



Emotional Intelligence

Emotional Intelligence

Emotional Intelligence is our. . .

awareness of and ***effective response*** to our emotions

AS

tools/vehicles for ***achieving our goals*** and ***living fulfilling lives***

Thus...

Emotional Intelligence
is central to performance!



E-mc²

*"The intuitive mind is a sacred gift and the rational mind is a faithful servant.
We have created a society that honors the servant and has forgotten the gift."*

Albert Einstein (1879-1955)

The Leverage of Emotional Intelligence

- Plays an increasingly important role at higher levels of management
- When executives were selected on the basis of emotional competencies such as initiative, confidence and leadership, executive turnover was reduced from 50% to 6%.
- CCL research has found that the primary causes of derailment involve deficits in emotional competence.

What EI is NOT:

- “Being nice”
- “Letting it all hang out”
- “A woman’s touch”
- “You’ve got it or you don’t”

The Best News:

Emotional Intelligence
can be enhanced through
attention and development

Basic Interactions

'Response-Able' – Capable of choosing how we respond

Achiever's Orientation

**Response-Able
Awareness**

**Response-Able
Action**

InTER-Personal
Competence

Social
Awareness

Relationship
Management

InTRA-Personal
Competence

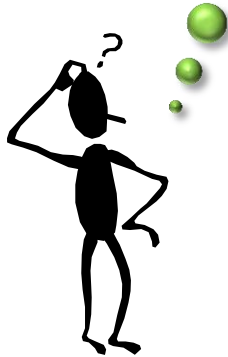
Self-Awareness

Self-Management

In the Purposeful Context of Our Values and Goals

Self-Awareness

Who
and How
am I?



*Knowing our own internal feeling states,
preferences, resources and intuitions*

Self-Awareness

**We recognize ourselves
as powerful sets of useful
resources!**

- ✓ **Emotionally Self-Aware**

Recognizing our emotions and their effects on our performance

- ✓ **Healthily Self-Confident**

Feeling positive about our self-worth, worthy intentions, and capabilities

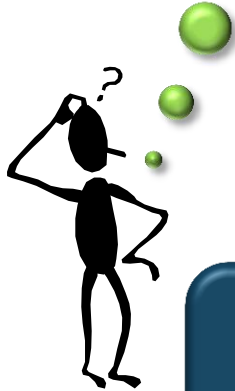
- ✓ **Responsively Self-Understanding**

Knowing our strengths and opportunities AND Understanding the basis and causes of our positive and negative emotions

In the Purposeful Context of Our Values and Goals

Self-Management

How do I
purposefully
leverage myself?



Managing and directing our own feeling states, our impulses and our actions to “achieve our goals”

Self-Management

We utilize ourselves as powerful sets of useful resources to achieve our goals!

- ✓ **Response-Able for Own Results**
Embracing response-ability for our lives, our results, and our integrity
- ✓ **Self-Controlling and Adapting**
Responding to our circumstances, delaying impulse gratification, and managing our disruptive emotions
- ✓ **Goal-Oriented and Initiating**
Persisting in initiating action and earning results

In the Purposeful Context of Our Values and Goals

Who/How
are they?

Social Awareness

Recognizing and remaining aware of other peoples' feelings, needs, and interests



Social Awareness

We identify with other people and recognize our mutual utilitarian value!

✓ **Sensitively Empathic and Respectful**

Sensing peoples' meanings and respecting people unconditionally 'just as they are'

✓ **Compassionately Understanding**

Recognizing how people feel and why people respond/react as they do

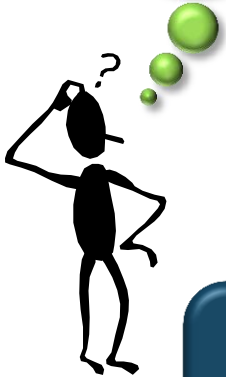
✓ **Socially Response-Able**

Being cooperative, contributing, productive members of our groups

In the Purposeful Context of Our Values and Goals

Relationship Management

How do I
purposefully
affect them?



Affecting and prompting desired
responses from others

**Relationship
Management**

**We recognize how we can
accomplish
more together!**

✓ **Leading and Influencing**

Inspiring/guiding goal-oriented action
and influencing decision-making

✓ **Collaborating and Team Building**

Nurturing instrumental relationships
and group synergy

✓ **Persona Flexing**

adapting authentically and constructively
to the preferred social styles of others

In the Purposeful Context of Our Values and Goals

Emotional Intelligence Competencies

Self-Awareness – The ability to know your emotions, as well as your strengths and limitations, recognize their impact on performance and relationships

- *Emotional self-awareness*: the ability to read and understand your emotions as well as to recognize their impact on the job
- *Accurate self-assessment*: the ability to realistically evaluate your strengths and limitations
- *Self-confidence*: the ability to keep a realistically positive sense of self-worth

Self-Management – The ability to control both positive and negative emotions or impulses, and be flexible and adaptive as situations warrant

- *Self-control*: the ability to keep disruptive emotions and impulses in check
- *Transparency*: the ability to be honest and demonstrate integrity
- *Initiative*: the ability to have a sense of efficacy and seize opportunities as they arise
- *Adaptability*: Skill at adjusting to changing situations and overcoming obstacles.
- *Optimism*: The ability to view setbacks as opportunities instead of threats
- *Achievement*: Skill at setting realistic goals and seeking performance improvements

Social Awareness – The ability to have empathy for others, navigate politically, and network proactively

- *Empathy*: Skills at sensing a wide range of emotional signals, understanding others' perspectives, and taking an active interest in their concerns
- *Organizational awareness*: The ability to read the currents of organizational life, build social networks, and navigate politics.
- *Service*: The ability to recognize and meet customer needs

Relationship Management – The ability to inspire through persuasive communication, motivate, build bonds, and disarm conflict among individuals

- *Influence*: Skill at sending clear, convincing and well-tuned messages.
- *Inspiration*: The ability to inspire and move people with a compelling vision.
- *Catalyst for change*: The ability to challenge the status quo and champion the new order
- *Conflict management*: The ability to defuse disagreements and orchestrate resolutions.
- *Development of others*: The propensity to bolster the abilities of others through feedback and guidance.
- *Teamwork*: Skill at building teams and fostering collaboration.

