



Emotional Intelligence

Training Manual



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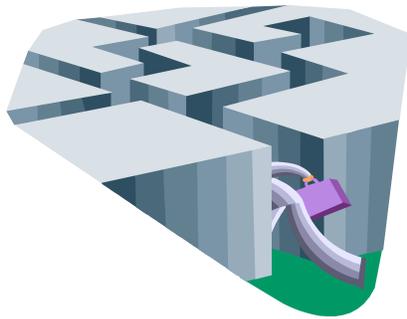
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Whatever the mind can conceive and believe, the mind can achieve.

Dr. Napoleon Hill

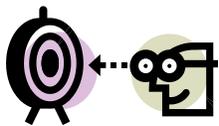
Module One: Getting Started



Welcome to the Emotional Intelligence workshop. Emotional Intelligence is defined as a set of competencies demonstrating the ability one has to recognize his or her behaviors, moods, and impulses, and to manage them best according to the situation.

This course will give you the tools you need to be emotionally intelligent in your workplace. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humor to build rapport in tense situations. These employees also have empathy, remain optimistic even in the face of adversity, and are gifted at educating and persuading in a sales situation and resolving customer complaints in a customer service role.

Workshop Objectives



Research has consistently demonstrated that when clear goals are associated with learning, it occurs more easily and rapidly.

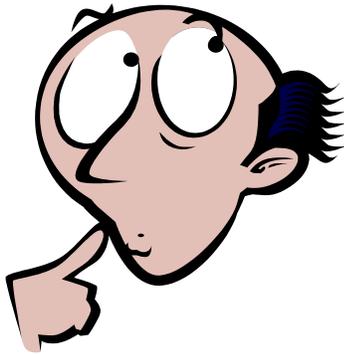
This workshop is designed to help you in the following ways:

- Define and practice self-management, self-awareness, self-regulation, self-motivation, and empathy.
- Understand, use and manage your emotions.
- Verbally communicate with others.
- Successfully communicate with others in a non-verbal manner.
- Identify the benefits of emotional intelligence.
- Relate emotional intelligence to the workplace.
- Balance optimism and pessimism.
- Effectively impact others.

Experience is not what happens to you – it's how you interpret what happens to you.

Aldous Huxley

Module Two: What is Emotional Intelligence?



Emotional Intelligence is a part of you that affects every aspect of your life. Understanding the root causes of your emotions and how to use them can help you to effectively identify who you are and how you interact with others.

With Emotional Intelligence being a fairly new branch of psychology, its definition can be found in various theories and models. We are presenting a definition influenced by a few theories, and mainly popularized by Daniel Goleman's 1995 book *Emotional Intelligence*.

Self-Management



In order to effectively achieve your overall career objectives or the objectives within a given task, you must use clearly defined methods to carry out those activities. This includes the setting of goals, decision making, planning, and scheduling. Once the tasks are completed, you must evaluate the success of these methods.

The following is a list of five key points to remember to help you master the art of self-management.

- **Be consistent.** Part of managing oneself is the ability to be stable. The values you hold dear should always be transparent. Always changing can not only cause others to question your beliefs, but it can also cause you to become confused about what you truly believe.
- **Stick to the plan.** If you are scheduled to complete a particular task, do it. Don't just do it, but make sure it is done in a timely manner. It is easy to feel out of control when you disregard the plan you are to follow.
- **Be accountable.** There are times when things don't work out as you plan, but you have to be able to admit that and then use your flexibility to get things back on track. The ideal result is that you easily bounce back and complete the task, but even during those times when this is not the case, you are expected to adjust.

- **Educate yourself.** We live in an ever-changing world and you want to be able to keep up with it. Don't let change pass you by, embrace it. Be an avid reader. Talk and listen to mentors and peers. They may know something that could help you along your journey.
- **Stay physically fit.** Many people don't think of staying fit when they talk about self-management, but it is a very important part of being able to practice the four preceding points. Exercising your body is just as crucial to self-management as exercising your mind. A body that is not well rested, nutritionally fed, or physically exercised can lead to emotional and physical illnesses.
-

Self-Awareness



Being 'aware' of one's self is the ability to accurately perceive one's skills and knowledge, value and responsibilities. It is being confident in what you have to offer, whether it is personally or professionally.

Self-awareness is not only important for one's self-esteem, but it is also the first step to the process of full acceptance or change. Without understanding why one thinks the way he thinks or why he acts the way he acts, he may never fully appreciate himself or see the importance of making changes to improve him, if necessary. Self-awareness gives power and a sense of peace or happiness. This newly found strength will more than likely carry over into your work life, how you perform your duties as well as how you interact with others.

The lack of self-awareness can cause you to not realize your worth in the company or even the quality of the work you perform. This can have an even more dramatic effect when you hold a leadership position. Not only will you have doubts about yourself, but the people you lead will also begin to question your competence, which could ultimately lead to a lack of leadership effectiveness.

Self-Regulation



Self-Regulation is another term for 'self-control', which is defined as the ability to control one's emotions, desires, and behaviors in order to reach a positive outcome. Self-regulation is sometimes difficult because of the phenomenon that it is important to 'express how you feel'. While this may be partially true, the art to finding the balance between expressing one's feelings and avoiding unnecessary tension is self-regulation.

Self-Regulation is a direct reflection of the type of pressure one is experiencing. There are three types of pressure:

1. **Good Pressure:** This type of pressure is the result of an aggressive yet non-critical and non-harmful atmosphere. One aspires to be like the people around them. This motivation leads to the acquisition of self-regulation.
2. **Bad Pressure:** Bad pressure is the when the atmosphere is critical and harmful. One has no motivation and loses self-regulation.
3. **No Pressure:** When one is not experiencing any pressure, they tend to act based on emotion, since there is no one to compare themselves to.

Self-Motivation



Andrew Carnegie said it best with his quote *“People who are unable to motivate themselves must be content with mediocrity, no matter how impressive their other talents.”* Self-motivation is an essential part of excelling at life. You must learn to motivate yourself because you cannot depend on others to do it for you. You have to know how to encourage yourself regardless of how bad the situation. There are several keys to building self-motivation.

- Work towards a cause.
- Don’t compare yourself to others.
- Make the conscious effort to not give up.
- Don’t live in your past failures or successes.
- Utilize positive thinking.

There are times when you may need motivation to get motivated. Positive thinking may not be doing the trick. What should you do? Consider these suggestions:

- Write down your plan for improvement.
- *Briefly* think about your past successes.
- Read books that promote self-motivation.

Empathy

Empathy is sharing in the feelings of others, whether joy or sadness is an admirable trait. In order for empathy to work, a person must first be able to recognize, classify, and understand their own feelings.



Empathy has been defined by others as:

- **Alvin Goldman:** The ability to put oneself into the mental shoes of another person to understand her emotions and feelings.
- **Martin Hoffman:** An effective response more appropriate to another's situation than one's own
- **Carl Rogers:** To perceive the internal frame of reference of another with accuracy and with the emotional components and meanings which pertain thereto as if one were the person, but without ever losing the "as if" condition. Thus, it means to sense the hurt or the pleasure of another as he senses it and to perceive the causes thereof as he perceives them, but without ever losing the recognition that it is as if I were hurt or pleased and so forth.

Empathy is most useful when the one empathizing has experienced a variety of feelings. For example, the boss who was once passed over for a promotion generally finds it easier to identify with another person who is passed over for a promotion. Not only is this comforting for the person who is going through the situation, but it's also good for empathizer because it strengthens their ability to positively react to negative situations.

It is not as simple as it sounds. The ideal situation would be for a person to express their issues and you empathize with them, but the fact is, people aren't always as forthcoming with their problems, even though it is obvious that there is something wrong. Since this is the case, you may be forced to ask probing questions or read between the lines of what is said. You can also focus on non-verbal cues such as body language.

Case Study

John was told by a colleague that he was very emotionally intelligent, but he hadn't had even the slightest clue as to what that really meant. He approached another colleague named Jessica. She explained that it meant a number of things, including that he must be great at self-management, self-regulation, and self-motivation. John realized what a great compliment it was to be considered an emotionally intelligent person, and thanked the colleague, and Jessica, for the confidence boost and information.

Module Two: Review Questions

- 1) Emotional intelligence is a new branch of:
 - a) Sociology
 - b) Psychology
 - c) Psychiatry
 - d) Anthropology

- 2) Which of the following IS NOT one of the key elements that improve the self-managements skills?
 - a) Education
 - b) Consistence
 - c) Staying physically fit
 - d) Practicing self-confidence

- 3) Self-awareness is a skill of perceiving your:
 - a) Knowledge, skills, responsibilities, values
 - b) Flaws, responsibilities and chores
 - c) Unique perfection
 - d) Flaws and imperfections

- 4) What does the lack of self-awareness cause to your work-life?
 - a) You work slow
 - b) You have an argument with a colleague
 - c) You do not realize your worth in the company
 - d) You feel like you have to obey everyone and do everything

- 5) Self-regulation is also known as:
 - a) Self-esteem
 - b) Self-awareness
 - c) Self-confidence
 - d) Self-control

- 6) Good pressure comes as a result of:
 - a) Non-aggressive but critical atmosphere
 - b) Aggressive, but non-critical and non-harmful atmosphere
 - c) Aggressive, critical and harmful atmosphere
 - d) Aggressive and critical emotions

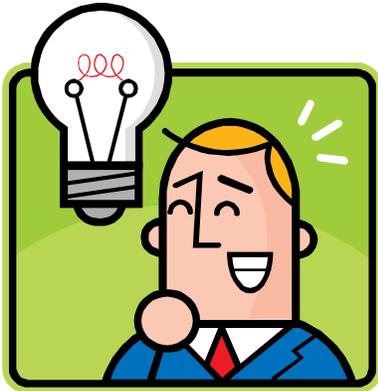
- 7) Which of the following IS NOT a good advice for building your self-motivation?

- a) Utilize positive thinking
 - b) Don't live in your past failures or successes
 - c) Compare yourself to the others
 - d) Work towards a cause
- 8) Which of the following IS NOT among the best motivations to get motivated?
- a) Writing down your plan for improvement
 - b) Stop living in your past failures or successes
 - c) Reading books that promote self-motivation
 - d) Thinking briefly about your past successes
- 9) What is empathy?
- a) Sharing in the feelings of others
 - b) Expressing your own feelings
 - c) Imposition of your feelings to others
 - d) Suppressing your feelings
- 10) Alvin Goldman's definition of empathy says that empathy is the ability of a person to put oneself to another person's mental:
- a) Skin
 - b) Coat
 - c) Shoes
 - d) Paths

Any person capable of angering you becomes your master; he can anger you only when you permit yourself to be disturbed by him.

Epictetus

Module Three: Skills in Emotional Intelligence



Developing successful Emotional Intelligence begins by understanding your emotions and their meanings. With this understanding, you must uncover productive ways to manage your emotions, then use them to the benefit yourself and others.

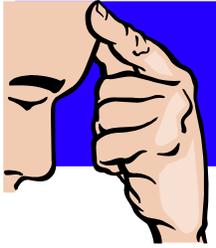
How to Accurately Perceive Emotions



The words that people say are only half of the message they are trying to get across. The tone in which they say it, or the emotion tied to their words, is the other half. For example, if your boss says, “We’re going to have to let you go” with the look of concern or in a caring tone of voice, he /she are actually saying, “Unfortunately, we are going to have to let you go.” On the other hand, if your boss makes that statement, trying hard to keep from laughing, he / she could be saying, “Fortunately, we are going to have to let you go.”

The ability to decide the manner, in which things are being said, lies in your knack of being able to decode the message by looking beyond the words themselves. It is important that you do not allow your emotional state of being to cloud your judgment of what is being said. Focus on the message (verbally and non-verbally) itself in order to accurately perceive the emotions of others.

Use Emotions to Facilitate Thinking



‘Use emotions to facilitate thinking’ is such a profound statement. How one feels will determine how he/she views situations. If you are in a happy mood, everyday events don’t seem so bad. On the contrary, if you are not in a happy mood, even the smallest of situations can seem major to you.

When it comes to the workplace, regardless of your mood, your boss expects you to be a high performer. Make it easy on yourself and ‘choose’ to be in a good mood.

Understand Emotional Meanings

The underlying reason for why you feel the way you do is very important to understand. If you know why you are unhappy, you can either alter the thing that is making you unhappy or consciously tell yourself that ‘thing’ is not worth allowing you to be upset, which can ultimately turn your negative mood into a positive one. Having this understanding can not only be used to internally gauge yourself, but can also help with how you interact with co-workers.

Manage Emotions



Knowing what emotion you are exhibiting or understanding the reason for that emotion is not enough to manage your emotions. Managing your emotions is a conscious and active task. This can be done in several ways. The overall goal is to establish strategies that utilize your emotions to help accomplish a goal rather than allowing your emotions to use you to create a futile outcome.

It is important to remember that your emotions are not the ‘enemy’. They contain valuable information that if used properly, can help you make sound decisions.

Case Study

Jenny was having a bad day. She did not sleep very well the day before, she had to redo some paper work that was lost in the filing, and her boss had given her an attitude about the whole thing. She wondered how she could manage to deal with all the stressors and anger in her day, when she decided to look at it another way. Her boss might not have meant to have an attitude, his tone seemed friendly. She may have to refill out the paperwork, but at least she can try to be happy despite that. She got a good night’s sleep the next day and was happy she didn’t let her stress and anger overwhelm her

Module Three: Review Questions

- 1) The words that people say are only _____ of the message.
 - a) 30%
 - b) 50%
 - c) 75%
 - d) 95%

- 2) Beside the words, a large part of the message is defined by the:
 - a) Timbre
 - b) Voice volume
 - c) Emotion
 - d) Mood of the interlocutor

- 3) What is the most important thing for understanding your emotional meanings?
 - a) Constant detailed analyzing
 - b) Neutralizing the emotions
 - c) Finding the underlying reason of a certain emotion
 - d) Asking for expert's help

- 4) Which of the following statements is true?
 - a) How one feels will determine how he/she views situations
 - b) How one feels doesn't have that much of an influence at work
 - c) How one feels is very hard to change
 - d) None of the above

- 5) Why is managing emotions important?
 - a) Because you want to avoid embarrassment
 - b) Because you don't want to allow your emotions to use you to create a futile outcome
 - c) Because you don't want to be vulnerable at work
 - d) Because showing the undesirable emotions at work isn't professional

- 6) When it comes to decisions, the emotions:
 - a) Have nothing to do with them
 - b) Always play the key role
 - c) Always distract you from choosing the right one
 - d) Can help you make sound decisions

The greatest ability in business is to get along with others and influence their actions.

John Hancock

Module Four: Verbal Communication Skills



Strong verbal communication skills are important in all facets of life. Without these essentials, one may find it hard to get a personal point across, articulate needs and desires or even compete in the business world. There are many factors that contribute to solid communication skills.

Focused Listening



One of the best ways to ensure someone that you are truly listening to what they are saying is to intently listen. To some this may sound like common sense, but it is a skill that is seldom mastered. Usually when engaged in a conversation, the listener is multitasking. They are listening with one part of the brain and preparing a response with the other. It is painfully obvious when a person is not wholeheartedly interested in what someone else has to say. Not only does this make the listener look uncaring, but it may also influence the speaker to go elsewhere when he needs to speak about matters.

Whether you are in a leadership role or an individual contributor, strong listening skills are essential to your success. Hearing something other than what is being said or trying to think of what to say while the speaker is talking, can have dire consequences. Regardless of the industry you work in, focused listening is a great skill to sharpen.

Asking Questions



Asking probing questions is a component that goes hand-in-hand with focused listening. Rarely does someone truly understand everything another is saying without at least asking a couple of probing questions. The key is to not ask questions for the sake of asking questions, or ask questions that do not relate to the conversation. For example, Amy talks to Michelle about a project they are going to work on together. The goal of the project is to create a high school lesson plan for a literature teacher.

Michelle has never created a lesson plan and has no idea of what is included in one. The conversation is as follows:

Amy: Hi Michelle. Today we are going to prepare a lesson plan for a high school literature teacher. This lesson is for the book, *Teaching to Transgress: Education as the Practice of Freedom*. It is not necessary for you to read the book. We have a summary and analysis for each chapter, which is sufficient to develop the plan. There are several sections of the lesson plan that we have to write and it has a non-negotiable deadline.

Michelle: Great, Amy. I look forward to writing the lesson plan with you; however, I have several questions:

- Specifically, what are the sections that we must create?
- Is there a template or certain grammatical rules that we must follow?
- In what format do we complete the lesson plan?
- What is the final due date?

Amy felt like she adequately described the assignment and how it should be done, but because Michelle was listening carefully, she had the opportunity to ask several probing questions to gain a better understanding of what was to be done.

Communicating with Flexibility and Authenticity



When speaking to another, the one rule you want to always observe is that you are being honest about what you are saying. This can be somewhat of a challenge because we are taught to speak with diplomacy; being politically correct, especially in the business-world. While this is true, it is still necessary to make sure you are not sugar-coating or dancing around an issue, as this can cloud the meaning of what is being communicated. Effective communication does not require the speaker to repeat or continuously restate what is being said.

Even though sometimes one is as honest or clear as they could possibly be, it takes a little more work to relay the message. The ability to be flexible in your speech, whether to make your meaning



more clear or to 'show off' that diplomacy you have been working so hard at, is significant for verbal communication success.

Case Study

Jerry had to be briefed on the new company that had become a partner. When he was approached by the sales manager, Sara, she began the briefing by going over some statistics. Jerry knew how to be an active and focused listener. He didn't try to multitask or work on something while she was speaking. When she was done, he asked questions about the material to get a deeper understanding and to demonstrate that he was listening. Now he is equipped with the knowledge needed for the job and also Sara has more faith in his competency.

Module Four: Review Questions

- 1) Focused listening is something that we:
 - a) Have or don't have innate and it cannot be changed
 - b) Can practice just like any other skill
 - c) Can successfully conduct while doing other things
 - d) Can improve in an insignificant percent
- 2) When a person doesn't listen to another person, it is:
 - a) Usually possible to hide it
 - b) Usually painfully obvious
 - c) Usually not a big problem
 - d) Always a huge problem
- 3) Which of the following statements is true?
 - a) Asking questions goes hand-in-hand with the focused listening
 - b) Asking questions is usually considered rude
 - c) Asking questions counts a distraction of focused listening
 - d) Asking questions can cover the fact that you aren't focused on listening
- 4) While you are focused to listening, you should:
 - a) Ask as many questions as you can to let your interlocutor know that you care
 - b) Refrain from questions to save your focus
 - c) Ask only the questions related to the conversation
 - d) Ask anything you want, there are no rules
- 5) What is an important quality when you are speaking to another person?
 - a) Being polite
 - b) Being politically correct
 - c) Being diplomatic
 - d) Being honest
- 6) Which of the following statements is true?
 - a) Effective communication does not require the speaker to repeat what is being said
 - b) Effective communication requires the speaker to repeat what is being said couple of times
 - c) Effective communication requires the speaker to repeat what is being said up to five times
 - d) Effective communication requires the speaker to repeat what is being said continuously

Module Five: Non-Verbal Communication Skills



There is more to communication than the words one speaks or message being conveyed. There are also non-verbal cues that all use in everyday conversations. Being mindful of the signals you send others through body language and the manner in which you speak may get your point across a lot faster than your mere words.

Body Language



The saying, 'Actions speak louder than words' is so true in the world of business. It is easy to shower someone with promises, but when it is time to perform, if the actions do not measure up to the words spoken, the words spoken will be forgotten.

The use of body language can have both positive and negative effects. The thing to remember about body language is that if you are not conscious of what your body is doing while you are talking, the wrong message could be conveyed. For example, if you are smiling while giving someone condolences on the loss of their loved one, that could be construed as inappropriate and your words insincere. On the other hand, if you are congratulating someone on a job well done, but do so with a frown on your face, you could appear to be unhappy for the person.

The signals you send to others.

Sending non-verbal signals to someone can be a great way to reinforce that which you've verbally spoken. It can also be used as a tool to further explain what you're trying to say. However, it can be a way of confusing the listener. So, this can be a valuable skill as long as you are conscious of it and have trained it to have a positive effect rather than using it as an uncertain form of communication.

It's Not What You Say, It's How You Say It



The manner in which you say something could be the factor that determines what the listener hears. It is important to be aware of your emotions, body language, tone, speed, and pitch when you speak. It may sound like a lot of work and until it becomes second nature, it may be, but consistently doing so can produce a favorable outcome. It is possible to send the wrong message without intentionally doing it, so be careful. An innocent request such as 'Please shred that document' can sound like a rude command.

Case Study

Kevin sat and listened to his colleagues presentations. He would nod when he agreed with something, and would give a thumbs up when appropriate. He also clapped when appropriate to demonstrate that he was on their side. When he got up to make his presentation, he made sure to keep his tone of voice positive and kind. Because he had shown them so much respect, they showed him respect and congratulated him on a job well done.

Module Five: Review Questions

- 1) The use of the body language can have:
 - a) Only positive effects
 - b) Only negative effects
 - c) Both positive and negative effects
 - d) Mostly undetermined effects

- 2) When you congratulate someone with a frown on your face, you will probably seem:
 - a) Sincere, because of your words
 - b) Unhappy, because of the body language
 - c) It depends on the tone of your voice
 - d) It cannot be determined for sure

- 3) Sending non-verbal signals is a great way for:
 - a) Reinforcing the verbally spoken content
 - b) Hiding the nervousness
 - c) Changing the meaning of spoken content
 - d) Avoiding to show the undesirable feelings

- 4) What is the danger when you are using the non-verbal language?
 - a) It can be misleading
 - b) It often isn't persuasive
 - c) It wastes your energy
 - d) It can be confusing to listener

- 5) Which of the following statements is true?
 - a) The manner in which you say something could be the factor that determines what the listener hears
 - b) The manner in which you say something is important factor, but it is never crucial for what the listener hears
 - c) The manner in which you say something is not so important
 - d) None of the above

- 6) Regarding the manner in which you say something, you don't have to think about your:
 - a) Pitch
 - b) Tone of voice
 - c) Type of voice
 - d) Speed of talking

The greatest reward is to know that one can speak and emit articulate sounds and utter words that describe things, events and emotions.

Camillo Jose Cela

Module Six: Social Management and Responsibility



The terms Social management and responsibility refer to a group or organization's participation in environmental, ethical, and social issues outside of the organization itself. 'Outside of the organization' can refer to issues at the country level, B2B (Business to Business) level or even the individual development of the members within the group or organization.

Benefits of Emotional Intelligence



Emotional intelligence is *“the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth* (Mayer-Salovey, Four Branch Model of Emotional Intelligence).

Focusing on the importance of Emotional Intelligence and developing EI skills serves many benefits. Specifically, it affects one decision-making ability, relationships, and health.

- **Decision-making.** Having an awareness of your emotions, where they come from and what they mean, can allow you to take a more rational, well-planned approach to how you are going to make a specific decision.
- **Relationships.** When one is able to understand why they are the way they are and why they react to things the way they do, they tend to gain more of an appreciation for others and who they are, which can in turn lead to stronger relationships, business and personal.
- **Health.** Many times, internal turmoil expresses itself as physical illnesses. Always harboring negative emotions can lead to higher stress levels in the body, which can temporarily or fatally damage it.

Articulate your Emotions Using Language

As a child, it may be acceptable to 'act out your emotions' to get your point across, but when you become an adult it is frowned upon and certainly not appropriate in the work place. Emotions will never go away, but that is not an excuse to say, do and behave anyway we want to. It is important to understand your emotions, what they are, and why you feel that way, and then share your feelings via positive and constructive conversation.



When in a leadership role, you may encounter several opportunities to express yourself, whether it is praising a worker for a job well done, or reprimanding an employee for not meeting deadline. But the key to making sure you articulate your emotions in an effective and efficient manner is to channel those emotions so that your message comes across as firm but professional.

Case Study

Katie knew that the emotional intelligence levels within her office were lacking. To increase these, she had a meeting to explain the importance of them. She taught that emotional intelligence has an effect on the company as a whole, as well as the individual members that make it run. If each person is well practiced in decision making, good habits within their relationships, and an overall control of their stressors and anger, they are more emotionally intelligent. After working on these aspects, the office was better able to deal with internal and external conflict and development, leading to a stronger company.

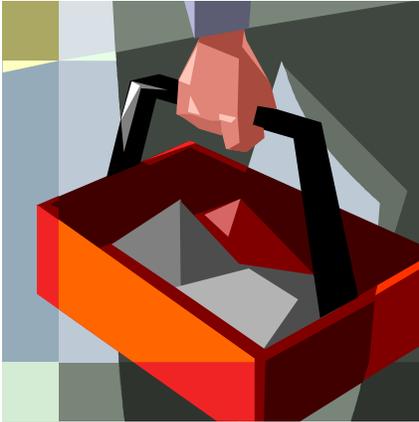
Module Six: Review Questions

- 1) The terms Social management and responsibility DOES NOT refer to a group or organization's participation in:
 - a) Environmental issues outside the organization
 - b) Financial issues outside the organization
 - c) Ethical issues outside the organization
 - d) Social issues outside the organization
- 2) 'Outside the organization' DOES NOT refer to:
 - a) Country level
 - b) Business to business level
 - c) The individual development of the members within the organization
 - d) Personal level of the members within the organization
- 3) According to the Mayer-Salovey definition, emotional intelligence IS NOT ability to:
 - a) Perceive emotions
 - b) Understand emotions and emotional knowledge
 - c) Manipulate using the emotions
 - d) reflectively regulate emotions
- 4) Which of the following IS NOT one of the key benefits of the emotional intelligence?
 - a) Health
 - b) Decision making
 - c) Money making
 - d) Relationships
- 5) Which of the following statements is true?
 - a) Emotions are a valid excuse at workplace
 - b) Emotions must be suppressed at workplace
 - c) Emotions are sometimes appropriate for the workplace
 - d) Acting out your emotions is not appropriate for the workplace
- 6) What is the final step of understanding the emotions?
 - a) Changing them
 - b) Suppressing them
 - c) Sharing them via constructive conversation
 - d) None of the above

The sign of intelligent people is their ability to control emotions by the application of reason.

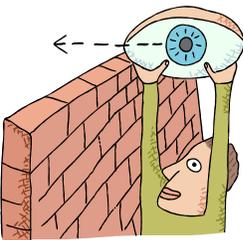
Marya Mannes

Module Seven: Tools to Regulate Your Emotions



The ability to keep your emotions under control requires more than a willing heart. Understanding a situation through the eyes of another and strengthening self-management and self-awareness skills are tools that can be used in your quest to regulate your emotions.

Seeing the Other Side



If you ever want to understand the type of person you are and how you behave, ask other people. It is easy to justify the things you do, so much so that it seems like everything you do is perfect. If you take an honest look at yourself, you would probably say not only is this perfection untrue for you, but it is unattainable for all.

Talk to your boss, co-workers or friends about how they view you. If someone says, 'When everything is good you are a nice person, but if something doesn't go your way, you have an explosive temper', don't get upset and don't automatically say that it is untrue. Gaining this insight is a valuable tool for you to help regulate your emotions. Your emotions and how you express them is your responsibility. If you don't like it, fix it.

Self-Management and Self-Awareness



Self-management can sometimes be a hard quality to tame when self-awareness produces a very arrogant and self-centered result. The strength to self-management and self-awareness lies in the balance between the two. Understanding who you are, the role you play, authority you possess are all very important, but when these things overshadow your ability to be consistent and accountable, this could cause a poor outcome. By the same token, if one lacks understanding of whom they are and their importance, this could also hinder their ability to be consistent and accountable. People who are aware of their methods of dealing with conflict and understand the bearing of their way of doing things aren't as likely to make matters worse than those who are not aware of themselves.

Giving in Without Giving Up



Compromise is an unavoidable part of dealing with others in both the business world and in personal relationships. The ideal situation would be that everyone agrees with everything you say, but that is highly unlikely. Unless you live in a society that does not value diplomacy, this is a skill that will present plenty of opportunities for you to master it.

This can be even more of an issue when you are in a position of less influence. You may be expected to compromise at a greater level or even expected to follow the lead of your superiors, without regard to your own feelings or opinions. In either case, learning how to have your beliefs, while accepting the ideas of others and not causing tension in the relationship is crucial to your success in the work place.

Case Study

Henry was sitting at his desk and trying to type up a report when his boss, Todd, interrupted him. Todd told Henry that he was far too slow on his turnaround time. Todd wanted to get angry and say that he had more work this week than before, but knew excuses would get him nowhere. He tried to see that his boss must be getting the same treatment from his boss about the work output, and tried to simply tell his boss that he would try to work at a faster and more consistent rate. Todd thanked him and walked away, making what could have been an argument into nothing at all.

Module Seven: Review Questions

- 1) 'Seeing the other side' requires you to:
 - a) Analyze yourself
 - b) Ask other people for opinion about you
 - c) Think about yourself from another angle
 - d) Think about how could you act

- 2) Your emotions and how you express them is:
 - a) Invariably
 - b) A result of how other people perceive it
 - c) Your responsibility
 - d) Always determined by the situation

- 3) The strength to self-management and self-awareness lies in:
 - a) Giving the advantage to self-awareness
 - b) Giving the advantage to self-management
 - c) Giving the advantage to one of those depending on situation
 - d) Finding the balance between those two

- 4) When someone's self-awareness produces the self-centered result, the self-management:
 - a) Can be a hard quality
 - b) Can be an impossible quality
 - c) Can be an easy quality
 - d) None of the above

- 5) Compromises in business world are:
 - a) Always avoidable
 - b) Usually unavoidable
 - c) Rarely present
 - d) Constantly present

- 6) If you are in a position with a less influence, you are usually:
 - a) Expected to compromise
 - b) Expected to give your opinion
 - c) Expected to give the crucial word
 - d) There are no rules about this

No one can make you feel inferior without your consent.

Eleanor Roosevelt

Module Eight: Gaining Control



Just by the very nature of the word, control is a very powerful thing to have. Having control causes companies to become multi-billion dollar entities and nations to crumble. This is no less important when it comes to having control over yourself, your thoughts, and emotions. Having control or the lack thereof could be the difference between building a successful career and no career at all. If you have control over these aspects of your life, pat yourself on the back. If you do not, read the following to obtain the necessary tools to become the master of your fate.

Using Coping Thoughts



The power of the mind is amazing. Every day, you will encounter at least one situation that requires you to use the calming forces of your mind, to overcome the potential anxiety of the issue at hand. In order to use these forces, you must have a reservoir that consists of them. When you find yourself in a situation that requires coping skills, do the following:

- **Take a deep breath.** Deep breathing has an amazingly calming effect on the brain. By taking a deep breath or two, you can easily avoid your first, natural reaction to a stressful situation. This can prevent you from saying something or physically acting out in a manner that is inappropriate and may require you to apologize later on.
- **Step away from the issue.** Mentally take yourself away from the situation and analyze the issue itself. Ask yourself if it is something worth using your emotions on. Does it truly impact you? Will your emotions bring forth a resolution to the problem or just internal conflict for you?
- **Use positive thinking.** Even if the situation requires you to physically act, you do not want to approach it with thoughts of anger, sadness or other negative emotions. Consciously tell your mind to think 'happy thoughts'. Thinking happy thoughts is not a way to avoid the problem, but rather a way to prepare you to tackle it in a productive manner.

Using Relaxation Techniques

Relaxation techniques are not just used to help you 'feel better'; they actually play a major role in reducing the stress on your body and mind that comes from the experiences of everyday life.

According to the Mayo Clinic, relaxation techniques can reduce stress symptoms by:

- Slowing your heart rate
- Lowering blood pressure
- Slowing your breathing rate
- Increasing blood flow to major muscles
- Reducing muscle tension and chronic pain
- Improving concentration
- Reducing anger and frustration
- Boosting confidence to handle problems



There are several common types of relaxation techniques, with three of them being:

1. **Autogenic:** This technique uses the senses to promote relaxation. For example one may think about a peaceful place and then use relaxed breathing. Or they might repeat words in their mind to do away with muscle tension.
2. **Progressive muscle:** In this technique, individuals purposely tense and then relax each muscle group.
3. **Visualization:** With visualization, the individual imagines a calming place and tries to utilize his or her senses to feel like they are really at that place.

Bringing it All Together



Once you have mastered the art of coping with difficult situations, it may not be necessary to engage in relaxation techniques as much. But until you have reached that point and maybe even afterwards, finding effective ways to relax yourself and take control of the situation is highly beneficial. Whether it is dealing with an unruly co-worker or a demanding boss, not allowing negativity to get the best of your emotions can benefit your mind, body and soul, which is the ultimate goal.

Case Study

Tom was very upset at his co-worker for not being considerate enough to finish their work on time so that Tom could get his part done. Because of what they did, Tom was the one who was being scolded for the late work. Instead of blowing up and getting angry with the co-worker, Tom decided to try some ways of coping with the stress. He tried some deep breathing exercises. He then tried to step away from the issue entirely. He decided that it would cause more harm than good to tell his lazy co-worker what for, and used positive thinking to get back in the right mindset to be productive.

Module Eight: Review Questions

- 1) Which of the following IS NOT one of the advices for coping situations:
 - a) Taking a deep breath
 - b) Using positive thinking
 - c) Stepping away from the issue
 - d) Delaying involvement in such situations

- 2) Which of the following statements IS NOT true?
 - a) The control a company has is equally important as the control an individual has over oneself
 - b) Having control could be the difference between building a successful career and no career at all
 - c) Even if the situation requires you to physically act, you have to be focused on your thoughts
 - d) All the statements above are true

- 3) The relaxation techniques DO NOT reduce stress symptoms by:
 - a) Boosting confidence to handle problems
 - b) Distracting your mind from the problems
 - c) Improving concentration
 - d) Reducing muscle tension and chronic pain

- 4) Which of the following IS NOT one of the common types of relaxation techniques?
 - a) Autogenic
 - b) Visualization
 - c) Heterogenic
 - d) Progressive muscle

- 5) If you have mastered the coping with difficult situations, it:
 - a) May not be necessary to engage in relaxation techniques
 - b) Is necessary to engage in relaxation techniques occasionally
 - c) Is still necessary to engage in relaxation techniques
 - d) Is highly required to engage in relaxation techniques

- 6) What is the ultimate goal in dealing with everyday working situations?
 - a) Being right
 - b) Avoiding problems
 - c) Avoiding negativity
 - d) Suppressing problems

It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head—it is the unique intersection of both.

David Caruso

Module Nine: Business Practices (I)



There is more to the workplace than the business itself. An employee's makeup, which is emotions and their ability to manage them, level of Emotional Intelligence and communication skills are all a part of whether or not a business is successful.

Understand Emotions and How to Manage Them in the Workplace



As previously stated, having emotions is an inherent part of all human beings. Understanding one's emotions and learning how to use them is the responsibility of each person. Many times, it may feel like the workplace is no place for emotions, whether good or bad. But the truth is, emotions must be utilized!

For example, if you are the manager and your team is about to miss an important deadline, it is up to you to stress how necessary it is for you to meet the deadline. The approach you take is determined by your natural tendencies as well as level of professionalism. One level-headed approach may be to call the team to a meeting and explain the ramifications of not meeting the deadline. This would also be a good time to listen to the team members to find out if there is something out of their control that is preventing them from doing their job.

A less calm and volatile method would be to yell at everyone and tell them to get to work.

Deciding which style is best can be done by weighing the pros and cons of each as well as which would result in the most positive outcome. Do not rely solely on how you feel, but what makes logical sense.

Role of Emotional Intelligence at Work

Emotional Intelligence plays a vital role in the workplace. How one feels about himself, interacts with others, and handles conflict is directly reflected in the quality of work produced. Both social and personal proficiencies are developed as a result of Emotional Intelligence.



Social Proficiencies

- Empathy – Being aware of others’ feelings and exhibiting compassion.
- Intuition – An inner sense of the feelings of others’.
- Political Acumen – Ability to communicate, strong influence and leadership skills, and conflict-resolution.

Personal Proficiencies

- Self-Awareness – Understanding one’s own emotions. The ability to assess one’s self as well as display confidence.
- Self-Regulation – Managing one’s emotions. Maintaining trustworthiness and flexibility.
- Motivation - Being optimistic about situations. Having the drive to take initiative and commit until completion.

Disagreeing Constructively



To disagree constructively means to do so in a positive, productive manner. Its purpose is not to disagree for the sake of disagreeing or getting your point across. It is also not used to be negative or destructive of another’s thoughts. The workplace is a place where disagreeing is a common occurrence. Companies look for the most effective ways to carry out operations and therefore invest in process improvement strategies, which opens the floor for discussion and compromise.

What does constructively disagreeing look like in practice, you may ask. Well, it is acknowledging and confirming someone else’s ideas before presenting your own.

Example:

Ted: Because of the nature of their duties, I feel the customer service phone team should arrive 30 minutes before their shift to bring up their systems and test their equipment to make sure it is properly working so they are ready to take the first call as soon as their shift starts.

Michael: I understand your point, Ted and I agree the phone team should arrive early to prepare themselves for the start of their shift. However, I feel 15 minutes is sufficient time for them to get everything in place.

Case Study

Kerry called a meeting to discuss the details of an upcoming project with her team. She wanted to promote emotional intelligence, so she tried to stay level headed and calm. She needed everyone to work later than usual for the assignment to stay on track. One of the employees disagreed. They showed wonderful constructive disagreement skills when they made sure to mention that although Kerry made a valid point, showing up earlier would work just as well and fit the team's personal schedules better. She accepted those terms, and made sure they all knew how important the deadline was by going over the consequences of not finishing on time so that they were motivated.

Module Nine: Review Questions

- 1) The approach you take in situations at work is determined by:
 - a) Your natural tendencies
 - b) Your level of professionalism
 - c) Both your natural tendencies and level of professionalism
 - d) None of the above

- 2) Deciding which approach is the best for situation at work can be done by:
 - a) Weighing the pros and cons of each
 - b) Reliance on your natural feelings
 - c) Aligning them with your current mood
 - d) Asking a colleague for help

- 3) Intuition is an element of:
 - a) Social proficiencies
 - b) Personal proficiencies
 - c) Both social and personal proficiencies
 - d) None of the above

- 4) Which of the following refers to political acumen?
 - a) Maintaining trustworthiness and flexibility
 - b) The ability to assess one's self as well as display confidence
 - c) Ability to communicate, strong influence and leadership skills, and conflict-resolution
 - d) Having the drive to take initiative and commit until completion

- 5) Disagreeing constructively is conducted:
 - a) In a positive, productive manner
 - b) For getting your point across
 - c) As negative or destructive for another's thoughts
 - d) As a necessary indicator that you have your own attitude

- 6) In practice, constructive disagreeing is:
 - a) Confirming your ideas based on someone else's mistake
 - b) Confirming someone else's ideas before presenting your own
 - c) Preventing the fulfillment of someone's bad idea
 - d) Pure formality

Since the purpose of business is to satisfy existing desires, or stimulate new ones, if everyone were genuinely happy, there would be no need for business any longer.

Mihaly Csikszentmihalyi

Module Ten: Business Practices (II)



Optimism and pessimism are two schools of thought adopted by individuals within organizations. Neither extreme is considered better than the other. The proper balance of the two is a fundamental part of best business practices.

Optimism



Possessing the quality of 'optimism' is the ability to find the bright side of every situation. This is an admirable position that not all have. The secret to exhibiting this characteristic is to understand that there are no issues that cannot have a positive spin.

Not only is this beneficial for an individual's personal life, but optimism can be a competitive advantage in the business world. Like every other entity, businesses suffer losses and setbacks, but the trick to maintaining the stability of a company is leadership that knows how to look past the current problem to a nearby resolution. Optimistic employees tend to be more productive in terms of the quality and quantity of their work and therefore make more money for the company.

Who wants to follow a leader that whimpers at the sight of trouble just like the people he is leading? Not many people can honestly say they desire this type of leader.

Optimism is also good for your health. There have been several studies performed that conclude those who live life with a bright outlook, generally live longer than those who do not. Also, optimists are likely to have more long-lasting, successful personal relationships.

Pessimism



Pessimism is the exact opposite of optimism. Instead of viewing the glass as 'half full' or having a positive outlook on situations, pessimists can only see the down side of the issue.

As you would expect, pessimism in the workplace can be very detrimental to the individual's career growth and the well-being of the company as a whole. A pessimist who holds a leadership role can bring down the productivity and morale of the team, just by his or her very nature. An individual contributor with this type of attitude may never get promoted to leadership positions.

What about the health factors associated with this pessimism? Pessimists generally suffer a lot of bodily and mental stress, which can manifest itself in a variety of ways such as heart disease, diabetes, and even cancer. So what's the moral of the story? Don't worry, be happy.

The Balance Between Optimism and Pessimism



Extremism may not be a desirable trait in a person. This is also true when it comes to optimism and pessimism. Being optimistic about every situation could potentially lead a person away from reality and taking the proper steps to resolve a situation. It could also give someone a false hope, which would ultimately lead to disappointment which could in turn cause the person to abandon all optimism.

Case Study

Dave was a strong believer in optimism. Everything he did, he did it with a hopeful outlook. One day, he was needed to conduct a group assignment, and although he knew they couldn't succeed, he was optimistic the whole way through. He told his team that the best effort possible is all he could ask of them, and that is exactly what they gave him. In the end, the project needed an extension, but the team was proud of themselves and Dave for all the hard work that they were able to produce in such a short amount of time.

Module Ten: Review Questions

- 1) Being optimistic means:
 - a) Reversing the bad situations into good ones
 - b) Finding the bright side of every situation
 - c) Being positive, even by force
 - d) Smiling constantly

- 2) Which of the following statements regarding the business world IS NOT true?
 - a) Optimistic people are more productive
 - b) Optimistic people make more money for the company
 - c) Optimistic people are satisfied with their positions and do not tend to be promoted
 - d) Optimistic people are desirable for the leading positions in companies

- 3) Which of the following statements is true?
 - a) Being pessimistic at work harms only individual's career
 - b) Being pessimistic at work cannot harm anyone except the individual and his closest co-workers
 - c) Being pessimistic at work can be bad for the whole company
 - d) Being pessimistic at work usually doesn't have a big influence on anyone

- 4) Which of the following statements IS NOT true?
 - a) Being pessimistic causes body stress
 - b) Being pessimistic causes mental stress
 - c) A pessimistic worker may not be ever promoted
 - d) Being pessimistic at work is easy to hide

- 5) Why is finding the balance between optimism and pessimism important?
 - a) Because extremism may not be a desirable trait in a person
 - b) Because it is hard to believe that a person can be constantly optimistic
 - c) Because it is hard to believe that a person can be constantly pessimistic
 - d) Because of all of the reasons above

- 6) What is the problem with being constantly optimistic?
 - a) You can seem unprofessional
 - b) You won't be taken seriously
 - c) You could give someone false hope
 - d) There is no problem with that

It's easy to make a buck. It's a lot tougher to make a difference.

Tom Brokaw

Module Eleven: Making an Impact



There are opportunities we face each day that allow us to make an impact on the lives of others. How we impact others is up to us. It requires a conscious effort on our part to decide if we are going to leave a legacy of good or bad. Whichever you decide, be sure to thoroughly think through who you are and what you want others to remember about you.

Creating a Powerful First Impression



Although some don't like to admit it, many are greatly concerned with the first impression that is made to a new acquaintance. The impact one leaves can be the difference between getting and not getting a job or obtaining and not obtaining a contract for your company. There are several factors to keep in mind when meeting someone for the first time, whether it is through electronic means or face-

to-face.

Physical Appearance: It is unfortunate but true that when you are in a face-to-face meeting, you are initially judged on your physical appearance. Always err on the side of caution and present yourself in a conservative light. Avoid flamboyant clothing, jewelry, and make-up. Even though you may be confident in your abilities, these things can send the message that you are unprofessional and not capable of performing the job.

Body Language: Many times, body language speaks so much louder than words. From posture to facial expressions, the message being conveyed can be completely different from the intended message. So, it's important to be aware of how your body is positioned as well as the messages it gives. In addition to posture and facial expressions, be mindful of your eye contact and the tone, pitch and speed of your voice.

Although posture and eye contact may not be as important when you are communicating on the phone, your facial expressions can be very apparent. Smiling while talking is an easy thing to do that says you are professional.

The first handshake should be firm enough to show you are confident, but not so firm that it cuts circulation to the other person's fingers. Be sure to include good eye contact while you are shaking hands.

Spoken Words: This is one of the more obvious but neglected aspects of the first impression. Focusing too much time on your physical appearance or body language can cause you to forget to choose your words carefully. Choosing your words carefully is not about you withholding your true self, but remembering there are some situations that require you to be more politically correct or proper. Stay away from the slang you would use with friends or in other less formal situations. Also avoid using too much jargon or words not typically used in everyday language, as this may cause the listener to tune out what you are saying for the mere fact that they cannot understand you.

Assessing a Situation



Before deciding on the path to take to approach a situation, one must first assess it. Is it worth doing anything about? How will it impact me or others? The overall goal is to be effective when dealing with issues, so make sure you know what you are getting into before embarking on the journey.

The best way to assess a situation is to step away from it. Take yourself out of the equation in order to fully understand what it is about and the effect it will have.

This can allow you to make a more reasonable decision rather than one based on emotions.

Being Zealous without Being Offensive



Being a zealous person is a good quality, but being overly zealous can not only send a negative message to others, it may be considered offensive. Every manager would like to hear that their employees are excited about work. This sends the idea that the employees will focus on 'getting the job done'. However, 'getting the job done' is not the most important thing, 'getting the job done' correctly is. The drive to work fast can be a down fall of being overly zealous, as sometimes the individual may lose the focus on quality. The positive side is this individual can bring to the team a renewed excitement that was once lost.

With everything in life, you must strive for balance, not extremism on either end of the spectrum. This balance will not only bring internal stability for you, but it will also allow you to maintain equilibrium within your relationships.

Case Study

Theo had a job interview today. When he showed up, he was dressed in a fine suit and was properly groomed. He carried himself with confidence, and showed the interviewer his appreciation at the chance to become a part of the company. While he demonstrated that he was very excited to start work, he also made it clear that his number one priority would be to do quality work more than quantity. The interviewer found that to be a very interesting and valuable quality, and Theo was hired within the week.

Module Eleven: Review Questions

- 1) Which of the following IS NOT one of the factors for making the first impression?
 - a) Physical appearance
 - b) Education
 - c) Spoken words
 - d) Body language

- 2) Which of the following IS NOT one of the elements of making a good first impression?
 - a) Your type of voice
 - b) Eye contact
 - c) Hand shake
 - d) Staying away from the slang

- 3) The best way to assess the situation is to:
 - a) Step away from it
 - b) Run into it as promptly as you can
 - c) Ask others about it
 - d) It varies from situation to situation

- 4) Which of the following IS NOT one of the crucial questions for assessing the situation?
 - a) How will it impact me?
 - b) How will it impact others?
 - c) How challenging is it?
 - d) Is it worth doing anything about?

- 5) Being zealous is:
 - a) Always a good trait
 - b) A good quality, if you are not overly zealous
 - c) Almost always offensive
 - d) Usually considered as too negative

- 6) What is important in developing your internal stability by being zealous, but not offensive?
 - a) Working fast
 - b) Renewing the excitement at work
 - c) Constant search for new challenges
 - d) Finding the balance

Whatever is begun in anger, ends in shame.

Benjamin Franklin

Module Twelve: Wrapping Up



Although this workshop is coming to a close, we hope that your journey to improve your understanding of Emotional Intelligence is just beginning. Please take a moment to review and update your action plan. This will be a key tool to guide your progress in the days, weeks, months, and years to come. We wish you the best of luck on the rest of your travels!

Words from the Wise

- **M.K. Gandhi:** An eye for an eye only ends up making the whole world blind.
- **Guy Finley:** Never speak out of anger; Never act out of fear; Never choose from impatience; But wait...and peace will appear.
- **Brian Tracy:** Confidence on the outside begins by living with integrity on the inside.

Lessons Learned

The objective of this course was to teach the following:

- Definition and role of Emotional Intelligence
- How to perceive, manage and use emotions
- Verbal and non-verbal communication skills
- Controlling thoughts and emotions
- Optimism vs. Pessimism
- Making an impact through first impressions and personality