



# Emotional Intelligence Tip Sheet

"Emotional intelligence is the capacity for **recognizing our own feelings** *and* those of others for motivating ourselves and for **managing emotions** well in *ourselves and others*."

- Daniel Goleman

## Why Focus on Emotional Intelligence at Work?\*

Emotional intelligence was found to be twice as important as other factors such as technical skills and analytical reasoning for effective performance in jobs at all levels.

Nearly 90% of the differences between star performers and average performers in leadership positions was attributable to emotional intelligence factors such as:

- Adaptability
- Self-management
- Confidence
- Self-motivation
- Teamwork
- Conflict management skills
- Influence
- Empathy

## Emotional Intelligence consists of 5 dimensions:

**Self-Awareness** – means being aware of your physical and emotional reactions in any given moment. It is a prerequisite for self-management.

**Fieldwork:** Mind/Body Scan – close your eyes and focus on any physical and emotional sensations you are experiencing right now. How calm or stressed are you on a 1-10 scale? Practice self-awareness by doing this scan several times per day until it becomes a habit.

**Self-Regulation** – The amygdala is a part of your brain that reacts faster than rational thought, with the goal of your self-preservation. While your body prepared for fight, flight, or freeze, your rational thought takes a hiatus. This reaction can be counter-productive, as the amygdala can not differentiate between a tiger or a modern-day threat (such as losing credibility or authority.)

**Fieldwork:** When you feel yourself being hijacked by the amygdala (self-awareness) ask yourself these 5 powerful questions to self-regulate:

- What am I thinking?
- What am I feeling?
- What do I want now?
- How am I getting in my way?
- What must I do differently now?

\* Goleman, Daniel "What Makes a Leader?" Harvard Business Review, 2004.

**Motivation** – Motivation is a key to engagement and productivity, for yourself and those you manage. People are motivated by several key elements, including: achievement, commitment, initiative, optimism and perspective.

**Fieldwork:** Think about a time in your career when you were highly motivated. Which of the key motivational elements were present for you? Create a plan that will help you maintain these sources of motivation. If you manage others, how can you develop these elements to motivate your team?

**Empathy** – The ability to show understanding for someone else's experience, from their perspective, enables you to build strong relationships. In the business world especially, we are often quick to jump to solutions, but sometimes feeling heard and understood is what people really need.

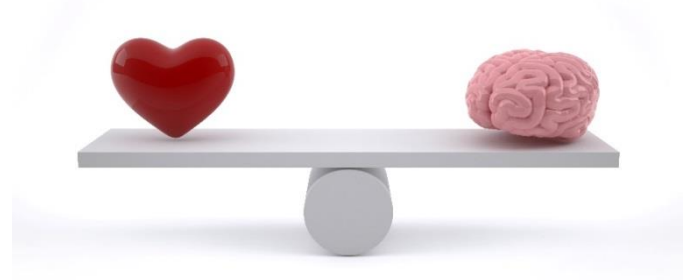
**Fieldwork:** Next time someone shares something that evokes strong emotions in them (fear, anger, sadness), try to empathize with those feelings instead of offering solutions.

**Social Skills** – When you master social skills, you will have the ability to influence people even when they disagree with you. Social skills enable you to communicate more effectively with difficult people and diffuse negative reactions. In developing social skills, your most important tool is a *question*. Your most important skill is *listening*.

**Fieldwork:**

**Option 1** – Use these 4 Stephen Covey “habits” to build rapport with a client or someone on your team:

1. Be proactive
2. Begin with the end in mind
3. Think win-win
4. Seek first to understand, then to be understood



**Option 2** – Next time someone has a negative reaction to a conversation (defensiveness, accusations, silence) try the following steps to diffuse it:

1. Apologize
2. Use contrast (Explain what you DON'T intend. Explain what you DO intend.)
3. Focus on mutual purpose

**How would improving your Emotional Intelligence help you in your role?**