

EMOTIONAL INTELLIGENCE

Definition

“Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”

— Daniel Goleman, *Working With Emotional Intelligence*

Personal Competence	Social Competence
Self-Awareness <ul style="list-style-type: none">• Emotional awareness• Accurate self-assessment• Self-confidence	Social Awareness <ul style="list-style-type: none">• Understanding others• Organizational awareness• Service
Self-Management <ul style="list-style-type: none">• Self-control• Adaptability• Motivation	Relationship Management <ul style="list-style-type: none">• Influence• Conflict management• Collaboration and cooperation

Self-Awareness

_____ When I am in a bad mood, I know who or what is upsetting me.

_____ I know what I am good at.

_____ I know what my values are.

Self-Management

_____ I stay relaxed and composed under pressure.

_____ I can pull myself together quickly after a setback.

_____ I finish what I set out to do.

Social Awareness

_____ I am able to look at a problem from another person's point of view.

_____ I can sense when others are anxious, frustrated, or demotivated.

_____ I can read a group's emotional currents.

Relationship Management

_____ I pay attention to what others are saying and how they're saying it.

_____ I know what words and behaviors will calm down or provoke others.

_____ I can use my influence to persuade others.

E.I. Traits of Successful People

Honestly assess their strengths.

Set challenging goals.

Are flexible.

Are enthusiastic.

Respect others.

Are willing and eager to learn new things.

Overcome fear.

Keep a positive outlook.

Are persistent and work hard.

Communicate with people effectively.

Are honest and dependable; take responsibility for what they do.

Are self-confident.

Handle difficult people and tense situations with diplomacy and tact.

Understand others' needs and perspectives.

Think clearly and act rationally under pressure.

Foster their creativity.

Ask the right questions.

Keep an eye toward the future.

Look for solutions to problems.

Guard against emotional responses.

Are prepared to face people who are not calm and reasonable.

Using E.I. to Influence and Build Consensus

Consensus building is about having everyone come to agreement on how to handle a situation rather than having the decision made by the majority, the loudest, or the most powerful. As consensus is being created, all involved may not be in 100 percent agreement, but a solution may be developed with which everyone can be satisfied.

Consensus Building

- Come in with an open mind.
- Welcome feedback.
- Find points of agreement.
- Define the disagreements.
- Give up the need to be right.
- Let everyone save face.
- Influence others by arousing specific emotions such as passion, respect, enthusiasm, or outrage.

Questions to More Quickly and Easily Reach Consensus

Ask Yourself ...

- Do I want to win the argument or win the relationship?
Am I willing to let this go?
- How can I be part of the solution?
- Do they feel that they are being heard enough?
- What do they want?
- Why do they want what they want?

Ask Others ...

- “How does everyone feel about this plan or process?”
- “What do you need from me?”
- “Be direct: What is going on?”
- “Tell me more about ... ”
- “Help me understand.”
- “Does anyone have a sense that we might be missing something here?”

Using E.I. to Help Create a Powerful and Positive Work Environment

Creating a positive workplace will require all of your E.I. skills.

Self-Awareness

Are you part of the problem? Ask yourself if you are bringing negativity into the workplace.

- Do you feel that you can't make a difference?
- Do you lack enthusiasm when going to work?
- Is "I can't" or "It won't work" your immediate response to new ideas?

Self-Management

Emotions are contagious. Transmit your positive attitude to others around you.

- Address and adjust your negative thoughts.
- Adopt a positive physiognomy.
- Identify which aspects of the job make you happy and seek them out.

Social Awareness

Turn on your social radar. Are these signs of negativity present in your workplace?

- Us vs. them mentality
- Information hoarding
- Uncooperative behavior
- Suspicion
- Absenteeism
- Constant complaining

Relationship Management

Bring everyone's feelings out into the open so that they can be dealt with honestly and effectively.

- Acknowledge the negative emotions.
- Discuss the positives of the workplace before addressing how to attack the causes of negativity.
- Train others in self-management.