



# Emotional Intelligence

# *what is* **EI?**



**Emotional Intelligence (EI) is utilizing your emotions to determine the:**

- right response
- right time
- right person

**Emotional Intelligence (EI) is NOT:**

- just being nice
- suppressing emotions
- giving free rein to emotions
- attempting to be a robot
- being passive

TIME WARNER & TURNER: THE INSIDE STORY

# TIME

## WHAT'S YOUR

# EQ?

It's not your IQ. It's not even a number. But emotional intelligence may be the best predictor of success in life, redefining what it means to be smart.

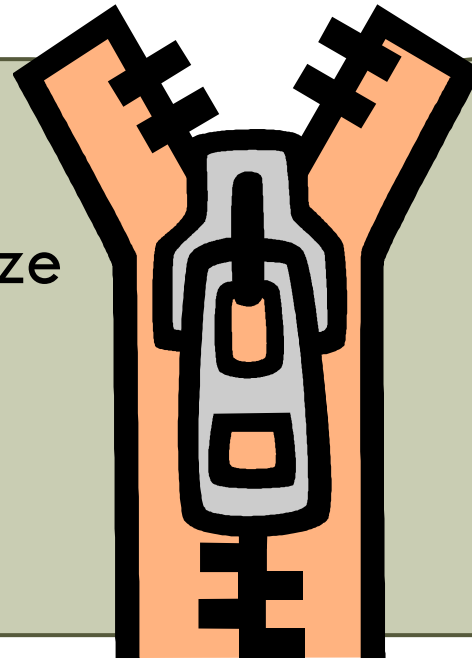
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IS IT POSSIBLE TO MAKE A  
DECISION WITHOUT  
EMOTION?

# Emotional Intelligence (EI) Defined

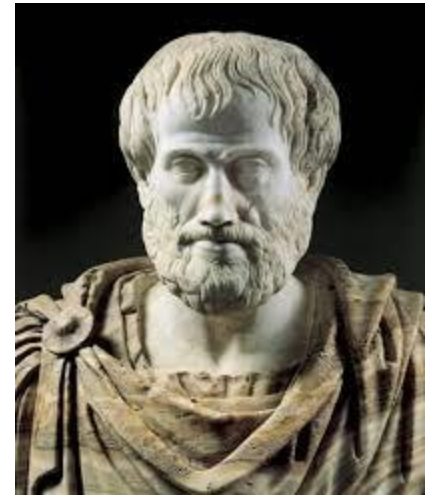
Ability to recognize  
and understand  
emotions



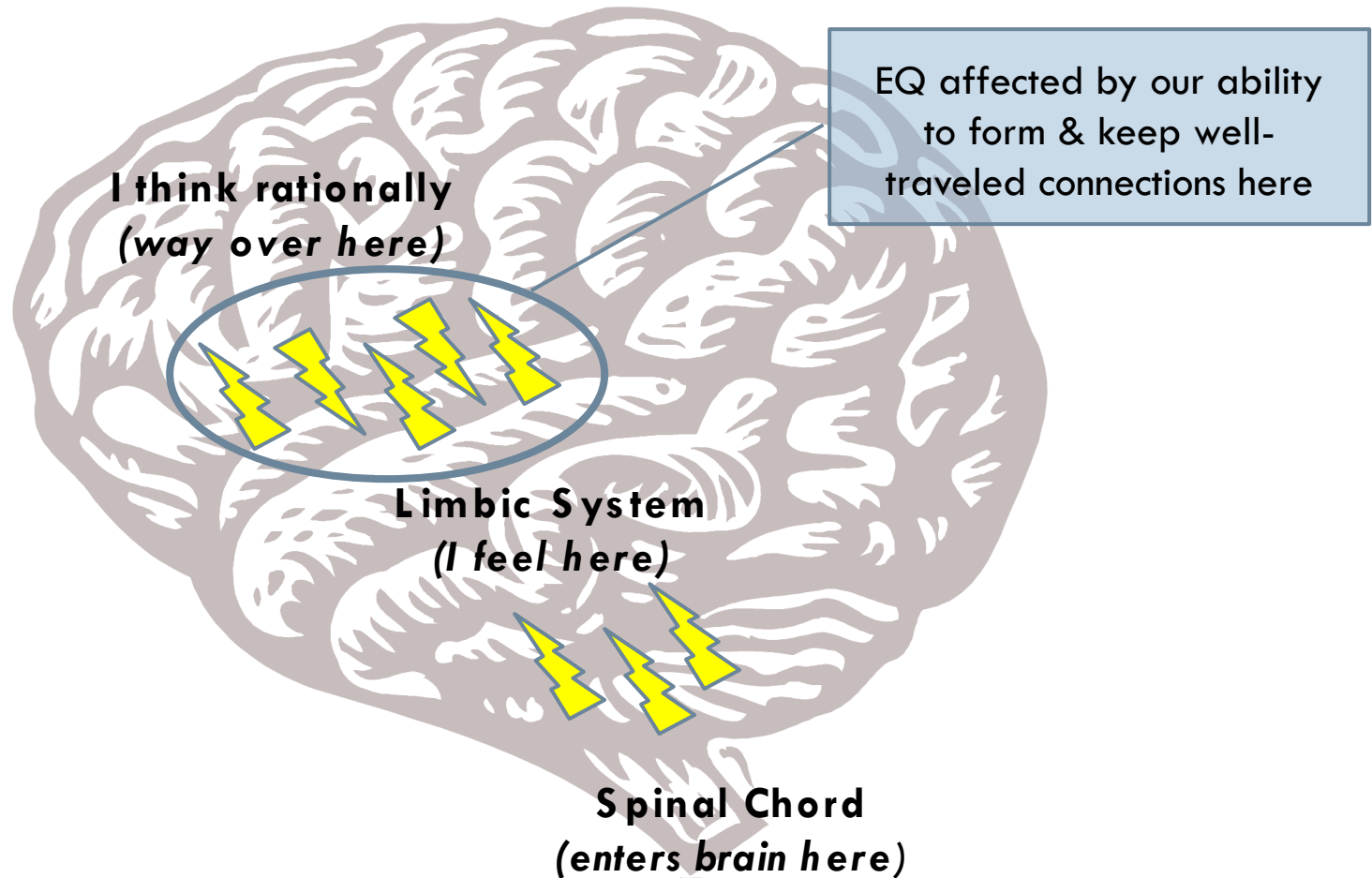
Using this  
awareness to  
manage yourself  
and relationships  
with others

# Aristotle says,

“ Anybody can become angry – that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way – that is not within everybody’s power and is not easy. ”



# Science Behind EI – Brain Pathways



# Good News

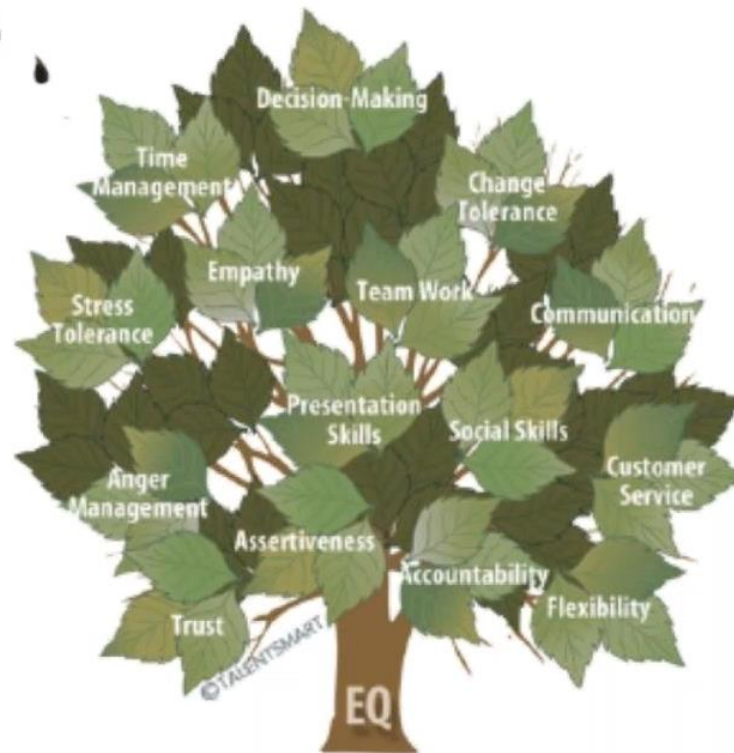
## EMOTIONAL INTELLIGENCE CAN BE DEVELOPED!

- People feel before they think and act
- It's possible to change people's responses to feelings
- These changes have a positive impact on individual and team behavior
- New behavior improves job performance

**EMOTIONS → THOUGHTS → BEHAVIOR → PERFORMANCE**



- 90% of top performers are high in EQ
- 20% of bottom performers are high in EQ

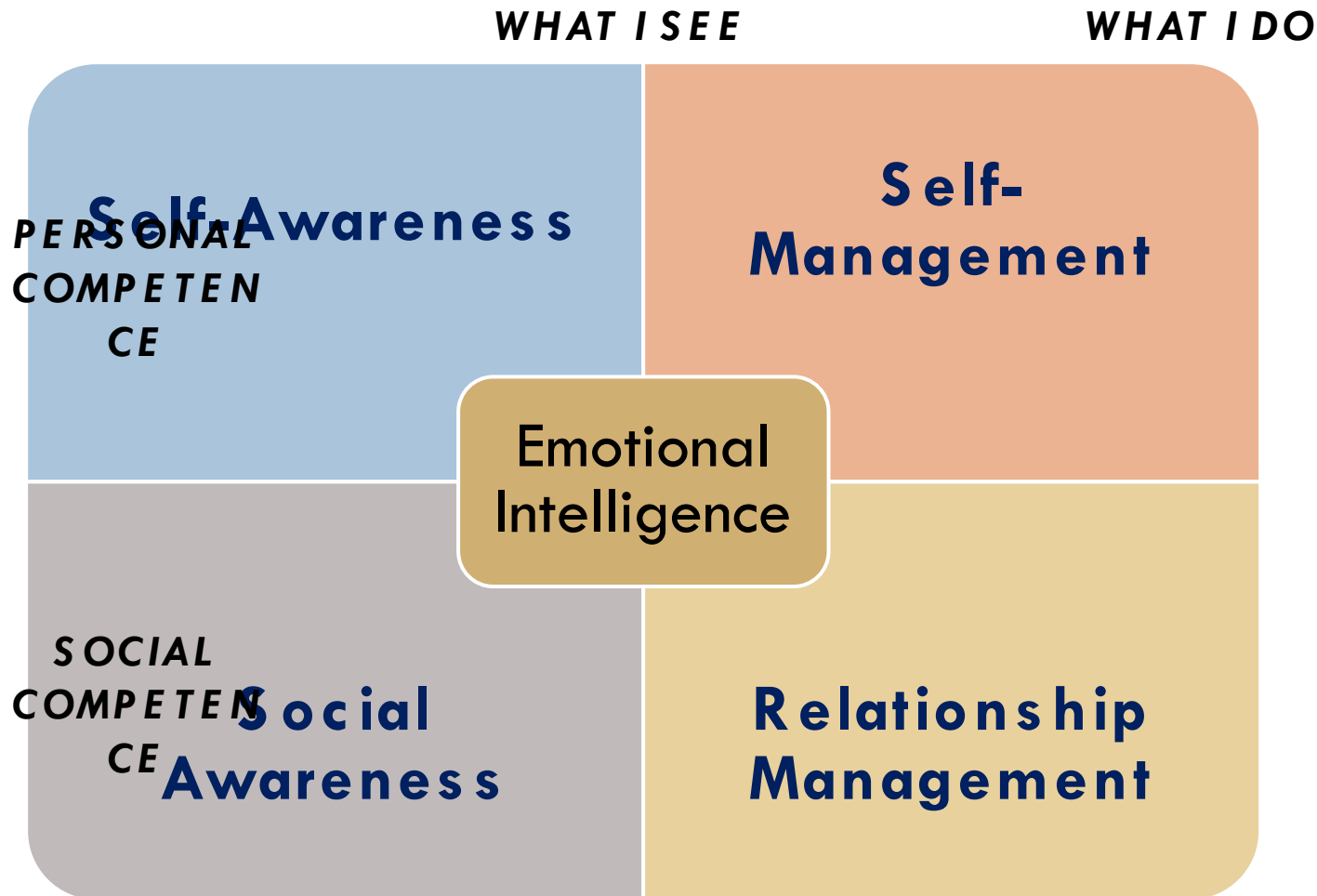


*Emotional intelligence is the foundation for critical skills.*

**A little effort grows a lot!**

- Accounts for almost 60% of success at work
- People with high EQ on average make \$29k more per year

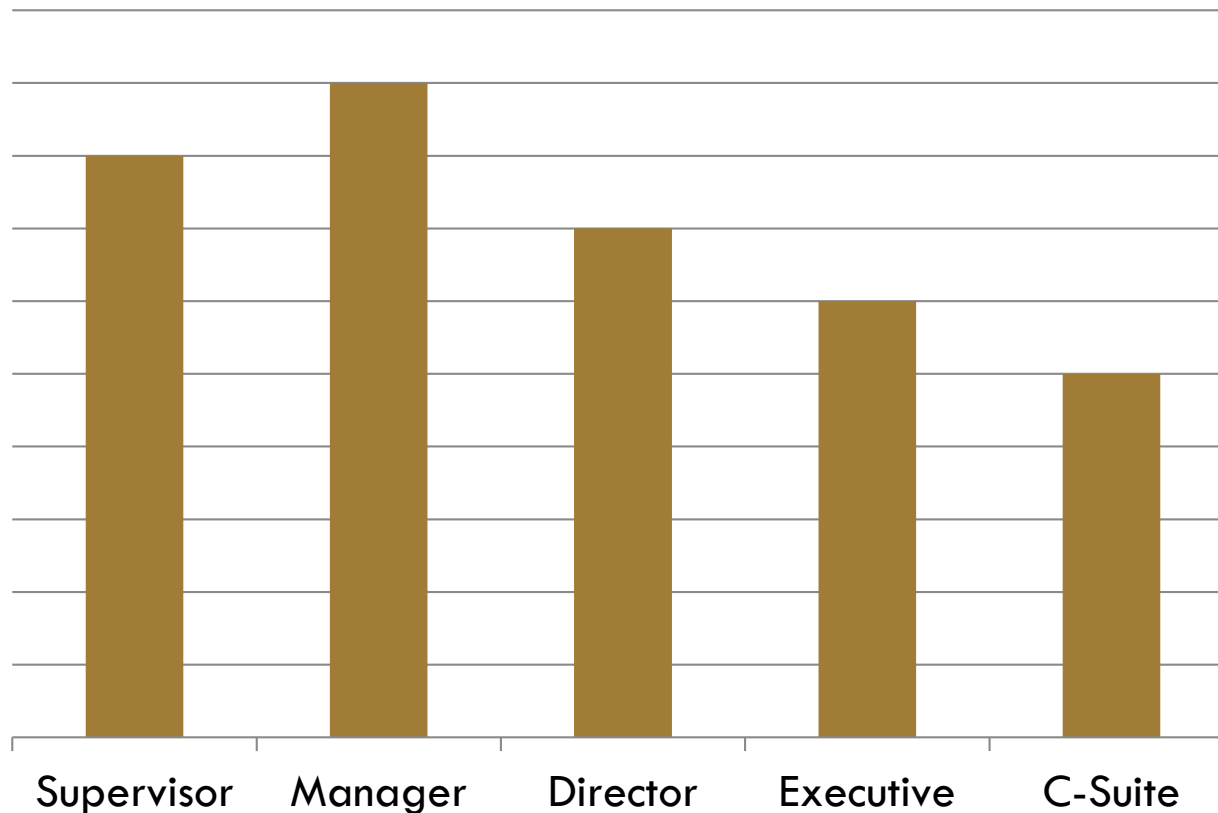
# 4 Skills of Emotional Intelligence



# Why?

- EI is the strongest predictor of workplace performance.
- 90% of top performers have high emotional intelligence.
- People with average IQs outperform those with the highest IQs 70% of the time.
- Decades of research now point to EI as being the critical factor that sets star performers apart from the rest of the pack.

# EQ vs. Job Title



*Often promote based on intellect instead of EQ*

# EI Starts with Self-Awareness

## Self-Awareness

- Ability to accurately perceive your own emotions
- Stay aware of your emotions as they happen
- Keep on top of how you tend to respond to specific situations and people

“The greatest of faults is to be conscious of none”



# Improving Self-Awareness

- Know Thyself [http://youtu.be/1bYO-mm\\_MvM](http://youtu.be/1bYO-mm_MvM)
  - ▣ See yourself for who you are (what do you think and feel)
  - ▣ Watch your emotions like a hawk (even physiological signs)
- Track & backtrack your emotions in a difficult conversation or meeting – learn your tendencies in emotionally arousing situations
- Use paired sharing (peer or supervisor)
- Own your actions – take full responsibility for what you say and do

# Use Awareness to Self-Manage

## Self-Management

- Ability to use awareness of your emotions to stay flexible and positively direct your behavior
- Managing your emotional reactions to all situations and people

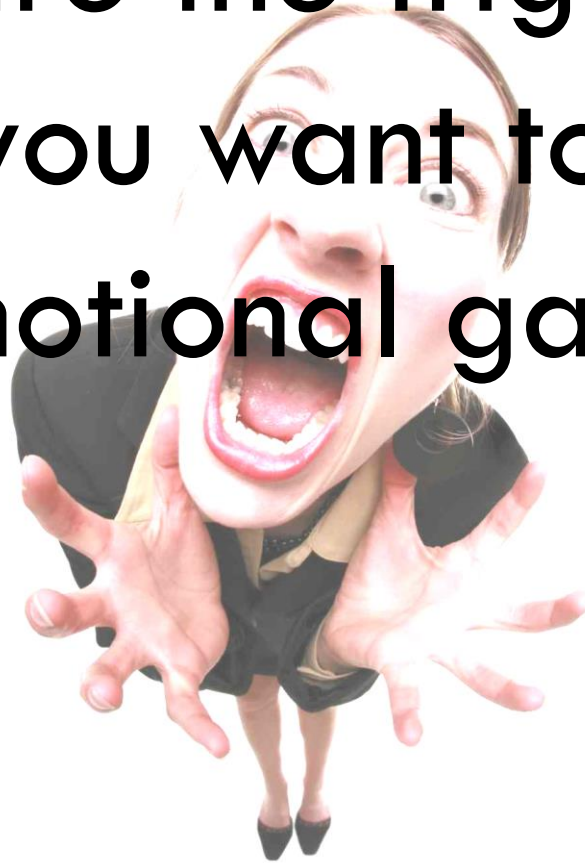
“The first and best victory is to conquer self”



Plato

# Emotional Triggers

What are the triggers that  
make you want to blow an  
emotional gasket?





# Emotional Red Flags & Breakdowns

Angry tirades

Door Slamming

Email letter bomb

Use of sarcasm and inappropriate humor

Withdrawal & Isolation

Holding grudges and getting even

Passive Aggressive  
behavior

## HOW TO DEVELOP YOUR EI



1. Define who you are
2. Define what you want to be
3. Seek feedback
4. Identify behaviors you want to keep
5. Identify behaviors you want to develop
6. Experiment with new behavior
7. Reflect on the outcome
8. Practice the new behavior

# Becoming Socially Aware

## Social Awareness

- Ability to accurately pick up on emotions in other people
- Understand what is really going on
- Understanding what other people are thinking and feeling even if you don't feel the same way

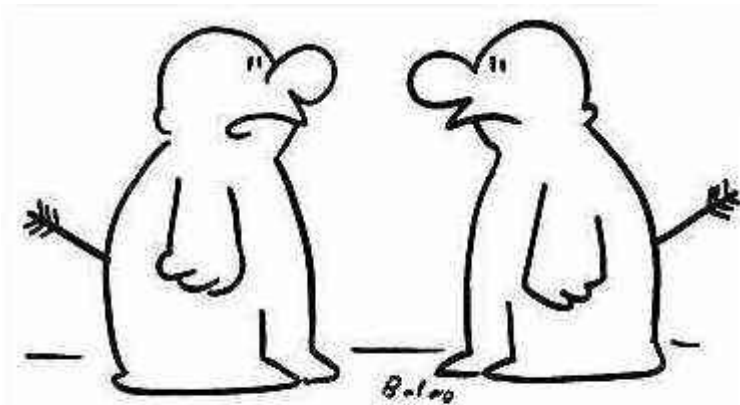
“ Resolve to be tender with the young, compassionate with the aged, sympathetic with the striving and tolerant with the weak and wrong. Sometime in your life, you will have been all of these. ”



Gautama Buddha

# Social Awareness Requires Empathy

Empathy is the ability to see the world from another's point of view and to identify and understand another's situation, feelings and motives



"I know exactly how you feel."

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# Improving Social Awareness

- Spend extra time observing, asking & listening
- Maintain eye contact
- Give the speaker your full attention
- Playback and summarize
- Try on their shoes
- Suspend your judgment
- Read body language
- Decipher emotions in speech tone



# Use Awareness to Manage Relationships

## Relationship Management

- Ability to use awareness of your emotions and emotions of others to manage interactions successfully
- Ensure clear communication and effective handling of conflict

<http://youtu.be/5SnSzo4AbRI>

“People aren't either wicked or noble. They're like chef salads with good things and bad things chopped up and mixed together in a vinaigrette of confusion and conflict.”



Lemony Snicket

# Improving Relationship Management

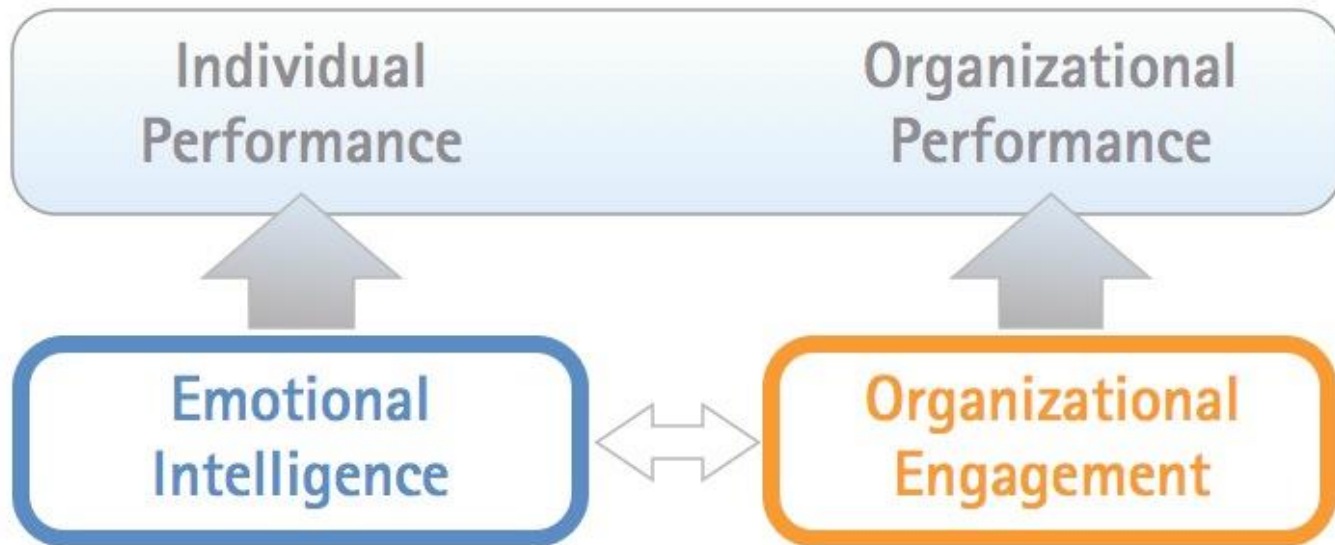
- Seek to build high quality, high trust relationships
- Try to discover what role emotions are playing in your interactions with others
- If you sense tension or other emotional reactions in a person's body language or speech, ask questions to seek to understand
- Be quick to settle disputes, differences of opinion and misunderstandings

# What does EI have to do with ECP?

	<b>WHAT I SEE</b>	<b>WHAT I DO</b>
<b>PERSONAL COMPETENCE</b>	<b>Self-Awareness</b> <ul style="list-style-type: none"><li>•Ability to accurately perceive your own emotions</li><li>•Stay aware of your emotions as they happen</li><li>•Keep on top of how you tend to respond to specific situations and people</li></ul>	<b>Self-Management</b> <ul style="list-style-type: none"><li>•Ability to use awareness of your emotions to stay flexible and positively direct your behavior</li><li>•Managing your emotional reactions to all situations and people</li></ul>
<b>SOCIAL COMPETENCE</b>	<b>Social Awareness</b> <ul style="list-style-type: none"><li>•Ability to accurately pick up on emotions in other people</li><li>•Understand what is really going on</li><li>•Understanding what other people are thinking and feeling even if you don't feel the same way</li></ul>	<b>Relationship Management</b> <ul style="list-style-type: none"><li>•Ability to use awareness of your emotions and emotions of others to manage interactions successfully</li><li>•Ensure clear communication and effective handling of conflict</li></ul>



# What does EI have to do with ECP (Emotional capability profile)? Individual & Organizational Performance



Source: The Amadori Case | [www.6seconds.org](http://www.6seconds.org)

# What does EI have to do with ECP?

## Organizational Engagement – Vital Signs

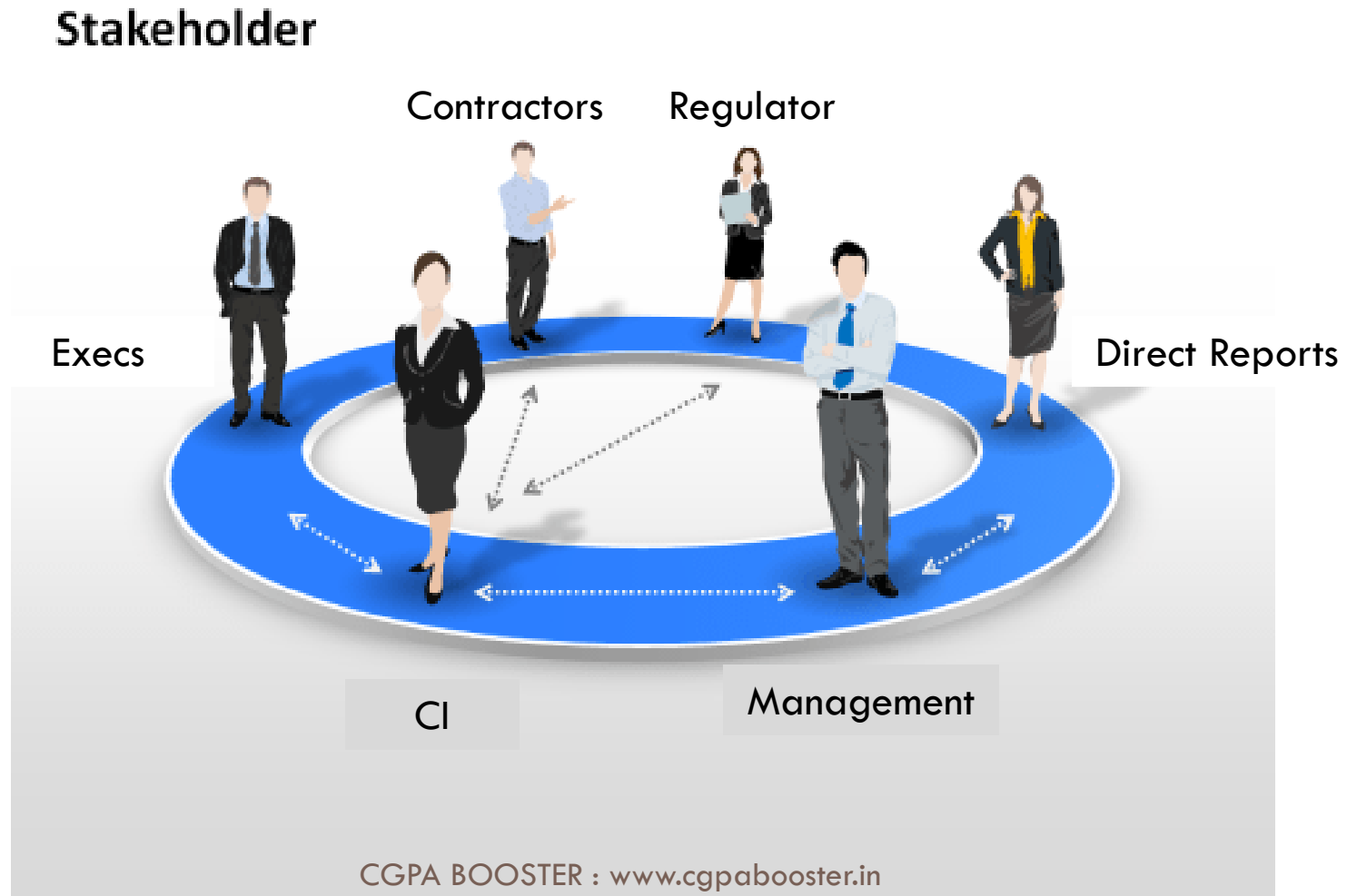
- **Trust:** People have a sense of safety & assurance to share and go beyond their comfort zones
- **Motivation:** People feel energized and committed to doing more than the minimum
- **Change:** Employees and institutions are adaptable and innovative
- **Teamwork:** People collaborate and communicate to take on challenges
- **Execution:** Individuals are both focused and accountable



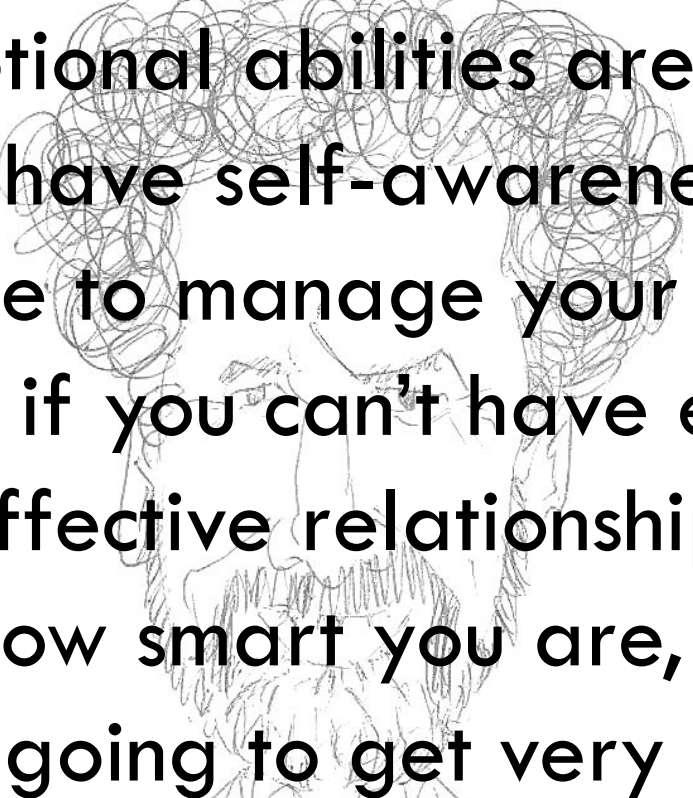
Fariselli, L., Freedman, J., & Ghini, M. (2013). White Paper: Linking bottom line performance to emotional intelligence and organizational climate. Retrieved September 18, 2014 from 6seconds.org.

# What does EI have to do with ECP?

## Stakeholder Engagement



# Final Thoughts



“If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, than no matter how smart you are, you are not going to get very far.”

# EI Resources

- Websites
  - ▣ Talentsmart.com
  - ▣ Eiconsortium.org
  - ▣ Eisource.com
  - ▣ 6seconds.org
- Books / Articles
  - ▣ Goleman
    - Emotional Intelligence (1995)
    - Working with emotional intelligence (1998)
  - ▣ Bradberry & Greaves: Emotional Intelligence Quick Book
  - ▣ Anthony Mersino: Emotional Intelligence for Project Managers
  - ▣ Emily Sterrett: Managers' Pocket Guide to Emotional Intelligence