

# **Emotional Intelligence At Work**

# Overview

- I. Why is EI important?**
- II. What is EI?**
- III. What is the link between Emotions, Thoughts and Behaviors?**
- IV. How can I use EI to enhance my Work Relationships?**

# **Emotional Intelligence:**

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**Why is EI important?**

# Why is EI Important?

- A. Think of someone who you consider an exceptional leader**
- B. On separate post-its, jot down the qualities of this leader**



# EQ-i 2.0 Model



# **Emotional Intelligence:**

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**What is it?**

# What is EI?

**The capacity for recognizing  
our own feeling and those of others,  
for motivating ourselves, for  
managing emotions well in ourselves  
and in our relationships**

Daniel Goleman



# Emotional Intelligence

	Inner Focus	Outer Focus
Awareness	Self-Awareness	Social Awareness
Management	Self-Management	Relationship Management



# Emotional Intelligence Components

## Self-Perception- Understanding who I am

<b>Self-Regard</b>	To accurately perceive, understand and accept one self.
<b>Self-Actualization</b>	To strive to achieve personal goals and actualize one's potential.
<b>Emotional Self-Awareness</b>	To be aware of and understand one's emotions.

## Self-Expression – Expressing my emotions

<b>Emotional Expression</b>	To show and communicate your feelings
<b>Assertiveness</b>	To effectively and constructively express one's emotional needs.
<b>Independence</b>	To be self-reliant and free of emotional dependency on others.

## Interpersonal—Developing and maintaining relationships

<b>Interpersonal relationships</b>	To establish mutually satisfying relationships and relate well with others.
<b>Empathy</b>	To be aware of and understand how others feel.
<b>Social Responsibility</b>	To identify with one's social group and cooperate with others.

## Decision Making—Using emotions to make better decisions

<b>Problem-Solving</b>	To effectively solve problems of a personal and interpersonal nature.
<b>Reality-Testing</b>	To objectively assess the “here and now” reality of any given moment/situation.
<b>Impulse Control</b>	To effectively and constructively control emotions.

## Stress Management – Coping with challenges

<b>Flexibility</b>	To adapt and adjust one's feelings and thinking to new situations.
<b>Stress Tolerance</b>	To effectively and constructively manage emotions.
<b>Optimism</b>	To be positive and look at the brighter side of life.

# Exercise: Goldilocks Too Much--Too Little--Just Right

- Work with a partner
- Identify a TV or Movie character depicting each component



# **Emotional Intelligence:**

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**What is the link between  
Emotions, Thoughts and  
Behaviors?**

# SELF

	Inner Focus	Outer Focus
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# Self-Awareness

Capability to:

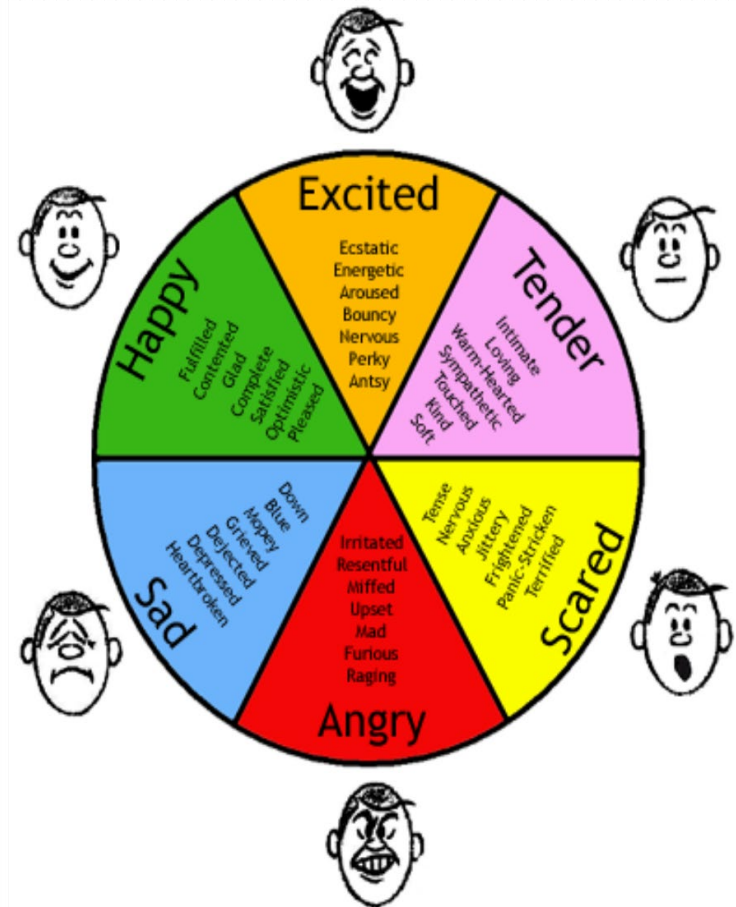
- Recognize your emotions in the moment
- Understand implications of your emotions
- Tolerate discomfort as you feel emotions



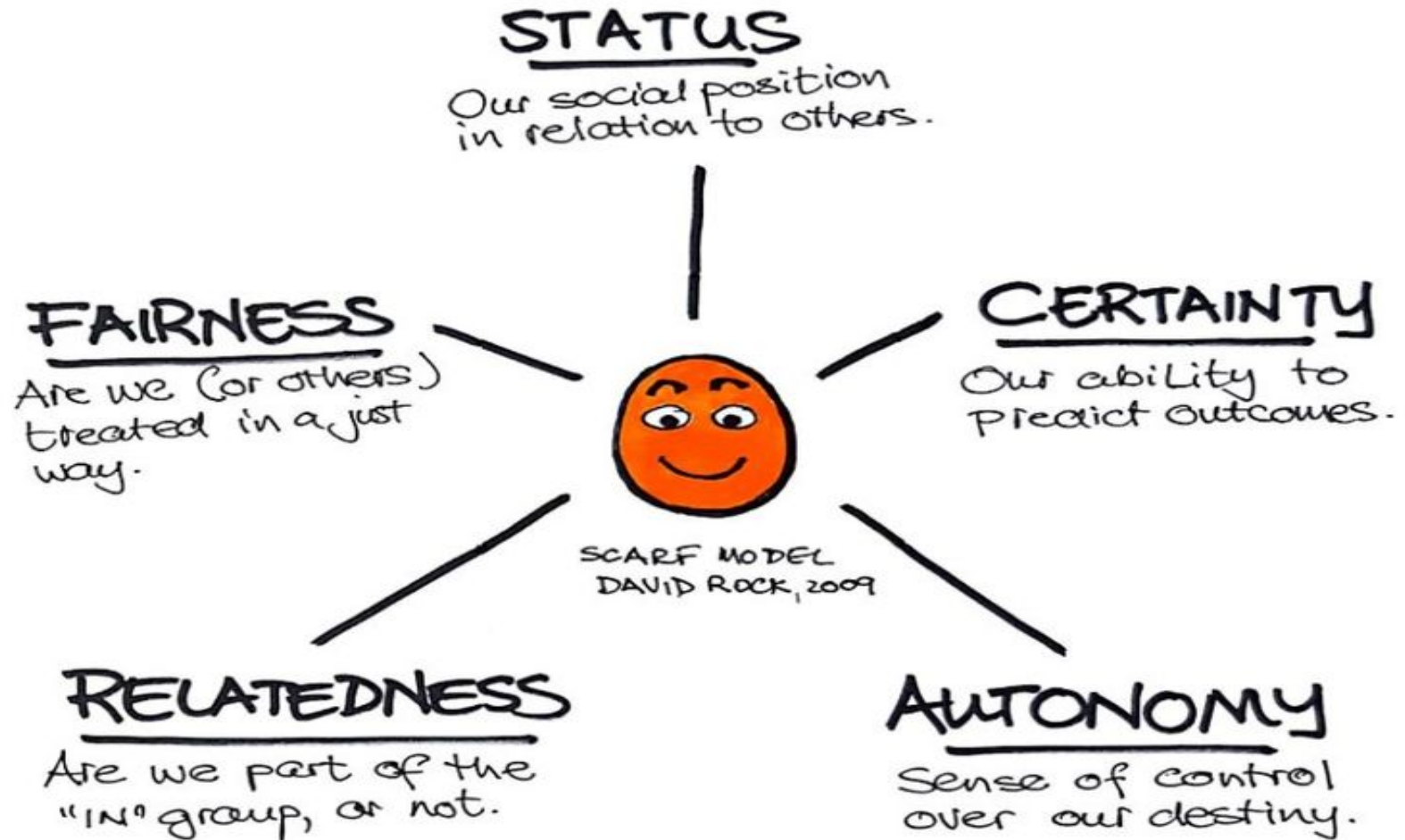
# Self-Management

Capability to:

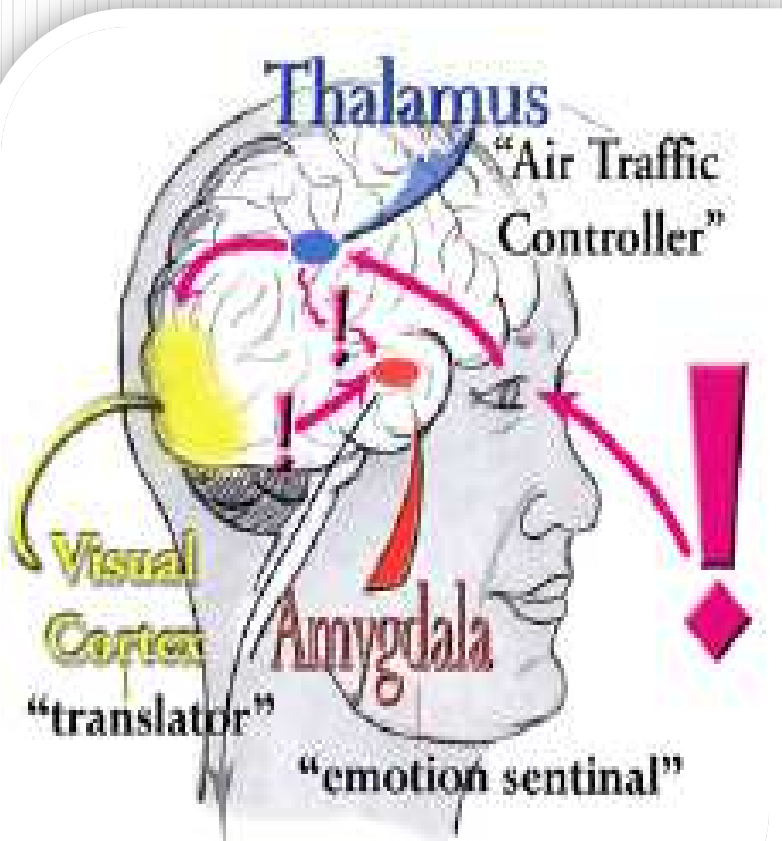
- Make constructive choices, especially when **triggered**
- Recognize different situations call for different **responses**
- Make your emotions work for you, not against you



# What's your trigger?



# The Amygdala Hijack



- An immediate, overwhelming emotional reaction to a trigger
- Intense response that bypasses rational thinking
- Aka: “What was I thinking?”



# Amygdala Hijack



# Rational Reality

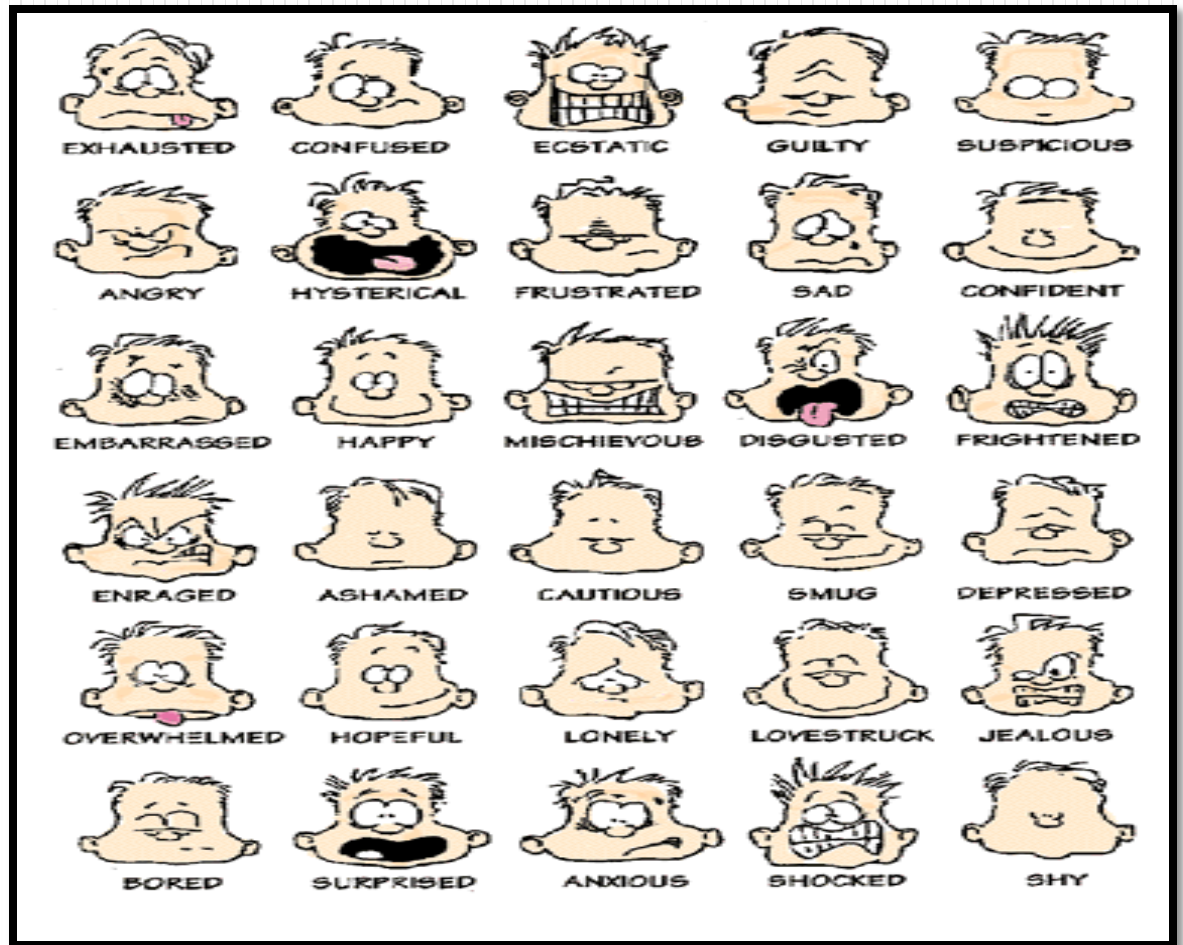


# Amygdala Hijacks Differ



# Manage the Amygdala Hijack

*Label your feelings*





# Manage your Emotions: P.O.D.

- **Pause** and acknowledge the activating event
- **Observe** what you are thinking, feeling and the potential consequence of your actions
- **Do Something Different** by challenging yourself to have a new action and outcome

# SOCIAL

	Inner Focus	Outer Focus
Awareness	Self-Awareness	Social Awareness
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# Social Awareness

Capability to:

- pick up
- interpret

emotional cues  
of others



# Relationship Management

Capability to use emotional cues to inform behavior:

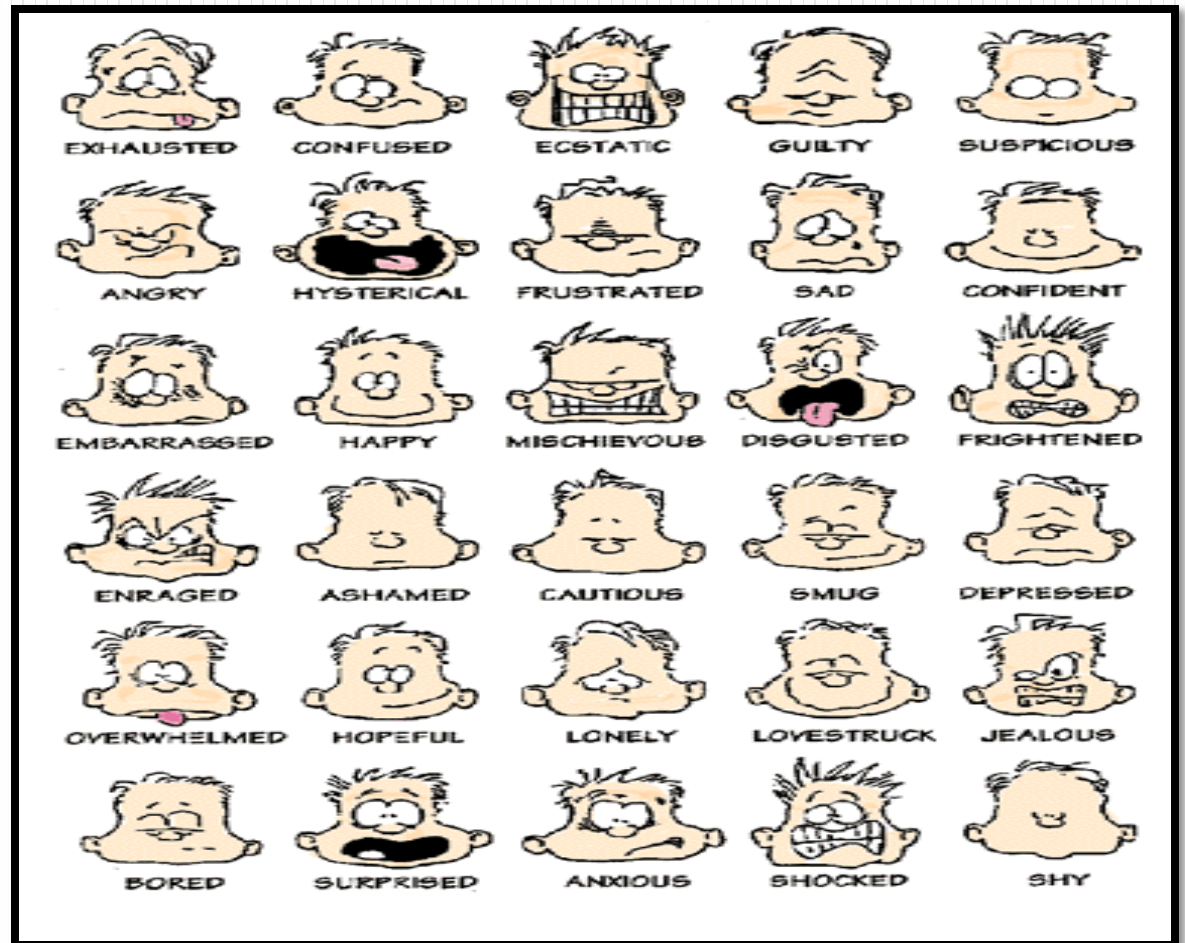
- Yours
- Others





# Help OTHERS manage THEIR Amygdala Hijacks

*Help them  
Label THEIR  
feelings*



# Help OTHERs Manage Their Emotions: P.O.D.

- **Pause** and acknowledge the activating event
- **Observe** what THEY are thinking and feeling
- **Do Something Different** by challenging them to have a new action and outcome

# **Emotional Intelligence:**

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**How can I use EI to enhance my work relationships?**

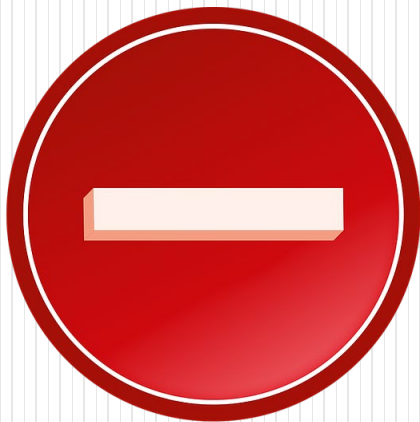
# EI Appears Everywhere

- Emails
- Meetings
- Tense situations
- Complex problems
- Tough decisions
- Unfamiliar surroundings



# Viewpoints of EQ at Work

**Staff Marginalize  
Emotions**



**Staff Accept and  
Value Emotions**



# Emotional Intelligence

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# Practice Empathy

Pay close attention to really understand  
what others feel --  
even if you don't share those feelings



# How Empathy Shows up

- **E – EYE CONTACT**
- **M – MUSCLE EXPRESSION**
- **P – POSTURE**
- **A – AFFECT (EXPRESSION)**
- **T – TONE OF VOICE**
- **H – HEAR WHAT PERSON IS SAYING  
WITH NO JUDGMENT**
- **Y – YOUR RESPONSE—OFFER SUPPORT**





# Empathetic Statements and Excavating Questions

- **You** must be feeling...
- **You** must be thinking...
- **You** look frustrated...
- **You** sound upset...
- What did **you** think...
- What did **you** wish might happen...
- How did **you** feel...





# Feedback

1. Convey Positive Intent
2. Portray Situation
3. Describe Behavior
4. Identify Impact
5. Ask Staff to Respond
6. Determine Solutions

# Factors for Success

## **Motivation:**

- What's working for me?
- What's NOT working for me?

## **Practice:**

- What should I focus on?
- What is my plan?

# Key Takeaways

- **Tame the tiger:** be mindful of your feelings and the feelings of others
- **Seek to understand:** use empathy for better relationships at work—understand without necessarily agreeing