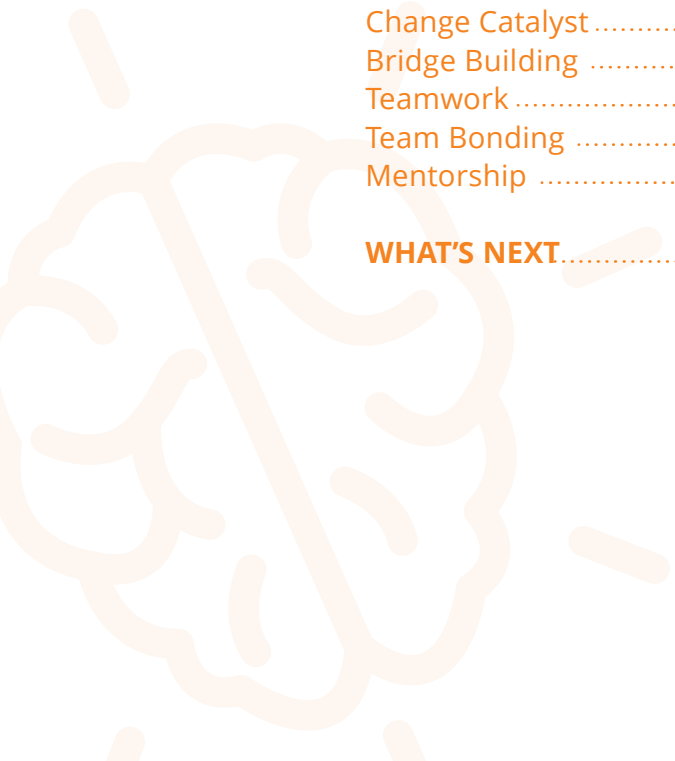
DEVELOPMENT GUIDE



ADULT VERSION

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This guide aims to provide you with the necessary knowledge to cultivate your Emotional Intelligence (EI). It will equip you with some tools to work on the 4 EI factors and their corresponding subfactors, 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 into the development activities, do take time to read the introductory pages and gain 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.iassesson-line.com/contact/#general-enquiries1>.

What is Emotional Intelligence

Born out of the minds of psychologists Peter Salovey and John Mayer, the term Emotional Intelligence (EI) refers to the ability of an individual to recognise, understand, and manage both one's own emotions as well as that of others.

Bestselling author and psychologist Daniel Goleman later popularised the term in his book *Emotional Quotient*, which created a surge of interest in EI. Goleman proposed that people are born with a level of EI that determines their potential for further emotional competencies.

EI is generally thought to consist of four main factors, each with a number of subfactors that correspond to an aspect of it. An example of an EI framework as used by the Workplace Emotional Intelligence Inventory (WEII) can be found below:



Why EI Is Important

Research has shown that people with high EI make better leaders, build better work and personal relationships, suffer less occupational stress and tend to be high performers compared to those with low EI. Understanding the concept of EI, as well as learning how you can improve your level of EI can help you greatly in your personal and professional life.

Developing Your Emotional Intelligence

Researchers believe that everyone has the ability to develop their EI. However, where does one begin?



Awareness

The first step is to be aware of your EI strengths and weaknesses. An easy way to do this is to use self-reporting questionnaires. One such questionnaire is the Workplace Emotional Intelligence Inventory (WEII), which evaluates your EI according to the four factor model within your work 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 start your development journey.



Guidance

If you have more time and resources, consider attending workshops or getting coaching support to further develop your EI. Even talking to someone you know, be it your loved ones, colleagues or managers, can help you gain a better understanding of what you need to improve on and give you ideas on how to develop your EI.

Using This Guide

This guide is not meant to be read from start to finish, and you do not have to explore all the subfactors at once. For example, if you wish to figure out how to better control your emotions, head straight to the section on Inner Control. Choose whichever subfactor you wish to work on and spend some time on it. While it is important to improve your weaknesses, do not forget to harness your strengths as well!

As with most things, it will help to have something like a journal to track your progress or pen down your thoughts and feelings. It might seem like a hassle, but you will need to track your progress somehow, and this serves as a record of all that time and effort you put into developing your EI.

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**

**AGENDA
AWARENESS**

**SELF
PERCEPTION**

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 appropriately manage your actions, in emotionally-charged social situations.



Reflection

Being emotionally aware allows us to understand the current state of our emotions and avoid 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, and in order to manage our emotions effectively, we must first be aware of changes in our emotions and how it influences our behaviour.

Recall a time when you experienced a very strong emotion.

1. Write down how you felt at that moment.

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

2. What made you feel this way?

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

3. How did the emotion affect your thoughts and actions at that time.

After completing this first reflection, make it a point to record future incidents when you notice yourself behaving irrationally due to emotional outbursts. The more you reflect, the better you will be at identifying and gaining control of your emotions.

Belief Awareness

Belief Awareness means having good insight into our beliefs, as deeply held and personal ones 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.



Examining fictional scenarios

For this activity, you will read about two fictional scenarios and help the characters, Sam and Mary, come up with positive beliefs. Positive beliefs are practical, grounded in reality, and useful in guiding your actions.



Scenario #1

Sam has been chosen as one of the representatives to sell his team's product to a client. He believes that the other representatives are better presenters than him, and, not being a very engaging person himself, he will only let his team down and be the reason why they will not clinch the deal.

1. What assumptions did Sam make of himself?
2. How will these beliefs limit Sam when he is giving the presentation?
3. How can Sam adjust his beliefs to be more positive?



Scenario #2

Mary is the leader for a project. She has heard rumours that one of the project team members, John, is lazy and irresponsible. Mary does not know him and has had no prior experience working with him. As such, she believes that he is incompetent and avoids giving him the important work, taking it on herself.

1. What assumptions did Mary make of her project team member John?
2. How will these beliefs limit Mary and her capability as a project team leader?
3. How can Mary adjust her beliefs 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.



Identifying Goals



Self-Perception

Self-Perception means being aware of our own strengths and weaknesses and knowing how they affect our lives. An accurate view of our own personal strengths and weaknesses is important to avoid overextending ourselves.



Gap Analysis

We can sometimes fail to notice certain strengths and weaknesses that we have. Thus, asking for the opinions of others helps us re-evaluate ourselves and craft 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

- It is preferable that you gather feedback from people in different areas of your life.
- For example, try to include your friends, family, colleagues and mentors.

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

- See if you can find any commonalities between them.
- Look through the strengths and weaknesses you did not identify.
- Think about whether they add value to a description of you.

4. Reassess your strengths and weaknesses

Using the feedback you obtained, redraft your self-assessment and see if it describes you more accurately or holistically now.

Hopefully, through this exercise, you will obtain a better profile of your strengths and weaknesses.

Fortitude

Having Fortitude means accepting that failures and obstacles are 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.



Examining Self-talk

We all have an inner voice that 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 thoughts with new, more balanced thoughts



Practise Positive Thinking

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

1. Expect success and embrace opportunities
2. Avoid imagining yourself failing or unable to succeed
3. Find perspectives that are not as harsh

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**

**SELF
CONFIDENCE**

DECISIVENESS

INITIATIVE

**SUCCESS
DRIVE**

Inner Control

Inner control is the ability to effectively restrain strong emotions and impulses that we may feel, especially in the face of difficulties or under pressure. This helps to prevent our emotions from overwhelming us in our daily lives.



Improving Self-Control

1. Reflect on 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 feel at that moment?
- What happened right after, and 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 can be taking a deep breath or counting to 10 slowly.
- Make a note if certain behaviours help calm you down better than others, and note down incidents during which 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 and enlist their help. You can also get your trusted friends to remind you of your coping methods when they sense an episode coming.

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

Self Confidence

Having Self Confidence means believing in our own capability to excel and succeed at everything we do. Having confidence that we can solve our problems and achieve our goals through our own power helps us to remain emotionally stable and able to engage in long-term planning.



Building on Success



Step 1: Past Success

- Start by looking at what you have already achieved in your life thus far. Examples could be pulling off a successful project or making a difference to someone else's life.
- Make a list of these past successes and identify, as much as you can, conditions that led you to achieve them. You may wish to use the following guiding questions:
 - What were the *strengths* that you tapped on?
 - What were the *obstacles* you managed to overcome, and how did you overcome them?
 - 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 are facing. Determine the limits of your abilities by looking at your strengths and weaknesses. Also, take note of areas that you may need more time to complete.
- Continue to add successes to your list as you achieve them and use the lessons you learnt from each of them in your pursuit of goals.

Decisiveness

Decisiveness allows us to make decisions 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 capitalise 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:

- 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 likely been a 'victim' of emotional influence!

While not necessarily bad, blindly following our emotions when making decisions can result in irrational choices. To minimise reliance on emotions when making decisions, a framework, such as the following 6-step model IDEEAS, can be used to objectively assess the various options we have.

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 involves actively seeking to make a positive difference instead of waiting for the problem to worsen or someone else to intervene. Taking proactive and practical actions to solve problems and alleviate difficult situations is often a hallmark of individuals with high EI.



Spotting Opportunities

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

Perhaps the management of a project lacks a systematic approach to decision making, or something can be done to make the office a better place to work in.

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 in achieving these goals?
- Are there any problems in the way we work?

After spotting an opportunity to improve things, 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, such as a manager or supervisor.

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 feel the need to challenge themselves. As working towards our goals requires both cognitive and emotional effort, careful management is required to keep ourselves driven.



SMART Goal Setting

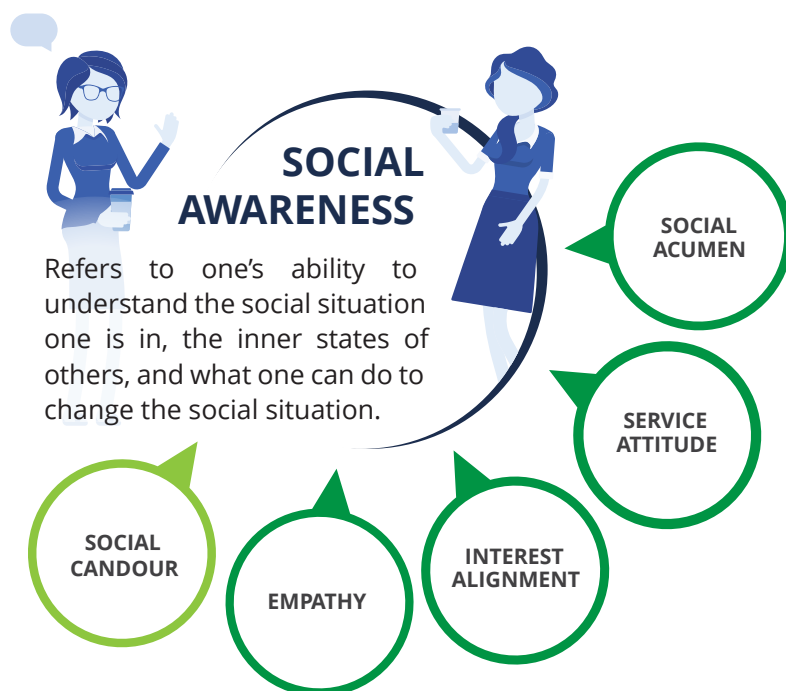
Set SMART goals for areas of life which are important to you. These goals help you to keep you targets in sight and manage your cognitive and emotional effort. Areas may include work, family, social circle and other important groups.





Social Candour

In social situations, we often have to present our thoughts in a manner that is appropriate to the context. Having Social Candour means being able to express our own true views, agendas and values in a socially appropriate manner. By being truthful yet diplomatic, we can demonstrate maturity and mastery over social situations.



Being Tactful

Developing tact will allow you to give well-intentioned feedback to others without sounding too rude, engage with your supervisors appropriately and improve your communication. Tone, word choice, body language and emotional control are essential components of tactful communication.



Strategies to develop tact include

1. Being fair and respectful when communicating with others

Differences in opinion can and should be expressed politely and respectfully. Empathise with others' positions by understanding that everyone is unique and may see things in completely different ways.

2. Choosing your words carefully and using the right tone

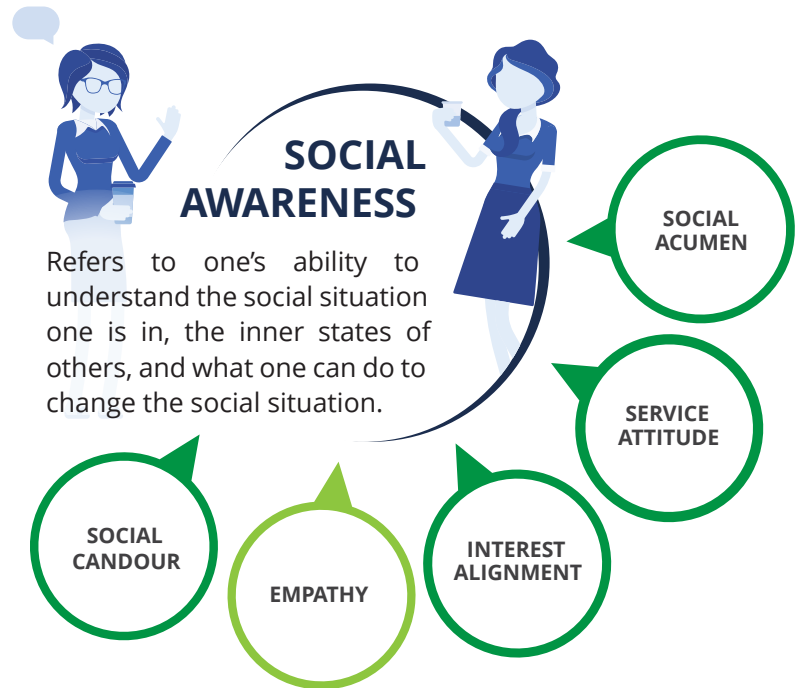
- Being true to yourself does not entail aggressively pushing your agenda. Avoid using excessive emotional language and voice your opinions in an honest but firm manner.
- Consider cushioning your words with phrases such as "I appreciate your opinion" before disagreeing with someone.

3. Controlling your emotions

It can be difficult to communicate with tact when you are feeling angry or upset. While it is normal to feel as such, it is not advisable to let your emotions overwhelm you. Take a moment to calm down and disengage from your emotions before continuing the conversation.

Empathy

Any definition of EI would include Empathy: the ability to understand and sympathise with others' feelings, thoughts and situations. Being aware of others' emotions can guide us to respond or react in more appropriate ways.



Perspective Taking



Past Conversations

- 1. Recall a recent conversation you had and attempt to take on the perspective of the other party. Imagine his or her thoughts and feelings.**

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

- 2. Further explore these thoughts and feelings. Based on what you know about the person, list down possible reasons for what he or she said.**

If the person is comfortable with it, discuss with him or her their thoughts and feelings. Compare what he or she said to your assessment to check how close it was.



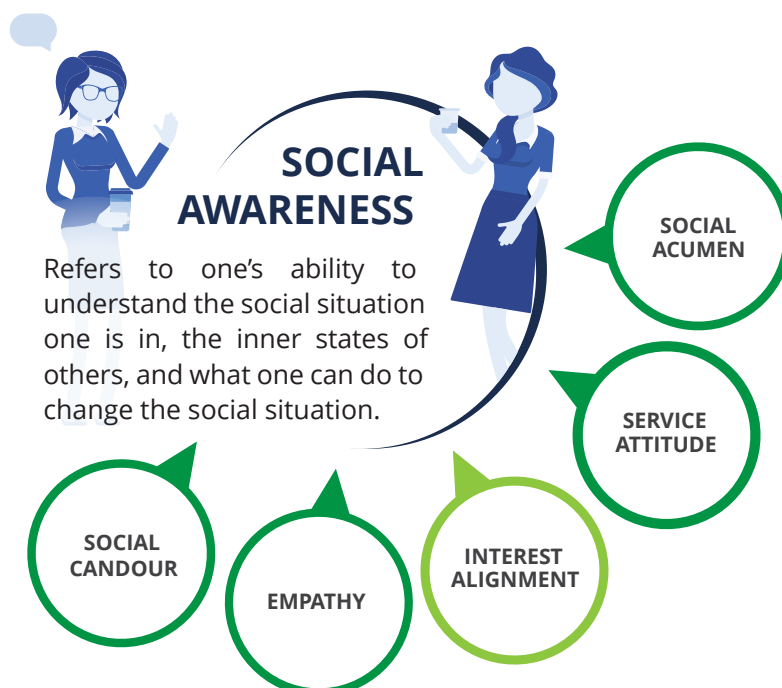
Future Conversations

You can also actively take on the perspective of the other party during conversations to better understand their thoughts, opinions and rationales as they speak.

You might not fully agree with everything they say, but by understanding that everyone has their own reasons to say something, you can learn to acknowledge and validate their opinions and why it is reasonable to hold them.

Interest Alignment

Balancing the interests of most, if not all, parties is critical to Interest Alignment. An essential part of successfully maintaining positive relationships is to ensure that what we do will not only benefit ourselves, but also those we are working with.



Develop a Win-Win Mindset

A win-win mindset is focused on reaching an outcome that works for both you and your partners. It views life as a cooperative arena, where agreements and solutions are mutually beneficial, rather than a competitive one.

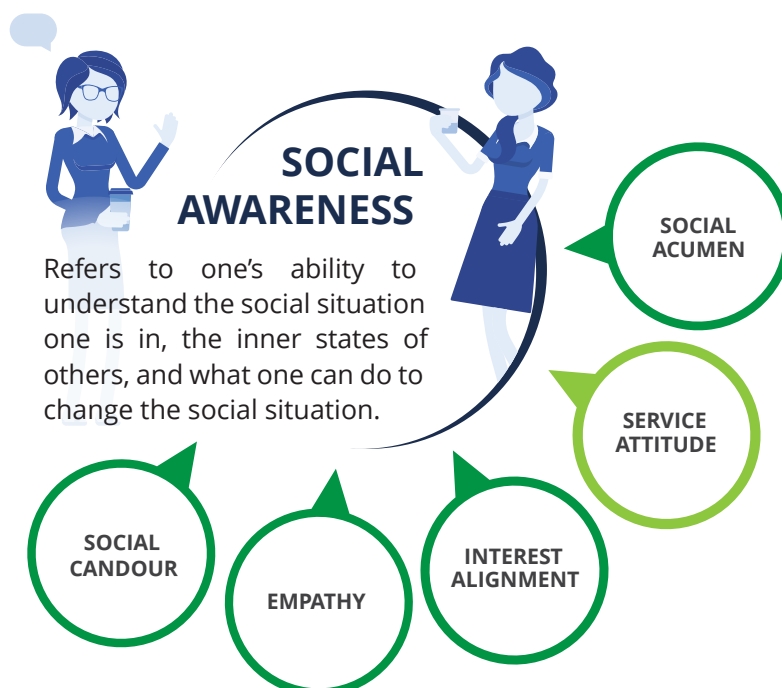
Develop a win-win mindset by:

- *Acknowledging* differences and disagreements in your relationships.
- *Detaching emotions* from the issue; negative emotions often impede cooperation.
- *Setting* win-win goals having the mentality that there is plenty for everyone.
- *Listening* actively and expressing your ideas and feelings with maturity.

Ultimately, come up with a way of moving forward that is acceptable and beneficial to both parties. It does not need to be 100% satisfactory to both sides; as long as both parties can commit to it willingly and happily, it will be a great arrangement.

Service Attitude

Service Attitude refers to the attitude of helping others and making the world a better place. Being willing to place the wellbeing of others above your own personal interests requires inner strength and emotional maturity.



Explore volunteering options

Volunteering can help to expand your social circle, improve your mental and physical health, increase your satisfaction with life, as well as develop new skills. Through volunteering, you will learn to place the wellbeing of others above your personal interests, make a difference to others' lives and most importantly, develop a service attitude.

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

1. Friends and acquaintances

Your friends and acquaintances may know about volunteering options that are open to you and can help you get in touch.

2. Company

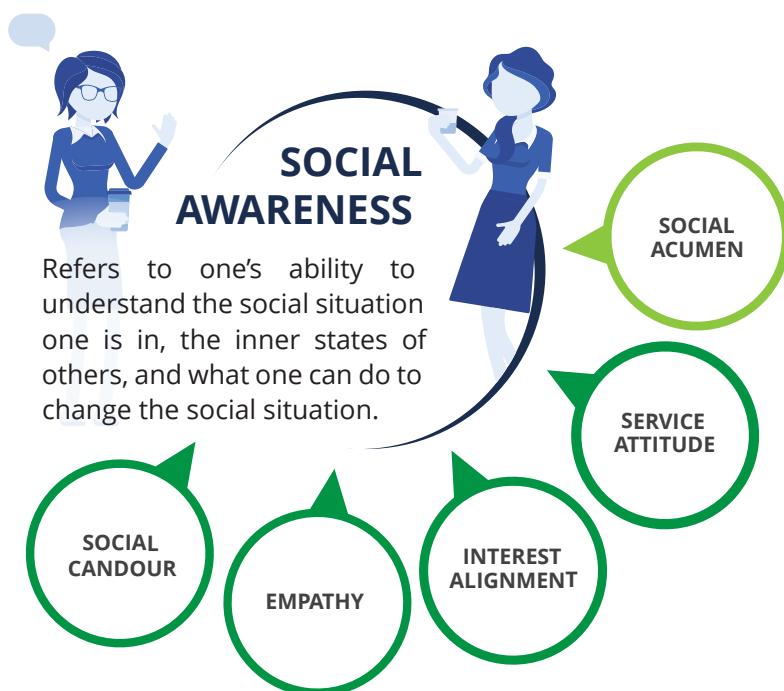
Most companies participate in their fair share of volunteering. You may wish to contact the persons-in-charge of volunteering in your company for opportunities, or better yet, ask to be in charge of such matters.

3. Organisations

On your own, seek out organisations that recruit volunteers and sign up as one!

Social Acumen

Social Acumen is a sense of knowing who to look for and how to get support to facilitate one's goals. Building a strong social network and being able to tap on it are essential when it comes to navigating our highly social environments.



Who can you count on?

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 figure out just how far your social reach 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 work
3. Connections on social media sites (e.g. Facebook, Twitter, Instagram, LinkedIn)
4. People you have worked with before
(e.g. ex-colleagues, previous employers, people from school)
5. People beyond your immediate network



Knowing Why You Contact People

Consider an issue you might need external assistance with now. Can you tap on your network to help with it? Write down the issue, who you can count on and how 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 you and your contacts. A relationship is a two-way street, and you should always try to find solutions that benefit both parties involved.

SOCIAL MANAGEMENT

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



**CHANGE
CATALYST**

MENTORSHIP

**BRIDGE
BUILDING**

TEAMWORK

**TEAM
BONDING**

Change Catalyst

A Change Catalyst is someone who actively initiates and manages change in their surroundings. Good Change Catalysts challenge the status quo, enlist others in the pursuit of change and help them adapt and implement new changes. Being able to work effectively with and 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 for things to be done in your company, be it in terms of current practices or future plans.

For example:

You were put in charge of collecting ideas from your colleagues. However, you feel that the current practice of going around the office to solicit ideas is too tedious, so you decide to change the system and have everyone walk to a centrally-located whiteboard and write down their ideas whenever they have come up with an idea.



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 trouble.

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

Point 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 logic

Bridge Building

Bridge Building aims to create common ground for everyone, bringing people together even when they disagree on many areas. Conflict resolution has a role to play in bridge building, particularly in aspects that involve bridging disagreements.



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 cannot work with one another.



Group commonalities

1. Split members into smaller subgroups, ideally pairs, to identify 5 things they have in common (e.g. interests, experiences)
2. After every 5-10 minutes, form different pairs, such that every member will have completed step 1 with every other member
3. Gather the entire group to compare lists and find a commonality the group shares
4. Ask members to share if there are any unique things that they share with another member



Discussions

1. Conduct a brainstorming session to identify areas that can be improved
2. Record down suggested ideas for reference
3. Have a straw poll to identify issues that receive the most support
4. Starting from the issue with the greatest support, discuss possible solutions to and come up with an action plan to address each issue

Teamwork

Teamwork means being able to work with different people to achieve a common objective. It requires us to adjust our work styles to that of our teammates and pay attention to their emotions, thoughts and beliefs.



Fostering Team Positivity

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 your teammates. If you can, help them; if you cannot help, inform the team leader.

4. Respect others' contributions

Clarify what your teammates mean instead of relying on assumptions. Give practical and objective feedback for improvement. Avoid blaming 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 will only spread dissatisfaction without resolving the problem.



3. Giving Recognition

Show appreciation for your teammates from time to time. Celebrate when members achieve significant progress. Simple words or actions of gratitude go a long way.

Team Bonding

Team Bonding means being able to build and hold a team of people together with a common identity. Creating a sense of belonging for people in a team is essential in helping them come together to achieve a common goal. Every member of a team 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 amongst members.



Set Team Goals

A common goal allows everyone to align their interests with those of the group. Working towards shared ends also generates a sense of solidarity in group members.

Write down team goals and regularly reinforce them.



Share Experiences

Common experiences can create shared values and beliefs that in turn can serve as the basis of a group's identity.

Team-building exercises and retreats are some methods that can help create common topics and foster group identity in members.

Common Identity

Mentorship

Mentorship is the ability to develop the people around oneself. Each of us can be a mentor by going beyond personal development and using our experiences to help others improve their strengths and weaknesses. Being a good mentor calls for a keen sense of others' development needs.



Being a mentor

The best way to develop a skill is to practise it. To practise being a mentor, 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 available in your workplace 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.

For example, you could help a new employee in your department get acquainted with his or her job. Take time to understand if he or she has any gaps in knowledge and provide support. The goal should be to eventually equip your mentee with sufficient expertise to take on larger roles in the department.



Improving your Mentorship

During each meeting:

1. Review what has been done since the last meeting
2. Provide realistic and specific feedback
3. Ask your mentee if he or she has any concerns to raise
4. Discuss any questions or pertinent points that are raised

At the end of each meeting, gather feedback on your mentorship methods and what you can work on to better suit your mentee's needs.

What's Next?

Congratulations, you have come to the end of this development guide! However, completing this guide is by no means the end of your EI development journey – there will always be more for you to explore and do. Additionally, the activities in this guide can always be revisited should you feel that there is a need to reinforce what you have learnt. Continue to learn and improve yourself!

Do consider

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



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