

Emotional Intelligence

You might think work is not the place for strong emotions. That it's a place to be professional and in control. In fact, emotions are everywhere and your workplace is an intensely emotional place, even if you don't yet recognise it.

If you want to survive in the modern workplace, you need to strengthen your people skills and become an expert self-manager, able to control your emotions even under fire, and that is why you need emotional intelligence.

NAME



HOW TO USE THIS WORKBOOK

Use this self-study workbook to develop your own emotional intelligence. It is designed to support the topics covered in the Emotional Intelligence e-learning course.

You can work through the entire workbook, or, because we know how busy life can be, you have the option to go straight to particular topics you'd like to learn more about.

Mastering emotional intelligence is a challenge, but it's definitely worth investing your time in. Research shows that it's perhaps the most important factor in academic success, job performance and life success. It's even considered more important than IQ. And, unlike IQ, your emotional intelligence can be increased.

WHO SHOULD READ THIS?

- Anyone who manages people and would like to increase employee engagement.
- Anyone who would like to develop their team working skills.
- People who struggle to keep their emotions in check in the workplace.

KEY INSIGHTS

Emotions are Important - Learn how to use the power of your emotions without letting them overwhelm you.

Emotional Intelligence Explained - Explore Daniel Goleman's 1995 bestselling book 'Emotional Intelligence'.

Self-Awareness - Find out why this means more than simply knowing your likes and dislikes.

Self-Management - Discover who is really in charge of your emotional responses.

Social-Awareness - Why do some people instinctively know when you need some space, or extra support?

Relationship Management - Are you too distracted to build relationships?

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EMOTIONS ARE IMPORTANT

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- ✓ **HELP US LEARN NEW THINGS**
- ✓ **UNDERSTAND OTHERS**
- ✓ **TAKE ACTION**

Sometimes it can feel like our emotions hold us back and that we'd do better without them.

But it's simply not true. Emotions are important. They help us to learn new things, understand others and take action.

A gruesome demonstration of this occurred in the early 1940s. Psychiatric patients went through a type of brain surgery called a lobotomy, which involved cutting and scraping away those parts of the brain responsible for emotion. Following the operation patient spontaneity, responsiveness, self-awareness and self-control were reduced. Activity was replaced by inertia, and people were left emotionally blunted and restricted in their intellectual range.

So having strong emotions is not the problem. And even if you did learn to manage your own emotions at all times, unless you live on a deserted island, you're going to have to interact with other people and deal with their emotional states.

The trick is to use the power of your emotions without letting them overwhelm you.

From now on you need to think of your emotions just like another sense, because emotions provide information, too.

Information you can learn to manage and use to your advantage.

TAKEAWAY

We all have strong feelings and emotions, and we can all think of a situation when we've let our emotions overwhelm us, only to regret it later.

If you find yourself reacting this way on a regular basis, it does little for your reputation or credibility at work.

If you want to avoid the overly emotional label, you must develop your emotional intelligence.

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EMOTIONAL INTELLIGENCE EXPLAINED



There are a lot of different approaches and theoretical models linked to emotional intelligence, but in this course we're going to stay focused on the Goleman interpretation.

Emotional Intelligence rose to prominence with the release of Daniel Goleman's 1995 book called, rather unsurprisingly, Emotional Intelligence.

It's a big book and a complex model but it can be broken down into five domains.

1. Knowing your emotions.
2. Managing your own emotions.
3. Motivating yourself.
4. Recognising and understanding other people's emotions.
5. Managing relationships.

To save you time, we've summarised the different elements of the model into four really easy to understand sections.

Emotional intelligence is a very personal journey, so not everything is going to be applicable to you. Explore the different sections at your own pace and act on the advice that you connect with.

SELF-AWARENESS

Self-awareness is the ability to understand your own feelings and behaviours.

This means more than simply knowing what you like and dislike. Emotional awareness is all about recognising the emotions you experience, understanding the feelings associated with the emotion, and what you think and do as a result.

Let's imagine your car wouldn't start this morning. This could understandably put you in a bad mood. You might take this mood into the workplace and feel negative about the whole day. You could even overreact or lash out at small things. The people you work with, sensing your emotional state, would likely avoid you for fear of how you might react.

If you recognised this emotion before coming into the office, things could have been different.

When you find yourself in this type of situation take a moment and name the emotion or emotions that you're feeling. By simply recognising and naming how you feel, you'll reduce the intensity of the emotion.

Often your feelings in a situation depend on how you think about it.

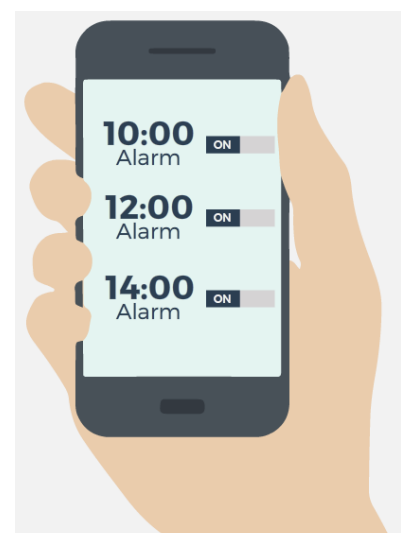
Is your car not starting really the end of the world? Will getting angry or being moody help the situation?

If the answer is no, then why bother continuing with that emotional response?

SELF-AWARENESS CHALLENGE

How well do you know yourself?

To help you develop emotional self-awareness set an alarm on your phone for various points during the day. When the alarm goes off stop what you're doing and think about how you're feeling emotionally.



Identify where that emotion is showing up as a physical feeling in your body and what the sensation feels like. Write it down:

(For example, you might feel anxious about a future event. That anxiety might show up physically as a frown or headache, and you've noticed you've been distracted from work).

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Emotion 2

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Emotion 3

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Emotion 4

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The more you can practise this, the more it will become second nature. You'll recognise the emotional state you're feeling, and it will become easier to manage those feelings.

Also pay attention to your behaviour. Notice how you act when you're experiencing certain emotions. Does it make you speak to others differently? Has your productivity dropped?

TAKEAWAY

When you pay attention to how you're feeling and behaving, you learn to trust your emotions, and in doing so, become far more adept at managing them.

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SELF-MANAGEMENT

Imagine you're talking in a meeting and someone keeps interrupting you. Your frustration builds and eventually you get angry and snap at the person who is interrupting.

In this situation who was responsible for you lashing out angrily?

People with high emotional intelligence recognise that your emotions and behaviour come from you.

Your emotions don't come from anyone else, and therefore, you're the one who is responsible for them. It's not easy to accept. Sure, the person was irritating, but there's a subtle and important difference between responding and reacting.

Shouting at the person was an unconscious way of reacting to an emotional trigger.

Responding is a conscious process that involves noticing how you feel and then deciding how you want to behave. In the meeting you could explain to the person how you feel and why interrupting you isn't helping.

It's not easy, but self-management is about striking a balance between your emotional and logical sides.

SELF-MANAGEMENT CHALLENGE

Self-management is about using self-awareness to keep negative reactions under control.

Using the self-management table, you're going to explore what scenarios trigger an emotional response from you, and decide how best you're going to manage them in future.

In the triggers column list all the scenarios that can cause you to have an impulsive emotional reaction at work. This means the things that sometimes make you lose your cool or make you upset.

Next take some time to develop a strategy for each scenario.

TRIGGER

E.g. "I get really angry when people talk loudly on the phone in the office".

STRATEGY

E.g. "When I get angry at someone speaking loudly on the phone, I'll recognise I'm getting angry, take a deep breath, have a break from the situation and return when I've calmed down enough to explain why the behaviour frustrates me so much".

TAKEAWAY

Managing your responses and impulsive emotions is an essential part of having high emotional intelligence.

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SOCIAL AWARENESS

Has anyone in your work or home life ever said to you, “You never listen to me”?

If the answer is yes, then you might need to work on your social awareness.

We can all think of a certain manager, friend or family member who instinctively knows when you need to be left alone, or when you want company or extra support.

THESE PEOPLE EXCEL IN SOCIAL AWARENESS.

Goleman explains that other people play a large role in your existence, and only by managing your social interactions with them can you hope to be successful in work and life.

The next time you’re interacting with someone, pay close attention and ask yourself the following questions:

1. Did I listen actively to the person who approached me or was I too busy to listen?

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2. Did I ask questions about how the content was affecting their emotions?

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3. Did I change my body language in order to meet the needs of the other person?

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SOCIAL AWARENESS CHALLENGE

Your first challenge is to accept that improving your social skills is not an overnight process. If you try to change or improve too much at once you're doomed.

So with that in mind, take a look at the three activities below and focus on the one you feel you'd most benefit from:

Ask others for their honest feedback about the way you interact with them. Accept the negative feedback along with the positive (without getting defensive) and make changes accordingly.

Write down how you think others reacted to you asking for feedback.

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• Be aware of your body language. Non-verbal communication is more important than what you have to say. Positive body language will benefit your interactions with other people.

• Learn to listen with genuine interest. Fight the urge to respond immediately and really listen to what the other person is trying to say.

Write down any differences you noticed in the other person's behaviour when you actively listened to what they had to say.

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TAKEAWAY

You can't become more socially aware overnight. But it's a skill worth developing. Make sure you try to consider what people want, and plan to communicate with them in a way that meets that need.

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RELATIONSHIP MANAGEMENT

Relationship Management is tough. Most of us have promised to keep in touch with a friend or colleague, but over time we grow apart, and promises are broken.

That's because relationships take a lot of work, and we're all so busy.

But here's the thing, you can't make deep connections with others if you're distracted. Many of us have families, other obligations, and a crazy to-do list, but building and maintaining healthy and productive relationships is essential to one's ability to gain higher emotional intelligence.

If you want to get the best out of others, and help them change, grow and develop, you have to work on your relationship management skills.

The important thing to remember is you don't need to be a networking genius to connect with people.

The most magnetic characters develop the ability to listen and empathise, and to be optimistic, honest, encouraging, inquisitive and grateful.

Build better relationships in your workplace by being genuinely interested in what others have to say.

RELATIONSHIP MANAGEMENT CHALLENGE

Work is busy, and it can be very easy to spend the day distracted and forget all about relationship building.

Avoid this by scheduling a portion of your day, even if it's just 30 minutes, to develop relationships with the people you work with.

Add the reminders to your calendar or set an alarm and stick to it.



It doesn't have to be anything elaborate, why not ask a colleague to join you for a coffee? Write a thank you card for someone who has gone the extra mile, or send a small gift.

These small interactions help to build the foundations of a relationship.

Take action today. Write down one relationship building activity you are going to do as soon as you've finished this workbook:

E.g. Take Bob for a coffee and talk to him about a topic in the workbook that really connected with me.

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TAKEAWAY

Knowing your employees, customers or stakeholders as friends will give you a crucial advantage in the work-place.

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ACTION PLAN

KEY SKILLS (WHAT ARE THE KEY SKILLS YOU HAVE LEARNT DURING THIS COURSE)

WHAT WILL YOU DO DIFFERENTLY IN THE WORKPLACE?

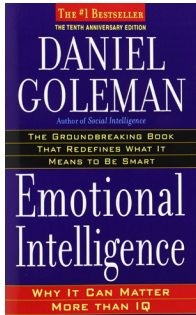
WHAT OBSTACLES MIGHT GET IN THE WAY OF YOU ACHIEVING THIS?

WHAT, OR WHO MAY HELP YOU OVERCOME THESE BARRIERS?



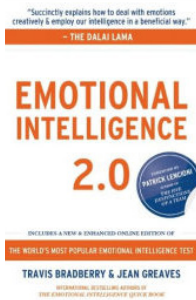
SUGGESTED READING

Emotional intelligence is a huge topic, and we want you to continue learning more about yourself. So we would like to recommend some great books on the subject, and hope you use them to explore and develop your own emotional intelligence:



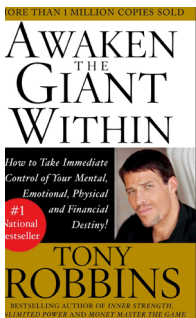
EMOTIONAL INTELLIGENCE

Daniel Goleman



EMOTIONAL INTELLIGENCE 2.0

Travis Bradberry and Jean Greaves



AWAKEN THE GIANT WITHIN

Anthony Robbins

This workbook was produced by:

