



# Develop your Emotional Intelligence

Robin Hills - Ei4Change

# Develop your Emotional Intelligence

## **Develop your Emotional Intelligence**

An Introduction to the Key Elements of Emotional Intelligence

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Ei4Change

# Develop your Emotional Intelligence

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# Develop your Emotional Intelligence

Logic makes people think, logic makes people act.

— Zig Zigler

# Develop your Emotional Intelligence

The rules for work are changing. We're being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also how well we handle ourselves and each other.

These rules have little to do with what we were told was important in school; academic abilities are largely irrelevant to this standard. The new measure takes for granted having sufficient intellectual ability and technical know-how to do our jobs; it focuses on personal qualities, such as initiative and empathy, adaptability and persuasiveness.

This is not a passing fad, nor just the management rostrum of the moment. The data for arguing for taking it seriously is based on studies of tens of thousands of working people, in callings of every kind. The research distils with unpredicted precision which qualities mark a star performer. And it demonstrates which human abilities make up the greater part of the ingredients for excellence at work - most especially for leadership.

**Daniel Goleman (1998)**

**Working with Emotional Intelligence**

# Develop your Emotional Intelligence

## INTRODUCTION

Emotional intelligence is a set of emotional and social skills that collectively establish how well you:

- Perceive and express yourself
- Develop and maintain social relationships
- Cope with challenges and manage stress
- Use emotional information in an effective and meaningful way

It is a predictor of success in life and work.

Put simply, emotional intelligence is the way that you combine your thinking with your feelings in order to make quality decisions and build authentic relationships.

It's all about working with your emotions. This is tremendously powerful in the workplace as it allows you to remain in control of your emotions, and so help you make informed, conscious decisions that will benefit you and your team as opposed to acting impulsively.

For example, if a colleague says something that you find especially irritating and unhelpful, it's your emotional intelligence that allows you to stay in control of your anger and not initiate a confrontation. You understand what your anger is, why it's there and what you need to do to turn it into positive, helpful behaviour.

This is very different to using your intellect or cognitive intelligence - your intelligence quotient (IQ) - although IQ and emotional intelligence do work closely together.

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EQ refers to Emotional Quotient which looks at the parts of emotional intelligence that can be quantified and measured and as such is hard to specify.

Your IQ is generally what will determine whether you get that ideal job or that next key promotion, but it is your EQ which will determine how successful you are at it and how effectively you will be able to work with the people around you.

The business world is full of stories about self-made millionaires who dropped out of school and showed few, if any, academic inclinations, yet have been massively successful due to their people skills - their high EQ.

In some technical, fact-orientated professions, such as medicine, science, and computer programming, high IQ is generally considered to be more important than a high EQ, which has interesting repercussions.

Inspiring people who have changed the world for the better – Martin Luther King, Mahatma Gandhi and Nelson Mandela, for example - combine a high IQ with a high EQ to great effect.

While emotional intelligence isn't the sole predictor of human performance and development potential, it is proven to be a key indicator in these areas. Emotional intelligence is also not a static factor — quite the opposite, your emotional intelligence can change over time and can be developed in targeted areas.

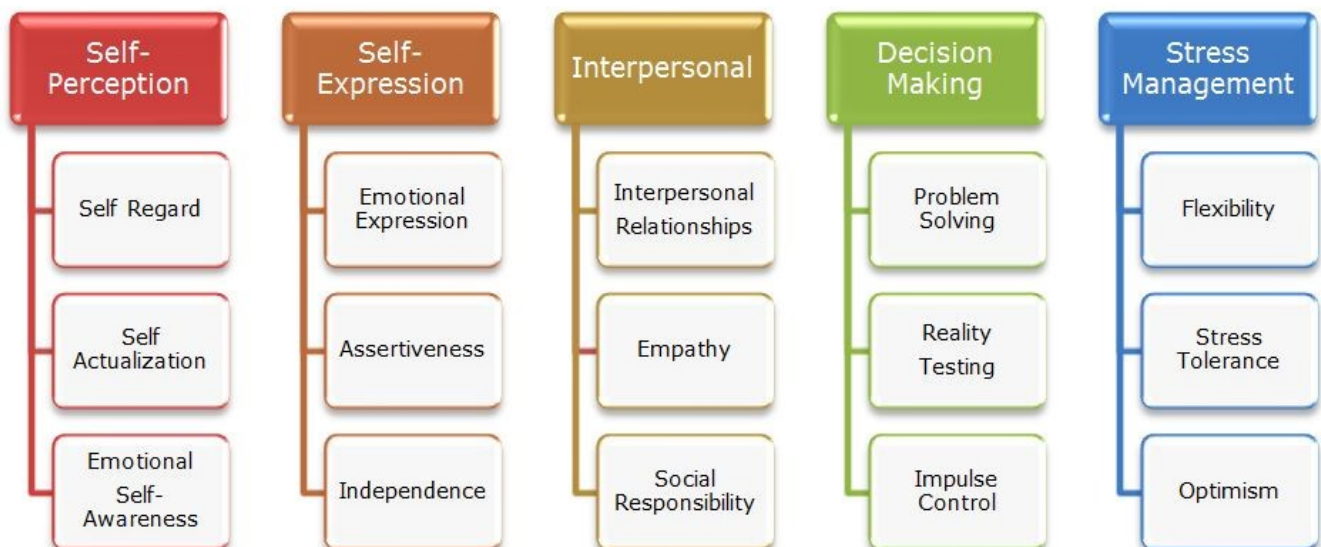
Successful leaders can be an organisation's most powerful resource for increasing productivity, performance and profitability. The key to great leadership is managing the emotional environment of the organisation by working with and through people, empowering rather than directing.

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Leaders recognise the importance of a focused team spirit within their workforce. They are aware of how their leadership style impacts upon emotional states. They are able to regulate their behaviour and actions to build and enhance performance. Emotionally intelligent leaders foster a positive emotional environment where people can flourish and thrive and by dealing with issues that arise firmly and fairly.

As change is constant and people behave in erratic ways, emotionally intelligent leaders are always looking to be better at what they do and how they work with others.

The book is structured around the popular and widely-used Emotional Quotient Inventory (EQ-i 2.0), which is the world's leading assessment tool used for assessing emotional and social intelligence. Each chapter covers one of fifteen facets of the EQ-i 2.0 looking at low and high levels of the facet with some hints and tips on how to develop that aspect of emotional intelligence.





# Develop your Emotional Intelligence

This book has been written to help you develop a better understanding of emotional intelligence and looks at ways that you can apply it to everything you do. You won't find any abstract theory or technical jargon – just proven, powerful strategies based on 15 key elements of emotional intelligence that you can apply straight away to improve your performance in the workplace!

*Robin Hills*

**Ei4Change**

# Develop your Emotional Intelligence

## SELF-REGARD

*A strong sense of your self-worth and capabilities, knowing your strengths and limitations.*

Low levels	High levels
Unsure of self	Self-assured
Lack of self-respect	Accepting of self
Low self-esteem	High self-esteem
Unhappy with physical appearance	Good sense of self
Not confident	Confident
	Inner strength
	Fulfilled

Self-regard is often associated with feelings of inner strength and self confidence.

Self-regard is an awareness of your strengths and weaknesses. You will feel good about yourself, despite your weaknesses. It's an inner strength associated with feelings of self-assurance, confidence, and security.

When you have too much self-regard, you could come across as arrogant and forceful, whilst too little could mean you have a serious lack of confidence and self-esteem. The key is to find the happy medium, where you are conscious of your weaknesses, but you are confident in your strengths. Your happiness comes from keeping your successes and failures in perspective.

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Every so often take some time to think about your achievements and failures. It may well be that when you take a step back and look at things more objectively, you have actually achieved far more than you realised, whilst your failures were not nearly as catastrophic as they may have felt at the time.

A coach or a mentor can be very helpful. They will be able to look at what you've accomplished with a greater degree of objectivity than you, yourself, would be able to manage. Furthermore, they'll always hold you accountable. They may, for instance, expect a weekly email from you giving details of at least one thing you've accomplished in the last few days so that you will have no choice but to look for the positives!

## Hints and Tips

*Dealing with your inner critic.*

If you have an inner critic or voice that is constantly taking a negative view of things, here are a few hints and tips for you to consider.

1. Notice where the voice is coming from. Which part of your body does it come from? Would it still have the same effect if it came from another part?
2. What if it said the same things, but in a very silly voice?
3. What if it used a very high-pitched voice?
4. Notice what tone it uses. What if it said the same things in a softer, calming tone, or a humorous, chuckling tone?
5. What would be the effect if you turned the volume down?

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6. Notice which change works best for you.

Another way of dealing with your inner critic is to train it out of negativity by challenging it. Every time you catch this voice saying, "*You can't do that?*", ask yourself, "*What would happen if I did?*"

If you find you are saying, "*I mustn't do that*", ask yourself, "*Who says I mustn't? And what would happen if I did?*"

# Develop your Emotional Intelligence

## SELF-ACTUALISATION

*Self improvement and working towards a clear purpose.*

Low Levels	High Levels
Life lacks meaning	A full, rich life
Unsure where to go in life	Activities have meaning
Not pursuing enjoyable things	Self-satisfied
Unmotivated	Energised
	Passionate and enthusiastic
	Motivated to do best
	May be spiritual

Self-actualisation is a willingness to persistently try to improve yourself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

Self-actualisation is about recognising your potential, being focused on what you can realistically achieve, and feeling comfortable with where you currently are in both your personal and professional life. When you have good levels of self-actualisation, you are motivated, enthusiastic and constantly on the lookout for new ways to improve what you do. You will be clear about your goals and have a clear, focused plan of what you want to achieve during your lifetime.

Self-actualisation is closely associated with self-regard. If you have good levels of self-actualisation, you will probably have good levels of self-regard.

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When you have low levels of self-actualisation, you could appear to have little ambition and motivation in life – you will be the kind of person who is content to work at a mundane job for eight hours a day with no interest in promotion or change. On the other hand, too much self-actualisation can lead you to be very intense in your attitude to work and life, and a lack of patience with those who don't share your ambitions or don't measure up to your exacting standards.

The key to developing a healthy level of self-actualisation is to set yourself clear goals and make sure that you are held accountable as you strive to achieve them.

## Hints and Tips

*Discover what you really want.*

If it's not easy to motivate yourself now, maybe you're not doing what you really want to do.

What do you love doing so much that you'd do it for free?

What are you interested in?

What excites you?

What gives you energy?

*Set yourself and see yourself achieving a specific goal.*

How will you know when you have it?

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Notice how you feel in response to that. If it feels good, make sure that your good feeling gets stronger. Add a picture and some sound. Step into the picture so you are there, and notice how good that feels. Turn those good feelings up even higher - then step back out of it so your goal is ahead of you. This will motivate you to get there.

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## EMOTIONAL SELF-AWARENESS

*Recognising and understanding your emotions, their causes and their effects.*

Low Levels	High Levels
Hard time verbalising own emotions	Relates own feelings to appropriate causes
Difficulty recognising or identifying own emotions	Understands changing of emotions and blends of emotions
Low self-awareness	Self-aware
Avoids emotional ownership	In touch with own feelings
Externalises	Differentiates between emotions
Surprised by others' reactions	Reads people well
Misreading and misread by people	People read you well
Denial of own feelings	

Emotional Self-Awareness is the ability to differentiate between subtleties in your emotions while understanding what causes your emotions and the impact they have on the thoughts and actions of yourself and others.

It's important to be aware of how your behaviour affects others around you and not get so caught up in your ambitions that you become insensitive to the feelings of other people.

When you have good emotional self-awareness, you are conscious of your emotions and don't get overwhelmed by them. You are very aware of the emotions of those around you and will be able to quickly acknowledge any significant shifts in overall mood in people, especially during periods of change or upheaval.



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If you have low levels of emotional self-awareness, you will often seem blunt and insensitive. If your self-awareness levels are too high, you can be rather self-absorbed, overemotional and over-dramatic.

## Hints and Tips

Awareness of emotions – yours and others - is not the easiest element of emotional intelligence to develop. Try writing down the strongest emotion you felt at the end of each day. How did it affect you? What impact did it have on your behaviour and how you interacted with others? Think about this carefully. Once you are confident in this exercise try to take a little time during the day to reflect on your emotions.

Whatever your feelings are, accept them as yours. Realise that your inner self is doing the best it can right now. Giving yourself a hard time because you think that you shouldn't be feeling a certain way is not going to help you. If you don't like the way you're feeling, there are ways you can change it.

If you don't like the way you're feeling, ask yourself, *"How do I know I am feeling that?"*

Forget the label that you've given the emotion - sadness, anxiety or whatever. What are the physical sensations and where in your body are they?

How intense are they?

Are they constant or do they change?

After doing this for a couple of minutes, you may feel different.

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*Self-Regard, Self-Actualisation and Emotional Self-Awareness* are the three facets of **Self-Awareness and Self Perception**.

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## EMOTIONAL EXPRESSION

*Developing and maintaining mutually satisfying relationships characterised by trust and compassion.*

Low Levels	High Levels
A closed book	An open book
An enigma	Expresses self easily
May appear withdrawn	Real

You need to be able to express yourself clearly at work, so that those around you know exactly what you expect of them and have the knowledge that they need to perform at their best. The greater clarity you are able to offer them, the greater the trust you will build with other people.

However, you must be careful not to go overboard. If you're dealing with someone who is rather gentle and reserved by nature, being too animated and enthusiastic around them may leave them feeling overwhelmed. You need to be able to communicate effectively, but also to be aware of how other people prefer to communicate and to be willing to take this into account.

This is especially important when working with a new group of people. Human beings are infinitely diverse in their personalities and behaviours. It's impossible to create a unifying solution for any group. You need to identify how each member of your team prefers to communicate and make sure you engage with them in a way that's comfortable for both of you and equips them with everything they need to do their job properly.

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Whenever a conversation does go badly, think carefully about when it went wrong and why. Bear this in mind for the future. By doing this, you will gradually express your emotions more effectively and improve your overall communication.

## Hints and Tips

*Work with your feelings.*

If you are feeling overwhelmed by your emotions, imagine you are floating above the situation looking down at yourself. Float up until you reach a height at which you are completely comfortable.

Ask your yourself, *"What do I need to learn from this?"*

# Develop your Emotional Intelligence

## ASSERTIVENESS

*Communicating your feelings, beliefs, and thoughts openly, defending your rights and values in a socially acceptable, non-offensive, and nondestructive manner.*

Low Levels	High Levels
Passive	Expresses self easily
Shy	Defends rights in a non-destructive manner
Overly controlled	Not overly controlled or shy
Unable to express self	Non-abusive but forthright
Quick to compromise	

Assertiveness is a very important skill for newly-promoted managers and leaders to develop. However, it's important for you to remember that assertiveness is not the same as being aggressive or constantly shouting. It's about your ability to clearly express your thoughts and feelings and to effectively defend your position on a subject whenever necessary.

If you are unassertive you will be seen as passive and unwilling to contribute. This means that you will often leave meetings having not spoken at all, even if you had an important point you wanted to raise – a terribly frustrating situation for you. If you allow this to continue, it will lead to some extremely unproductive meetings.

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You may also experience problems with time management, as you are unable to delegate or to say “no” to any request, and so end up accumulating an unmanageable pile of work. This is easily avoided if you can assertively say “*I’m sorry, I don’t have time for that right now*” every so often.

Assertiveness doesn’t mean being rude – it’s just a question of being open and forthright with your thoughts and opinions. Consider the times when you weren’t assertive enough and regretted it later. What could you have done differently to steer the situation towards a more favourable outcome?

## Hints and Tips

*Know what you want from an interaction.*

Every time you communicate with someone, have a desired outcome even if it’s just to establish or maintain contact. That way, you can know when you’ve achieved what you want.

# Develop your Emotional Intelligence

## INDEPENDENCE

*Being self-directed without emotional dependence on others, working autonomously to make decisions, plan and complete tasks.*

LOW	HIGH
Needs protection or support	Self-directed
Uncertain of own ideas	Self-determined
Indecisive	Decisive
Allows others make final decisions	Free from emotional dependence
Lacks confidence	Confident

Although you need to take the needs of your team into account, it's also important that you are able to function effectively on your own and not use them as a crutch. You need to be self-motivated and be able make decisions on your own, without needing to be supported all the time.

Once again, it's a question of finding the right balance. If you are too independent, you will be perceived as aloof and disinterested by others - separated from the concerns of the rest of the team and not much fun to interact with socially.

It's true that no-one likes being told what to do, but you need to remember that you don't exist in a vacuum and it's important to balance your own interests and concerns with those of your team.

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However, if you take this to the other extreme, you become too reliant on those around you, and too easily influenced by others. This makes you very difficult to manage, as you will be unable to perform even the simplest task without being instructed to do so and being supervised every step of the way by your manager.

The level of independence necessary for each person will largely depend on their role. For example, a salesman who is out on the road for long periods of time will need to be very independent by nature, but would still need to build up interpersonal relationships within other departments at work.

A good way for you to develop your staff's independence is to gradually delegate more and more responsibilities to them and assign them more problem-solving tasks. This will slowly build up their confidence and reduce the amount of supervision they require.

## Hints and Tips

If you accept your own feelings and know you can control them, you will feel much more comfortable with strongly expressed emotions in other people. Remember, just like you, they are doing the best they can.



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*Emotional Expression, Assertiveness and Independence* are the three facets of **Self-Expression**.

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## INTERPERSONAL RELATIONSHIPS

*Developing and maintaining mutually satisfying relationships characterised by trust and compassion.*

Low Levels	High Levels
Does not like intimacy	Ability to establish mutually satisfying relationships
Not giving	Ability to give and take affection and intimacy
Not interested in relationships	Maintains relationships over time
Not able to share feelings	Looks positively at social change
Loner	Feels at ease in social situations

Interpersonal relationships apply to your personal life as much as to your professional life. Ask yourself (and be honest!), how different is your behaviour towards others at home and within the workplace? Are you more comfortable in one environment than in the other? If so, what's causing that imbalance?

Your interpersonal relationships are your key to success in life. If you have good relationships in all areas of your life you'll be a great communicator and relationship builder, which will lead to far more repeat business from loyal customers who trust you and want to keep working with you.

It's important to be sociable and friendly. However exercise moderation, in order that you are not so forward when you meet new people that they find it offputting. It's all about recognising the ways in which people like to communicate and build relationships so that you can adjust your behaviour accordingly. Consider times when you've unwittingly allowed yourself to talk too much and dominated the conversation.

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It's important to be sociable and friendly. However exercise moderation, in order that you are not so forward when you meet new people that they find it offputting. It's all about recognising the ways in which people like to communicate and build relationships so that you can adjust your behaviour accordingly. Consider times when you've unwittingly allowed yourself to talk too much and dominated the conversation.

If you constantly monitor little details like this and look for better ways to introduce yourself and initiate conversations with others, then soon such behaviour will become second nature and it'll have a positive effect on all aspects of your life.

## Hints and Tips

*Match other people to achieve rapport.*

You already have the unconscious ability to read another person's emotional state from subtle changes in their expression, their movements, their posture, their breathing, and changes in skin colour and muscle tension. You can improve this ability by consciously paying attention to these changes.

You can subtly match some of the aspects of voice, posture and movement, as long as it's unobtrusive. It will make the other person feel more comfortable.

# Develop your Emotional Intelligence

## EMPATHY

*Recognising, understanding and appreciating how others feel; being able to articulate your understanding of another's perspective, behaving and respecting their feelings.*

Low Levels	High Levels
Can't understand people's feelings	Sensitive to feelings of others
Has difficulties relating to others	Able to see things from another person's viewpoint
Surprised by others' reactions	Anticipates others' reactions
Misreads social cues	Notices social cues

Empathy is your ability to pick up on, and understand, what others are thinking and feeling. This is a very different concept to sympathy, which means feeling sorry for someone – whether you understand why they feel the way they do or not.

Empathy is all about understanding and insight. For example, you'd almost certainly feel sorry for a friend who had just lost their father, but would be unable to truly empathise with them unless you had lost a loved one of your own. Empathy means being able to see the world from another person's perspective.

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If you are an empathetic person, you'll be sensitive to the feelings of others and naturally do what you can to avoid hurting them. Too little empathy and you'll run the risk of repeatedly hurting or offending people. Too much empathy and you'll find yourself overprotecting them.

For example, a team member's work has fallen significantly below the standards expected of them, to the extent that colleagues and clients are raising concerns about them. If you empathise with them too much, you'd struggle to have that difficult conversation with them and make it clear that they urgently need to improve the quality of their work. You can't be seen to be lacking in kindness and compassion, but you need to be willing to exert discipline whenever necessary.

Try this exercise with someone you trust deeply. The next time something serious happens, whether it's good or bad, see if you can pick up exactly how they feel about it. Ask them, and see how accurate you were. The more you do this, the more receptive you'll become to what others are thinking and feeling and thus your level of empathy will naturally increase.

## Hints and Tips

*See things from other people's perspectives.*

Briefly imagine that you are the other person. See things as they see them, stand as they stand, talk as they would talk, breathe as they breathe. Imagine how things look from their point of view and how the situation would feel from their perspective.

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## SOCIAL RESPONSIBILITY

*A willingness to contribute to society, acting responsibly with conscientiousness and showing concern for the welfare of others and the greater community.*

Low Levels	High Levels
Unwilling to be involved in group or team	Cooperative
Hesitant to commit to group activities	Gives and contributes to group
Difficulty following through on group tasks	Responsible and dependable
	Feels genuine concern for others in the group

This facet of emotional intelligence is more complex than it may appear at first glance. You may well assume that if you have a low level of social responsibility it means that you are a bad person, but that's not necessarily the case – it just means that you may have little regard for rules and regulations. As you can imagine, the implications of this will largely depend on context.

For example, working with a coach may reveal that you tend to ignore rules which you deem pointless or unreasonable, but are still concerned about working with your team to get the best possible results in all your projects.

Social responsibility means being responsible, considerate and dependable for your team, regardless of the form those qualities happen to take. However, it doesn't mean allowing yourself to be taken advantage of.

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For example, if you exhibit too much social responsibility, your team members may stop rinsing their empty coffee cups just because they know you'll always do it for them at the end of the day. This is a slippery slope, as you can easily find yourself taking on more work than one person can handle, having become so preoccupied with other people's priorities that you've neglected your own.

As you've probably guessed, you should strive for balance – you shouldn't allow other's concerns to always take priority over your own, but you shouldn't be so focused on your own priorities that you neglect other people or, even worse, start taking advantage of them.

Set aside a little time each week to reflect on whether there's anyone you could have done more to help. It could be that there'll be an opportunity to do so again during the following week! Similarly, consider whether there were any points where you should have said “no” but didn't. You're going to have to say “no” at some point, so you may as well prepare yourself for it!

## Hints and Tips

*Clarify your values.*

Values are what are important to you. They motivate you and are your criteria for knowing if you are doing the right thing.

To clarify your values for a given area of your life - career, health and fitness, relationships - make a list of what's important to you about that area.

Better still, get someone else to ask you: “*What's important about <area>?*”

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Get them to keep asking you that even past the point where you think you've run out of answers - this is when your deepest motivations often surface. Are these values being satisfied in your life now?

*Interpersonal Relationships, Empathy and Social Responsibility* are the three facets of **Interpersonal Skills**.

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## PROBLEM SOLVING

*Finding solutions to problems where emotions are involved and can impact on the decision-making process.*

Low Levels	High Levels
Jumps into a solution	Gathers information first, weighs pros and cons
Makes plans up as things unfold	Can identify and solve problems
Uses unstructured strategies	Uses a systematic approach

When it comes down to it, a high level of emotional intelligence enables you to become a better problem solver.

When you develop your emotional intelligence you become more conscientious, disciplined and systematic – ready to quickly identify a problem, get all the necessary facts to make an intelligent decision about the way forward, and get your team to put it all into practice.

However, it's important that you don't allow yourself to become so fact orientated and analytical that you're left unable to make a decision in reasonable time. While you can't afford to make rash decisions that aren't based on evidence, you must remain flexible in your approach.

### Hints and Tips

*Break problems down into smaller units or chunks.*

If you feel overwhelmed by how much you have to do to achieve a task, break it down into smaller, achievable steps.

Imagine your future stretching out like a line that you could walk along.

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Take your problem or issue and actually walk out along this imagined line until you get to the date you want it solved by. Let go of your problem, and let it float down and bed firmly into the timeline.

Step into your problem and be there at the achievement of it. Notice how good that feels. Now step beyond this issue, turn around, and looking back down the past timeline, notice the steps you took to get there.

Walk back along the line to now, only as quickly as you learn what you need to learn from each step along the way.

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## REALITY TESTING

*Remaining objective by seeing things as they really are; recognising when emotions and personal bias affect objectivity.*

Low Levels	High Levels
Tuned out	Tuned into environment
Unrealistic	Can assess life situations fairly accurately
Disconnected	Grounded

Reality testing is your ability to see things as they actually are, rather than how you'd like them to be; keeping everything in perspective and staying grounded and realistic in your goals and expectations.

You don't want to start seeing the world in black and white terms, as this is a sure-fire way to dismiss great ideas before they've even been properly developed, but you need to ensure your goals are actually practical and achievable, otherwise you'll be facing a lot of disappointment and frustration in the future.

Optimism is a wonderful thing, but if it's not kept in check by testing reality it can lead to problems. That's why you need to make sure all your goals are SMART.

SMART is a well known acronym used in business. The letters stand for:

S – specific, significant, stretching

M – measurable, meaningful, motivational

A – achievable, attainable, agreed, acceptable, action-orientated

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A – achievable, attainable, agreed, acceptable, action-orientated

R – realistic, relevant, reasonable, rewarding, results orientated

T – time-bound, timely, tangible, trackable

Make sure your goals take you outside your comfort zone but are grounded enough to be achievable in the near future (with a little hard work of course!). If you do this, you'll gradually be able to take bigger and bigger steps outside your comfort zone and start setting yourself progressively more ambitious goals.

## Hints and Tips

*Set a date to achieve your goal.*

Set a date by which you can achieve your goal. This is very important - if you leave the date unspecified, the goal will always be at some vague time in the future and will never happen.

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## IMPULSE CONTROL

*Resisting the impulse, drive and temptation to act to prevent rash decisions and behaviours.*

Low Levels	High Levels
Explosive and unpredictable	Composed
Lack of anger control	Good control of aggression
Abusive	Ability to delay or resist an impulse
Easily frustrated	High tolerance for frustration
Aggressive	Patient

A study carried out in America in the early 1960s and 1970s demonstrated how impulse control can be one of the most important factors in determining someone's success in life.

A class of children were each given a marshmallow and instructed that if they could go an hour without eating it, then they'd get another. Those with poor impulse control would eat their marshmallow almost straight away. The more patient children not only benefited more in the long run, it turned out that they were more successful in their future lives overall. So it is with life in the workplace.

Good impulse control means you'll make better decisions and consider evidence carefully before jumping to conclusions. You'll stay calm and collected during crisis situations, even if everybody else around you is panicking, and will ensure a solution is found with minimal fuss.

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However, if you control your impulses too much (especially if it's combined with a high degree of stress tolerance) you'll never feel any great sense of urgency when it comes to getting anything done, even if a job is genuinely urgent. At the opposite side of the scale, if you have a low level of impulse control combined with high levels of flexibility, you will constantly be jumping from one project to another, without actually completing anything.

## Hints and Tips

*Prioritise what you want to do and make it happen.*

What's the most important thing that you must do (to achieve your goal)?

Knowing your values and the time needed to achieve your goal will determine how you spend your time. This means that you can focus so that in practice only the top six or seven values get significant time devoted to their fulfilment without impulsive distractions.

Decide in advance how you will reward yourself for each milestone you achieve. This will give you additional motivation and prevent you from getting disheartened before you achieve your main goal.

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*Problem Solving, Reality Testing* and *Impulse Control* are the three facets of **Decision Making**.

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## FLEXIBILITY

*Resisting the impulse, drive and temptation to act to prevent rash decisions and behaviours.*

Low Levels	High Levels
Passive	Expresses self easily
Shy	Defends rights in a non-destructive manner
Overly controlled	Not overly controlled or shy
Unable to express self	Non-abusive but forthright
Quick to compromise	

Being flexible means being open to new ideas, being receptive to change and being able to pick up new skills quickly. This applies to all areas of your life, not just the workplace. With change being the only constant, you need to be as flexible as possible if you're to manage to work with these changes.

The good news is that you can plan for change as it is inevitable. You can take advantage of any opportunities that present themselves to you rather than being overwhelmed by a new situation.

From a management point of view, this is very important during reorganisations and other periods of dramatic change within departments, as teams are likely to become stressed during times like this. If you don't set a positive example, they will soon become demotivated and your department's progress will grind to a halt. Without a flexible approach to management, progress is impossible.



# Develop your Emotional Intelligence

It's unavoidable that you'll have to occasionally make changes to the way you do things, however there must always be a purpose for it. If things are changing too frequently and reorganised for no apparent reason, it becomes impossible for anyone to meet any goals, as you will effectively be trying to hit a series of moving targets. Your approach should be flexible enough to handle the unexpected, but consistent enough for your others to feel secure and motivated at all times.

## Hints and Tips

*For things that you don't like changing, focus on the end result.*

When people are faced with change they often focus on the negatives - how tedious or hard it will be to do it. Instead, focus on how great it will be when you've worked through the changes. Tell yourself how good you'll feel and then make it happen!

# Develop your Emotional Intelligence

## STRESS TOLERANCE

*Coping with stressful or difficult situations, influencing and managing in a positive manner.*

Low Levels	High Levels
Lacking or ineffective coping mechanisms	Effective coping mechanisms
Reactive	Calm and maintaining control
Fearful	Optimistic towards change
High anxiety levels	Stable and relaxed

Stress is a part of modern life, so everyone needs a reasonable level of stress tolerance. The exact level will depend on the nature of your work and your home life. Too much stress tolerance will mean it's impossible to instil a sense of urgency and may prevent you from even realising you're becoming stressed until it starts to affect your health. Too little and you will be stressed out by almost anything.

You need to take on a manageable amount of work and make sure that you're always in a position to make decisions with a clear head, as opposed to letting your stress dictate your response to problems.

Stress management is not complicated. Mindfulness is a good technique to build into what you do whether you are at home or at work.

When you become stressed, your breathing becomes more rapid and shallower, which restricts the flow of oxygen to your brain and actually exacerbates your stress. Big, deep breaths from within your chest cavity whenever you start feeling stressed will help to keep you calm, so that you can continue to work in a more rational manner.

# Develop your Emotional Intelligence

Practising mindfulness techniques has been shown to have an impact on the overall development of your emotional intelligence. These techniques will, not only help you to manage stress, but will help with your emotional control, with your rational thinking and with your decision-making.

## Hints and Tips

*Meditate - A short, easy mediation.*

When you meditate, it becomes easier to be aware of your feelings without being distracted by the busy-ness and noise of everyday life. Often creative ideas will come to you as well.

- 1 Sit somewhere comfortable, close your eyes and just be aware of your breathing.
2. Any time you feel your attention wandering, just bring it back to your breathing.
3. Just allow your thoughts and feelings to come and go, without judging them.
4. Notice how you are not your thoughts and feelings. If you were just your thoughts and feelings, who's observing them?

# Develop your Emotional Intelligence

## OPTIMISM

*Remaining hopeful and resilient despite setbacks, having a positive attitude and outlook.*

Low Levels	High Levels
Fears the worst will happen	Positive attitude in face of adversity
Pessimistic	Hopeful approach to life
Uncertain about the future	Confident about the future

An optimistic outlook on life, tempered with realism and practicality, will make you far happier and more motivated. You should be motivated by your goals and encouraged by whatever the future holds for you, but not get so carried away that you lose touch with reality.

The good news is that if you successfully implement all the different elements of emotional intelligence presented in this short book, you'll naturally develop an optimistic outlook on life, but – more importantly – you'll also have the means to act on it and turn your goals into a reality!

## Hints and Tips

*Stand tall.*

Your physical posture can have a big effect on how you feel. Try it now: first, slump over and hang your head while trying to remember a good time. It's not easy is it?

Now stand up straight, look up, and spread your arms wide, and notice how much easier it is to feel good!

# Develop your Emotional Intelligence

*Flexibility, Stress Tolerance* and *Optimism* are the three facets of **Stress Management**.

Learn more about **Stress Management** by taking  
the **Ei4Change** online course



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# Develop your Emotional Intelligence

## CONCLUSION

At this point, you should have a good understanding of the components of emotional intelligence – those seemingly indefinable elements of success that seem like common sense.

*However, at times, it seems that common sense is not that common!*

# Develop your Emotional Intelligence

## **Courses available include:**

- Introduction to Emotional Intelligence
  - Self-Awareness
  - Self-Expression
- Interpersonal Skills
- Decision Making
- Stress Management

*All courses contain video-based lectures, course notes, quizzes, extra resources, and discussion boards to support your learning.*

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# Develop your Emotional Intelligence

Robin Hills has over 35 years' business and commercial experience helping executives and leaders develop business performance through increased self-awareness and understanding of others.

He is Director of **Ei4Change** – Emotional Intelligence 4 Change – a company specialising in training, coaching and personal development focused around emotional intelligence, positive psychology and neuroscience.



Robin's style, as a facilitative, consultative leader, is to encourage people to take responsibility and to get involved in a range of practical, business-focused, yet fun, training activities that aid and encourage learning on a one-to-one or group basis.

Robin has spoken and delivered keynote speeches and workshops at international emotional intelligence conferences. These have been held in South Africa, the Middle East, India, the United States (Harvard University) and the United Kingdom (the University of Manchester and the University of London).

His online educational courses on resilience and emotional intelligence are used in educational establishments in South Africa and India and he is teaching over 25,000 students in 155 countries.

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