



Emotional Intelligence

Participant Workbook

Daniel Goleman’s Emotional Intelligence Framework

PERSONAL COMPETENCE	SELF AWARENESS <ul style="list-style-type: none"> ✓ Emotional Self-Awareness ✓ Accurate Self-Assessment ✓ Self-Confidence 	SOCIAL AWARENESS <ul style="list-style-type: none"> ✓ Compassion ✓ Organizational Awareness ✓ Service Orientation 	SOCIAL COMPETENCE
	SELF MANAGEMENT <ul style="list-style-type: none"> ✓ Self Control ✓ Trustworthiness ✓ Conscientiousness ✓ Adaptability ✓ Achievement Orientation ✓ Initiative 	RELATIONSHIP MANAGEMENT <ul style="list-style-type: none"> ✓ Visionary Leadership ✓ Influence ✓ Developing Others ✓ Communication ✓ Change Catalyst ✓ Conflict Management ✓ Building Connection ✓ Teamwork & Collaboration 	

Goleman, D. (2000) Leadership That Gets Results, Harvard Business Review, March - April

Self-Awareness

The first domain of the framework is self-awareness, which means understanding ourselves and our emotions. It involves the competencies of emotional self-awareness, accurate self-assessment, and self-confidence. Self-awareness is the first building block of emotional intelligence. Until we understand how we feel and can accurately assess our emotional state we will understand emotions from only an intellectual point of view. We need to be able to understand emotions at an inner level—what is going on with us. Accurate self-assessment includes understanding our own strengths and weaknesses and being willing to explore them both on our own and with others. Self-confidence is the ability to be grounded, secure, and self-assured in whatever situation we find ourselves in.

Self-Management

Building on the emotional understanding we gain with self-awareness we use self-management to manage and guide our emotional state. Self-management is the ability to control our emotions so they don’t control us. In fact, the domain of self-management includes just one competency—self-control. Self-control is a critically important for everyone. We have all experienced people and situations that have pushed our buttons and tried our patience. Self-control is what helps us to maintain our cool and not “lose it.”



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Social Awareness

Social awareness occurs when we expand our awareness to include the emotions of those around us. The domain of social awareness includes empathy, compassion, organizational awareness, seeing others clearly, and emotional boundaries. Compassion is a key skill for leaders of all types. Compassion is the ability to understand and relate to the feelings of others, to put ourselves in their shoes, and to want to help. Organizational awareness is the ability to interpret the context for emotions in an organization. It includes the spoken and unspoken rules and values of the culture that guide each organization.

Relationship Management

Relationship management means using the awareness of our own emotions and those of others to build strong relationships. Those relationships will serve us in reaching our individual, team and organizational goals. Success in the domain of relationship management requires the competencies of identification, analysis, and management of the relationships with others.

Activity: *Best Boss/Worst Boss*



Notes

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Research Highlights: Impact of Emotional Intelligence

Employees who feel cared for by their organization are:

- 10 times more likely to recommend their company as a great place to work
- 9 times more likely to stay at their company for 3 or more years
- 7 times more likely to feel included at work
- 4 times less likely to suffer from stress and burnout
- 2 times as likely to be engaged at work

Organizations (hiring managers) look for:

- "Learn-it-all" not "know-it-all"
- People who work on themselves
- People who are comfortable with "awkward" silence
- People who can build relationships
- People who ask great questions

Advantage of high EQ in organizations:

- Enhanced teamwork
- Healthier workplace environment
- Easier adjustments – ability to transition and adapt
- Greater self-awareness and self-control
- Increased trust, higher performance, productivity and results
- 90% of top performers are high in emotional intelligence
- People leave their bosses, not their company

Knowing Yourself

Self-awareness is the first step in being emotionally intelligent. Self-awareness is about tuning in to what's going on for yourself: what am I thinking? What am I feeling?

Emotions

We are always experiencing an emotion whether we are aware of it or not. Being able to name what you are feeling is one of the initial steps towards being able to create more of the emotions that you enjoy as well as being able to work through challenging emotions. Emotions are pathways for learning and are there to teach you something – getting curious about what that is can make all the difference in being stuck in an emotional loop and using a feeling as a catalyst for growth.

Reflect right now and think of the different emotions you experienced in the last few months and consider the following questions:

- How many different emotions do I experience?
- How intense are these emotions?
- Was it difficult to identify them?

Take a few minutes to think of and reflect on these questions

Tuning in and paying attention to emotions you feel is pivotal to support self-awareness.

Language of Emotion

Accepting / Open	Angry / Annoyed	Connected / Loving	Disconnected / Numb	Fragile	Stressed / Tense
Calm	Agitated	Accepting	Aloof	Helpless	Anxious
Centered	Aggravated	Affectionate	Bored	Sensitive	Burned out
Content	Bitter	Caring	Confused	Grateful	Cranky
Fulfilled	Contempt	Compassion	Distant	Appreciative	Depleted
Patient	Cynical	Empathy	Empty	Blessed	Edgy
Peaceful	Disdain	Fulfilled	Indifferent	Delighted	Exhausted
Present	Disgruntled	Present	Isolated	Fortunate	Frazzled
Relaxed	Disturbed	Safe	Lethargic	Grace	Overwhelm
Serene	Edgy	Warm	Listless	Humbled	Rattled
Trusting	Exasperated	Worthy	Removed	Lucky	Rejecting
	Frustrated	Curious	Resistant	Moved	Restless
Aliveness / Joy	Furious	Engaged	Shut Down	Thankful	Shaken
Amazed	Grouchy	Exploring	Uneasy	Touched	Tight
Awe	Hostile	Fascinated	Withdrawn	Guilt	Weary
Bliss	Impatient	Interested	Embarrassed / Shame	Regret	Worn out
Delighted	Irritated	Intrigued	Ashamed	Remorseful	Unsettled / Doubt
Eager	Irate	Involved	Humiliated	Sorry	Apprehensive
Ecstatic	Moody	Stimulated	Inhibited	Hopeful	Concerned
Enchanted	On edge	Despair / Sad	Mortified	Encouraged	Dissatisfied
Energized	Outraged	Anguish	Self-conscious	Expectant	Disturbed
Engaged	Pissed	Depressed	Useless	Optimistic	Grouchy
Enthusiastic	Resentful	Despondent	Weak	Trusting	Hesitant
Excited	Upset	Disappointed	Worthless	Powerless	Inhibited
Free	Vindictive	Discouraged	Fear	Impotent	Perplexed
Happy	Courageous / Powerful	Forlorn	Afraid	Incapable	Questioning
Inspired	Adventurous	Gloomy	Anxious	Resigned	Rejecting
Invigorated	Brave	Grief	Apprehensive	Trapped	Reluctant
Lively	Capable	Heartbroken	Frightened	Victim	Shocked
Passionate	Confident	Hopeless	Hesitant	Tender	Skeptical
Playful	Daring	Lonely	Nervous	Calm	Suspicious
Radiant	Determined	Longing	Panic	Caring	Ungrounded
Refreshed	Free	Melancholy	Paralyzed	Loving	Unsure
Rejuvenated	Grounded	Sorrow	Scared	Reflective	Worried
Renewed	Proud	Teary	Terrified	Self-loving	
Satisfied	Strong	Unhappy	Worried	Serene	
Thrilled	Worthy	Upset		Vulnerable	
Vibrant	Valiant	Weary		Warm	
		Yearning			

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Emotionally intelligent people usually have a rich vocabulary of options to choose from to describe their feelings which enables them to accurately communicate and describe how they feel to others. When expressing emotions, people with better “emotional vocabulary” use more nuance to understand themselves and communicate more effectively with others.

By understanding yourself better – and being better understood by others – you’re more likely to have your needs met. You will better understand yourself and know why you are feeling a certain way which is the first step in managing your emotions and increasing your emotional intelligence.

Naming emotions can initially be a bit daunting. Most of us have a very limited “emotional vocabulary” but with practice everyone can enhance their skills. The list of emotions above can help you better understand and label your emotions. You can refer to it to help you better understand what you are experiencing.

RE-CENTERING TECHNIQUES

- **TOUCH:** Rub your thumb and index together gently, see if you can feel the ridges on your fingers
- **HEARING:** Listen to the noises around you. What is the closest sound to you (ex. breathing, heartbeat)? What is the farthest sound you can hear (ex. outside, bird, car)? Find and isolate the sound and then stay focused on it.
- **SIGHT:** Look at something close to you (ex. your hands or clothes, something on the table). Observe it and notice details that you haven’t before.
- **SENSATION:** Just notice starting with the feel of the room in general: what is the temperature and how does it feel? How does it smell? Is the chair you are sitting on comfortable? What’s happening in your body: do you have any aches or pains? Are your muscles tight or relaxed? Is your stomach full or are you hungry?



Self-Awareness: Closing

- Emotionally intelligent behaviors include:

- Can tell when own mood is changing
- Can tell when own emotions are affecting performance
- Quickly realizes when starting to lose temper
- Quickly realizes when thoughts are turning negative
- Reflects and learns from experience
- Open to feedback
- Able to show a sense of humor and laugh at themselves
- Shows confidence in own capabilities
- Guided by internal belief and value system
- Able to articulate feelings and emotions appropriately

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2. SELF-MANAGEMENT

Creating Positive Brain Connections - Reframing

You can train your brain to think more positively if you give it lots of opportunities to think more positively. Changing negative thought cycles in your brain is a process that takes time. If you practice and have numerous repetitions the new behavior or way of thinking will soon become automatic. Research in neuroscience supports the concept of building new neural pathways – you are literally rewiring your brain. MRI studies have shown that it takes six to eight weeks of focused repetition to create new habits that can literally be observed through changes in the brain.

The brain has neurons that transmit and process information. Neurons are interconnected so when you do something new you create new connections, or pathways, between those neurons. If you change how you think or what you do then new pathways are formed. If you continue using these new pathways/connections they become stronger. Eventually they will replace the old ways of thinking and behaving as the old ways (paths/connections) weaken and fade. When it comes to positive thinking, if you replace challenging thoughts with positive ones you will create new, different neural connections and re-orient yourself to have positive ways of thinking about yourself, other people, and events.

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Ways to Create Positive Brain Connections

Visualize a positive outcome

If all you can see are obstacles then you create walls that will block positive thoughts. Fear, worry, and doubt can create negative images that are obstacles and difficulties that clutter your mind. On the other hand, emotions like courage, determination and resolve create positive images that allow you to manage your emotions more effectively and start creating those new positive brain neuron connections.

Visualization is important because seeing yourself succeeding makes your brain believe that it is possible. Start to change your old internal disempowering pictures with images of something that you wish to experience.

Remember past successes

Recalling a negative memory can lead to the creation of a bad mood, so we can simply focus on thinking about happy memories by identifying and writing down situations where you have experienced difficult events or emotions and managed them successfully.

Keep an open mind

Openness and positivity go hand-in-hand when it comes to emotional intelligence. Be open to different ideas and opinions so that you are in a position to consider new possibilities in a positive manner. This is a powerful approach for building a cohesive and effective team.

Be grateful

Gratitude is a clear expression of positive thinking. Whenever you have one of these days when nothing seems to be going right, instead of focusing on negative thoughts start a new habit (create a new connection in your brain) and focus on the little things, the small pleasures that made you feel good. Even the smallest thing can make a big difference no matter how small and insignificant it may seem.

A simple but effective technique that can really be helpful in raising your gratitude levels and developing your sense of optimism is at the end of each day, identify two or three things that happened that day that you are grateful for. You can either write them down or simply reflect on what those things are. If you do this practice for a couple of weeks you will soon find yourself actively looking for things to appreciate and you will have created a new habit of gratitude.

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Be nice

If you are kind, nice and helpful to people, you can expect the same treatment. Positivity attracts positivity just the same as negativity attracts negativity. If you make an effort to consciously become aware of others' needs opportunities to help will soon follow and present themselves.

Show appreciation

Identify the people in your life that make it better and happier. People who helped you along the way, make sure to show appreciation, this makes you think about the good in other people to fire up those new positive neural brain connections.

Rewind and start over

Rather than responding to other people and events in the same old ways – make a conscious decision to see those people who annoy you and those negative events in a new light. Rewind and start over by putting aside your beliefs and any conclusions you came to previously and open yourself to new possibilities. Try approaching each person or event as if it was the first time with an open and positive mindset.

Hang out with the positive crowd

Emotions are contagious. Be intentional about spending more time with positive people that you enjoy being with.



Activity: Waking up on the wrong side of bed

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Box Breathing

This technique is used by Navy SEALs to produce a deeply calm body and an alert, focused state of mind. Think of the 4 sides of a box and you'll begin by inhaling deeply through your nose for a count of 4 to expand your lungs, hold for a count of 4, let the air out fully and smoothly through your mouth like you are blowing through a straw for a count of 4, then hold for a count of 4. Repeat at least three times, ideally do this for 5 minutes daily.

The Six Second Rule

Six seconds is the time it takes to capture the flight or fight response (i.e.: avoid emotional hijacking). When someone has said or done something that triggers your hot button, take a deep breath and count to six seconds before you respond. Just try it – what is the worst that can happen?

The 5-step Freeze-Frame Technique

5 steps as follows:

1. Recognize stressful feelings and freeze-frame them. Take a time out!
2. Make a concerted effort to shift your focus away from your racing mind or disturbing emotion(s).
3. Be calm and recall a positive, fun feeling that you have had and re-experience it.
4. Ask your heart: "What's a more effective response to this stressful situation?"
5. Listen and do what your heart says.

Stop - Start - Keep

- First, identify your trigger – a raised voice, feeling threatened or frustrated and **STOP**.
- **START**– thinking 'Where do I want to be in 5 minutes?' (i.e., on the other side of this argument, resolved).
- **KEEP** –choosing the behavior that is most likely to give you your desired outcome –e.g., compromise, being less stubborn etc.

Self-Management Closing

Emotionally Intelligent behaviors include:

- Being able to admit your mistakes
- Act ethically and withstand scrutiny
- Take a tough, principled stand even if it is unpopular
- Effectively challenge unethical behavior in others
- Learn from and reframe when angry
- Engage in self-talk to manage challenging feelings
- Ability to re-focus and concentrate when feeling anxious
- Think clearly and stay on task under pressure
- Remain cool in the face of others' anger or aggression
- Stay composed, positive and unruffled even in tough times
- Choose your response rather than triggered reacting

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3. SOCIAL AWARENESS

What is Compassion?

Empathy is the natural ability that we all have to understand what someone else might be experiencing. It's what makes you wince when, for example, you see someone stub their toe. You literally feel their pain. Empathy makes you cry at sad movies and feel angry when someone else suffers injustice. You are feeling the feelings of someone else.

Compassion also involves understanding what others are feeling but you aren't feeling their feelings – there is some buffer - and there is also the desire to be of help. Having some distance allows you to be of service to another person by offering them another perspective and supporting them in taking effective action.

Sympathy shows that you care about someone else's situation and that you are expressing your feelings about their situation. A sympathy statement begins with an I declaration — it's about how I feel about you.

Why is it important to know the difference between empathy & compassion?

Sympathy is very appropriate at certain times, such as when someone has just experienced a tragic situation for example, the loss of a loved one, a serious accident or injury, or any other misfortune. Not only because expressing your sympathy to someone by saying you care about their situation is the decent thing to do, in times of pain, people feel comforted by the caring of others. Experiencing someone's care and concern is an important part of healing from loss or pain.

Empathy, on the other hand, is often an opener. It enables you to get closer to the other person and helps you gain his/her trust. It shows not only that you care about his/her troubles but that you really know what he/she is going through and are feeling their feelings. When you empathize with someone, you're enhancing the relationship and making it closer.

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Active Compassionate Listening

Successful emotional intelligence requires understanding that others' feelings and perspectives may differ from your own. Active listening makes this more likely because the emphasis is on encouraging the other person to express themselves and for you, the listener, to clarify your understanding.

There are five components of compassionate listening:

1. Empty yourself: be with the other
2. Attention
3. Acceptance
4. No judgement or comparison
5. Stay with the feeling.

Empty yourself: be with the other

You will not be able to attend to the other properly, let alone “get inside” them, if you are busy with your own concerns. “Empty yourself” this may not be easy however; it can be learned with practice. You need to reassure the part of you that is busy with your own concerns that you are not uninterested and permanently abandoning it and them, that you will return and deal with what needs to be dealt with when this empathic listening session is over. And then you psychologically put your own concerns up on a shelf, out of sight, to be picked up later.

Attention

Having distanced yourself from your own concerns, you are in a position to fully attend to the other. Your aim is to hear and understand them. To do this you need to attend to what they are telling you with their words, and the way they say them, and with their body language.

Acceptance

We have just looked at acceptance in terms of its effect on the other, as part of validating them and their feelings. Here, the focus is on the effect on us. If we do not accept the other, then we will not be able to see them as they are, let alone to join them there.

No judgement or comparison

One of the main requirements of acceptance is an absence of judgement or comparison. Judgement is the enemy of perception. And of course, it would have a deleterious effect on the other and their response to us, as well as on our capacity to empathize.

Stay with the feeling

The core of being empathic is about joining the other in their feeling. And one of the virtues of being listened to is that it encourages us to explore and go deeper into our feelings. So, if you find emotion, your own or other people's, difficult to be around, this is something you will have to address in order to be a compassionate listener. Sometimes people are afraid that if they stay with a feeling it will last forever, but that is not the case. Feelings have their own time-

Activity: Shoe Switch



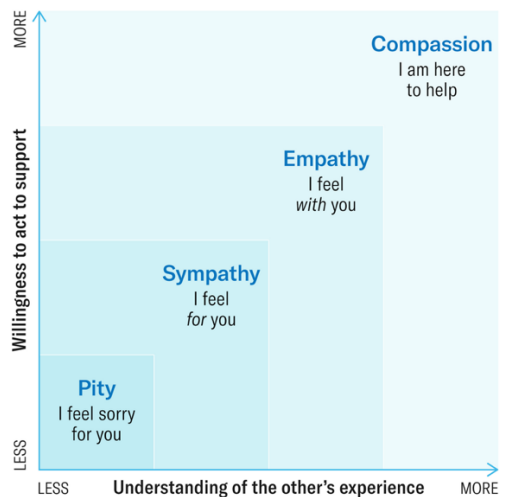
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Compassion vs. Empathy

“If I led with empathy, I would never be able to make a single decision. Why? Because with empathy, I mirror the emotions of others, which makes it impossible to consider the greater good.”

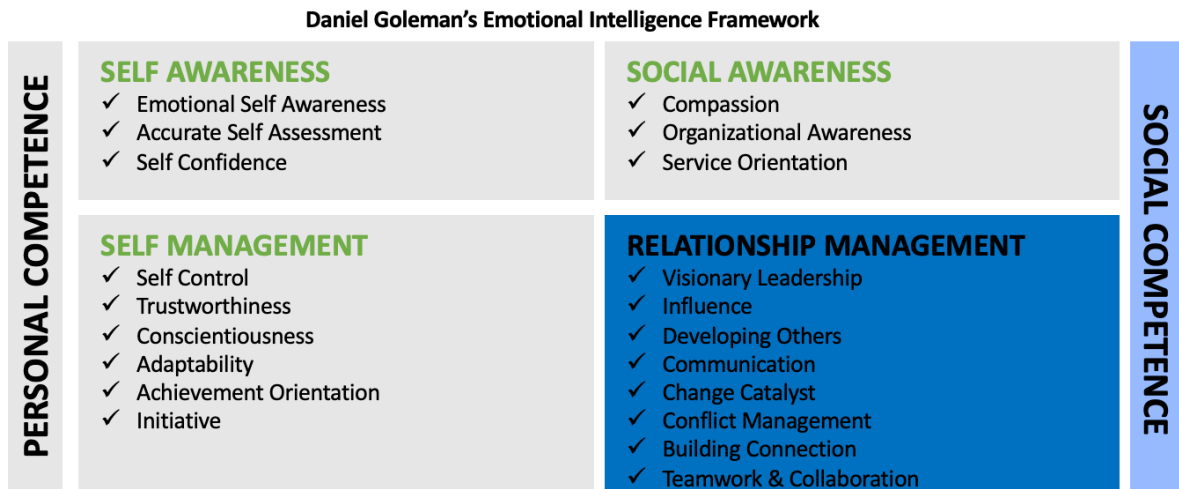
- Paul Polman, former CEO of Unilever



Source: Potential Project



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4. RELATIONSHIP MANAGEMENT

Getting the Change You Want

You've probably been told before that you can't change other people; no amount of insisting, demanding or manipulating will do it. Which is true. You cannot change someone unless they want to change. But what you can do is understand other people's motivations, needs and emotions. Once you have a better understanding of what someone is feeling, once you can make sense of and see meaning in their emotions, you are better placed to manage the other person and their emotions.

There are two ways to get others to do what we want them to do, we can either push them and in that case we will definitely get resistance or we can pull them or in other words convince them with our point of view, explain the reasons and tell them why we want them to take this action and consequently expect lower or no resistance.

Building Blocks for Managing Relationships

Every day we need to communicate in some way with other people, some of them well known to us, others more distant. How we get on with them depends on many things: how we communicate, the type of people they are, what values we each hold, the histories we have experienced together – the list goes on. The skills of emotional intelligence that you use to maintain and nurture relationships are central to your success. For best effect, you need to make a conscious effort to put a number of key building blocks in place:

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Building blocks for managing relationships:

- Show people that you value them
- Seek mutual understanding and information sharing
- Fine-tune your presentation to appeal to the listeners' needs
- Build consensus and support wherever possible
- Communicate with clear and convincing messages
- Use negotiation rather than dominance
- Be upfront and straightforward, avoiding games or office politics
- Analyse performance and root causes of problems.
- Approach conflict constructively, staying aware of others' feelings.
- Bring disagreements into the open, and help de-escalate them.
- Be tactful when responding to others.
- Orchestrate win–win solutions.

Ultimately, the thing that best defines an emotionally intelligent relationship – whether personal or work-based – is the ability to generate a 'climate of appreciation and value'. This helps meet the need we have for each other's approval and for being valued as individuals. People who feel this way are more likely to withstand the 'ups and downs' of life, the inevitable disappointments and periodic problems that occur in every relationship. Even in the most well-established relationships, partners still want each other's admiration and approval and to feel cherished by their significant other.

Our relationship management skills are underpinned by our regard for others and our awareness of others (which includes being in touch with their feeling states). We would not get very far without interacting with others. We form all sorts of relationships in our lives to help us achieve our goals and to fulfil our needs. Managing each of those relationships takes continued effort.

Ten Habits of Emotionally Intelligent People

1. Label their feelings, rather than labelling people or situations
2. Distinguish between thoughts and feelings
3. Take responsibility for their feelings
4. Use their emotions to help make decisions
5. Show respect for others' feelings
6. Feel energized, not angry
7. Validate others' feelings
8. Practice getting a positive value from their negative emotions
9. Don't advise, command, control, criticize, blame or judge others
10. Avoid people who invalidate them or don't respect their feelings

NOTES and PLAN

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Personal Action Plan

Area to Improve/Things to Do	Priority	Action to Take	Start Date