

## **Emotional Intelligence At Work**

We probably all know people, either at work or in our personal lives, who are good listeners. No matter what kind of situation we're in, they always seem to know just what to say – and how to say it – so that we're not offended or upset. They're caring and considerate, and even if we don't find a solution to our problem, we usually leave feeling more hopeful and optimistic.

We probably also know people who are masters at managing their emotions. They don't get angry in stressful situations. Instead, they have the ability to look at a problem and calmly find a solution. They're excellent decision makers, and they know when to trust their intuition. Regardless of their strengths, however, they're usually willing to look at themselves honestly. They take criticism well, and they know when to use it to improve their performance.

People like this have a high degree of emotional intelligence, or EI. They know themselves very well, and they're also able to sense the emotional needs of others. Would you like to be more like this?

As more and more people accept that EI is just as important to professional success as technical ability, organizations are increasingly using EI when they hire and promote. There are direct ties between EI and measurable business results.

### **What is Emotional Intelligence?**

We all have different personalities, different wants and needs, and different ways of showing our emotions. Navigating through this all takes tact and cleverness – especially if we hope to succeed in life. This is where EI becomes important.

EI is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.

People with high EI are usually successful in most things they do. Why? Because they're the ones that others want on their team. When people with high EI send an email, it gets answered. When they need help, they get it. Because they make others feel good, they go through life much more easily than people who are easily angered or upset.

## Characteristics of Emotional Intelligence

Daniel Goleman, an American psychologist, developed a model of four elements that define EI:

	Definition	Hallmarks
<b>Self-Awareness</b>	<ul style="list-style-type: none"> <li>• The ability to recognize and understand your moods, emotions, and drives, and their effect on others</li> <li>• Don't let emotions get out of control</li> <li>• Know your strengths/weaknesses, and work on them to perform better</li> <li>• Demonstrate a thirst for constructive criticism</li> <li>• Know when to ask for help</li> </ul>	Self-confidence Realistic self-assessment Self-deprecating sense of humour
<b>Self-Management</b>	<ul style="list-style-type: none"> <li>• The ability to control or redirect disruptive impulses and moods</li> <li>• The propensity to suspend judgment – to think before acting</li> <li>• The ability to create an environment of trust and fairness</li> </ul>	Trustworthiness and integrity Comfort with ambiguity Openness to change
<b>Social Awareness</b>	<ul style="list-style-type: none"> <li>• The ability to understand the emotional makeup of other people</li> <li>• Skill in treating people according to their emotional reactions</li> <li>• The ability to identify with and understand the wants, needs and viewpoints of others (empathy)</li> <li>• Excellent at managing relationships, listening and relating to others.</li> <li>• Avoid stereotyping/judging too quickly</li> </ul>	Expertise in building and retaining talent
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Proficiency in managing relationships and building networks</li> <li>• Ability to find common ground/build rapport</li> <li>• Rather than focus on their own success first, they help others develop and shine</li> <li>• Manage disputes and are excellent communicators</li> <li>• Adept at managing teams/expert persuaders</li> </ul>	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Stay tuned for ways to improve your EI during this Leadership Essentials Workshop.

## Emotional Intelligence Self-Assessment

Complete the following self-assessment questionnaire, and rank each statement according to the instructions below. You will find out more about emotional intelligence during the workshop. Please bring this self-assessment with you to the workshop!

*Adapted from a model by Paul Mohapel*

Emotional Intelligence (referred to as EI/EQ) is your ability to be aware of, understand and manage your emotions. Take the assessment below to learn about your EI strengths!

Rank each statement as follows:

0 (Never)	1 (Rarely)	2 (Sometimes)	3 (Often)	4 (Always)
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### Self-Awareness

0 1 2 3 4	My feelings are clear to me at any given moment
0 1 2 3 4	Emotions play an important part in my life
0 1 2 3 4	My moods impact the people around me
0 1 2 3 4	I find it easy to explain my feelings
0 1 2 3 4	My moods are easily affected by external events
0 1 2 3 4	I can easily sense when I'm going to be angry
0 1 2 3 4	I readily tell others my true feelings
0 1 2 3 4	I find it easy to describe my feelings
0 1 2 3 4	Even when I'm upset, I'm aware of what's happening to me
0 1 2 3 4	I am able to stand apart from my thoughts and feelings and examine them

### Self-Management

0 1 2 3 4	I accept responsibility for my reactions
0 1 2 3 4	I find it easy to make goals and stick with them
0 1 2 3 4	I am an emotionally balanced person
0 1 2 3 4	I am a very patient person
0 1 2 3 4	I can accept critical comments from others without becoming angry
0 1 2 3 4	I maintain my composure, even during stressful times
0 1 2 3 4	If an issue does not affect me directly, I don't let it bother me
0 1 2 3 4	I can restrain myself when I feel anger towards someone
0 1 2 3 4	I control urges to overindulge in things that could damage my well-being
0 1 2 3 4	I direct my energy into creative work or hobbies

### Social Awareness

0 1 2 3 4	I consider the impact of my decisions on other people
0 1 2 3 4	I can easily tell if the people around me are becoming annoyed
0 1 2 3 4	I sense it when a person's mood changes
0 1 2 3 4	I am able to be supportive when giving bad news to others
0 1 2 3 4	I am generally able to understand the way other people feel
0 1 2 3 4	My friends can tell me intimate things about themselves
0 1 2 3 4	It genuinely bothers me to see other people suffer
0 1 2 3 4	I usually know when to speak and when to be silent
0 1 2 3 4	I care what happens to other people
0 1 2 3 4	I understand when people's plans change

### Relationship Management

0 1 2 3 4	I am able to show affection
0 1 2 3 4	I am able to manage relationships well
0 1 2 3 4	I find it easy to share my deep feelings with others
0 1 2 3 4	I am good at motivating others
0 1 2 3 4	I am a fairly cheerful person
0 1 2 3 4	It is easy for me to make friends
0 1 2 3 4	People tell me I am sociable and fun
0 1 2 3 4	I like helping people
0 1 2 3 4	Others can depend on me
0 1 2 3 4	I am able to make someone else feel better if they are very upset