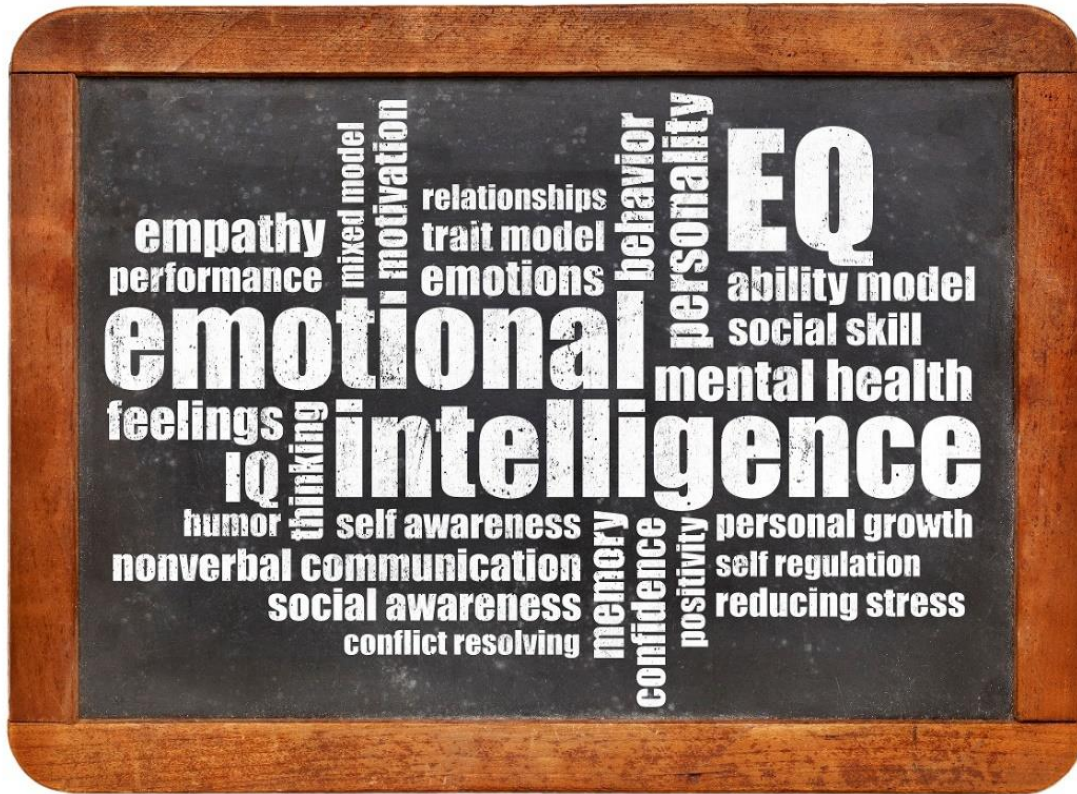


EQ: Understanding Emotional Intelligence



There are two kinds of intelligence. Rational, logical thought is specific, objective, concrete and factual. It emphasizes academic information and traditional learning. Emotional intelligence focuses on soft skills. It deals with intrapersonal and interpersonal skills.

Traditionally, education, experience and intellectual ability have been considered the cornerstones of personal and professional success. Oddly, when asked about success, most people refer to feelings and emotions rather than credentials and achievements. Innately, there is the expectation that happiness, self-esteem and positive feelings will coincidentally come through wealth, possessions and various accolades.

Education and training implicitly communicate that social skills, relational abilities, esteem, positive psychology and happiness will be developed as byproducts of academic achievement and natural talent. From a practical point of view, success is far more associated with social, relational and emotional management than IQ or academic degrees.

Individuals who have lackluster academic careers are frequently deemed 'overachievers' when they display high levels of success. Conversely, 'underachievers' seem to have the 'right' qualifications but never realize their 'true' potential. While this seems to offer a valid explanation, it just doesn't feel right. Motivation, team play, optimism, drive, initiative and energy are far more associated with long-term, sustainable success. Increasingly, organizations, teams and individuals are choosing to re-focus on soft skills. IQ, talent and education play their role but need to be integrated with personal and interpersonal abilities.

The ability to express and control our own emotions is important, but so is our ability to understand, interpret, and respond to the emotions of others. Emotional Intelligence is absolutely essential in the formation, development, maintenance, and enhancement of close personal relationships. 90% of high performers possess high emotional intelligence.

There are two critical factors regarding emotional intelligence:

1. Emotional, social and relational intelligence can and usually do matter more than overall intelligence quotient in both achievement and overall success.
2. Unlike IQ, which does not change significantly over a lifetime, our EQ can evolve and increase with our desire to learn and grow. Emotional intelligence can and should be taught. Training and coaching have high positive impact.



People typically attribute the lion's share of their success personally and professionally to their mental intelligence or IQ. Research in psychology and human performance over the last twenty years indicates the mental intelligence does contribute to success BUT the far more significant intelligence that accounts for personal and professional success is emotional intelligence!

~Michael Rock~



Emotional intelligence is an interdisciplinary field that brings together psychology, sociology, communication, management and self-development. It considers the essentials of individual performance, group dynamics and organizational development.

From ancient Greece, Plato said “all learning has an emotional base.” Aristotle added “Educating the mind without educating the heart is no education at all.” There has been a continuing quest to understand emotions and their interplay with leadership, stress, group dynamics, motivation and success. The importance of emotional/social intelligence in conjunction with personality and performance have been viewed as vital to achievement.

In the Twentieth century, the mind and its relationship to success received renewed interest in social and organizational psychology. Groups and individuals have sought to develop higher levels of effectiveness through focus and harnessing the power of the mind.

A brief history of modern psychology, intelligence measurement and performance engineering serves as a foundation for understanding excellence in emotional intelligence:

- 1890 James McKeen Cattell publishes *Mental Tests and Measurements*, marking the beginning of the practice of psychological assessment. William James states “The greatest weapon against stress is our ability to choose one thought over another;” “Man can alter his life by altering his thinking;” and “Pessimism leads to weakness, optimism to power.”
- 1904 Charles Spearman publishes *General Intelligence* and introduces the g factor postulating the basis for an intelligence quotient defining cognitive intelligence.
- 1905 Alfred Binet and Theodore Simon create the Binet-Simon scale to identify students needing extra help, marking the beginning of standardized psychological testing.
- 1917 Robert Yerkes writes the Alpha and Beta Tests for the Army to test intelligence.
- 1930 Edward Thorndike describes the concept of “social intelligence” as the ability to get along with other people.
- 1939 David Wechsler developed the Wechsler-Bellevue Intelligence Scale. He suggests that affective components of intelligence may also be essential to success in life.
- 1947 Kurt Lewin coins the term "group dynamics."
- 1954 Abraham Maslow publishes *Motivation and Personality*, describing his theory of a hierarchy of needs. He also helps found humanistic psychology. He discusses the concept of emotional strength and how people can build it.
- 1962 Stanley Schachter and Jerome Singer propose the two-factor theory of emotion, which considers emotion to be a function of both cognitive factors and physiological arousal; "People search the immediate environment for emotionally relevant cues to label and interpret unexplained physiological arousal."
- 1975 Richard Bandler and John Grinder develop Neuro-linguistic programming (NLP).
- 1978 Paul Ekman publishes the Facial Action Coding System linking facial expression to emotional display.

Emotional and social intelligence is the ability to accurately assess, interpret, manage, and express emotions and solve problems of a personal and interpersonal nature toward realizing the pursuit of realistic and meaningful objectives.
~Derick Mann and Peter Papagogiannis~

From Mind Matters by Robert G. Jerus

- 1983 Howard Gardner publishes *Frames of Mind*, introducing his theory of multiple intelligences.
- 1985 Robert Sternberg proposed his triarchic theory of intelligence
Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)."
- 1987 Ken Beasley publishes an article in *Mensa Magazine*, and uses the term "emotional quotient." It has been suggested that this is the first published use of the term, although Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis.
- 1990 Peter Salovey and John Mayer publish "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*. It establishes an ability model of emotional intelligence with four branches:
 - Perceiving emotions: accurately understanding feelings; detecting and deciphering
 - Reasoning with emotions: using emotions to promote thinking and cognitive activity; using feelings to focus attention, create priorities, and manage responses
 - Understanding emotions: empathy; relating to cause and effect internally and with others
 - Managing emotions: dealing interpersonally with effective, appropriate handling of feelings
- 1992 Joseph LeDoux summarizes his research on the brain mechanisms of emotion and emotional learning.
- 1994 Antonio Damasio publishes *Descartes' Error*, presenting the somatic marker hypothesis (SMH) by which emotional processes can guide (or bias) behavior, particularly decision-making.
- 1995 Daniel Goleman popularizes emotional intelligence with his book *Emotional Intelligence: Why It Can Matter More Than IQ*. Goleman's model of emotional intelligence that features both inherent abilities and learned skills:
 - Self-awareness: the ability identify and define one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others; self-confidence
 - Self-regulation/management: managing feelings in various and changing situations; being in command of internal states; self-control; trustworthiness; conscientiousness; adaptability; innovation
 - Motivation: guiding drives towards goals; achievement drive; commitment; initiative; optimism
 - Empathy: awareness of the needs, feelings and concerns of others; considering other people's feelings; understanding others; developing others; service orientation; leveraging diversity; political awareness

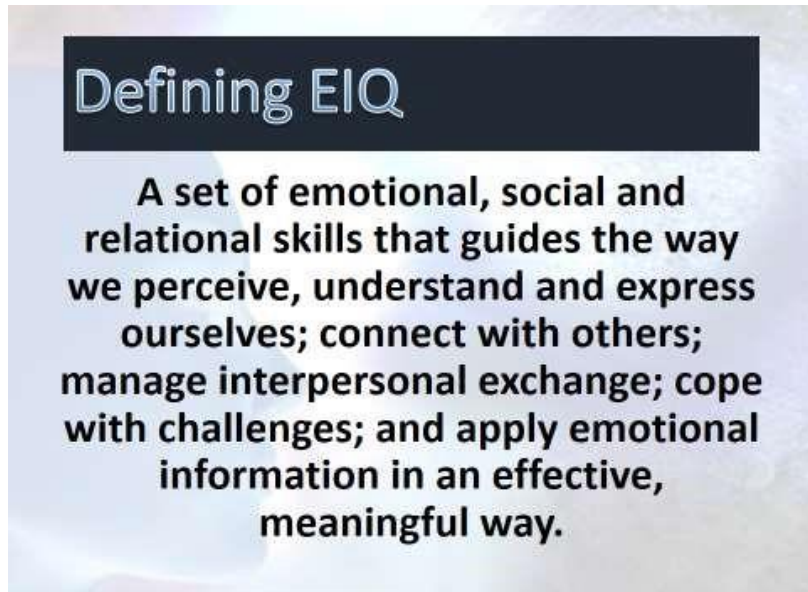
- Social competence: managing relationships; interpersonal adeptness; influence; communication; conflict management; leadership; change catalyst; building bonds; collaboration and cooperation; team capabilities
- 1997 Reuven Bar-On presents the EQ-i (emotional quotient inventory) model of emotional intelligence.

Martin Seligman and Mihaly Csikszentmihalyi meet on a Hawaiian beach and begin mapping out a plan for launching positive psychology.

- 2010 Success Dynamics launches EIQ-2 integrated, second stage emotional intelligence featuring learning systems in empathy; emotional intelligence; emotional leadership; emotional influence and persuasion; emotionally intelligent teams; emotionally smart organizations; emotionally intelligent customer service and relations.

In the last decade or so, science has discovered a tremendous amount about the role emotions play in our lives. Researchers have found that even more than IQ, your emotional awareness and abilities to handle feelings will determine your success and happiness in all walks of life, including family relationships.

~John Gottman~

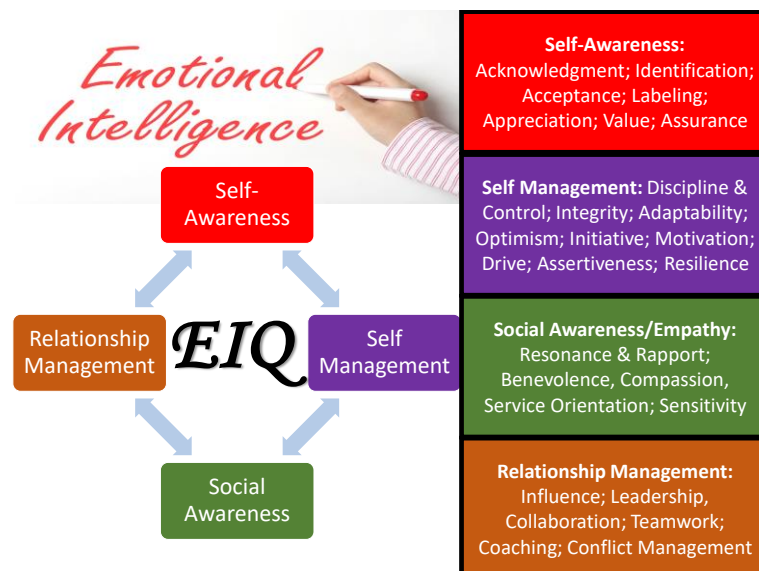


Emotional intelligence is a set of emotional, social and relational skills that guides the way we perceive, understand and express ourselves; connect with others; manage interpersonal exchange; cope with challenges; and apply emotional information in an effective, meaningful way.

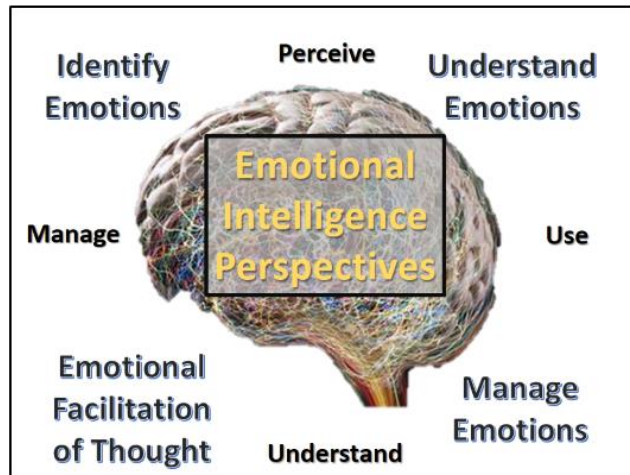
Its framework lies in intrapersonal skills: the personal tools to understand and manage feelings; and interpersonal skills: the tools to connect with others and develop effective relationships. Additionally, there are catalysts that either promote the effectiveness of these skills or minimize their effectiveness. These include motivation, stress management, flexibility, adaptability, initiative, passion and engagement among others.

Emotional intelligence can be learned, developed and augmented. It is a continuous process that may be facilitated through attention and deliberate focus.

It is based in recognition and regulation: knowing who I am and what I do.



Emotionally Intelligent people share some common attributes that we can use to generally begin to understand our EIQ.



- **You have a robust emotional vocabulary.** While many people might describe themselves as simply feeling "bad," emotionally intelligent people can pinpoint whether they feel "irritable," "frustrated," "downtrodden," or "anxious." The more specific your word choice, the better insight you have into exactly how you are feeling, what caused it, and what you should do about it.
- **You embrace change, learning and continuous improvement.** Emotionally intelligent people are flexible and are constantly adapting.
- **You know your strengths and weaknesses, and expand personal limitations and constraints.** Emotionally intelligent people don't just understand emotions; they know what they're good at and what they're terrible at, and push to grow in those areas.
- **You're a good judge of character.** Much of emotional intelligence comes down to social awareness; the ability to read other people, know what they're about, and understand what they're going through.
- **You are difficult to offend and forgive easily.** Emotionally intelligent people are self-confident and open-minded, which creates a pretty thick skin.
- **You know how to say no (to yourself and others). You are assertive.** Emotional intelligence means knowing how to exert self-control. You delay gratification and avoid impulsive action.
- **You let go of mistakes.** Emotionally intelligent people distance themselves from their mistakes, but do so without forgetting them. They serve as learning experiences.

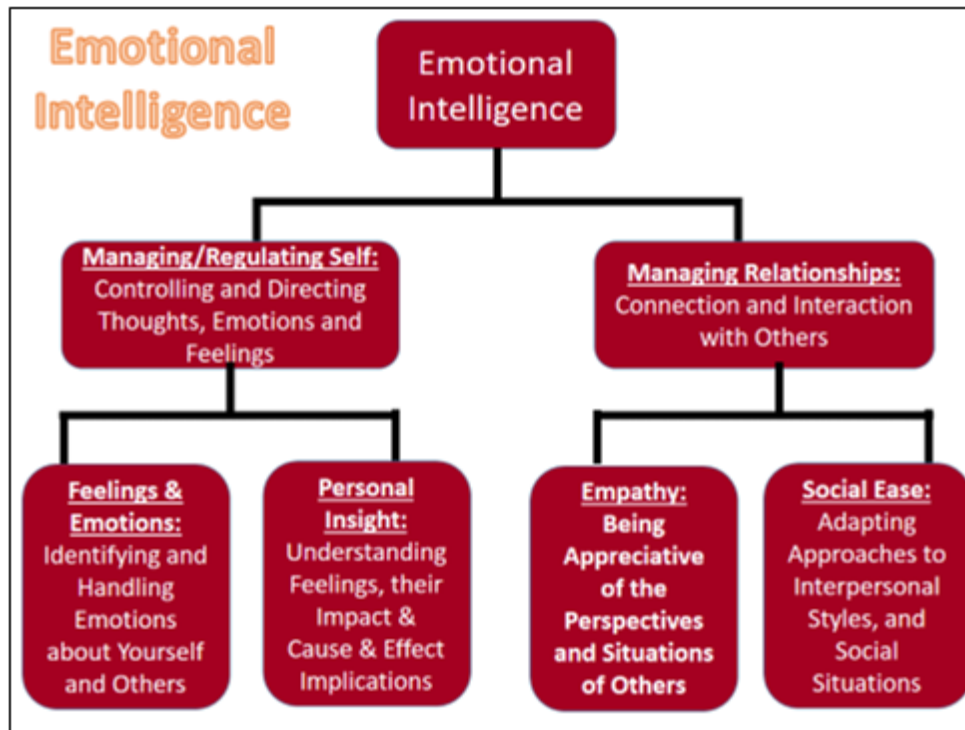
- **You are concerned about others.** You demonstrate this through active empathy, service, benevolence, kindness and compassion.
- **You exercise positive psychology, constructive self-talk and optimism, while releasing negative emotions.** You work to keep your perspective, and recognize the power in releasing the negatives and embracing the positives.
- **You're curious about people and neutralize toxic people.** You can recognize and are drawn to healthy people/relationships, and are able to help others see positives. You also know when to seek distance if the relationship is not healthy for you.
- **You don't seek perfection.** Improvement is the key to growth, not perfection.
- **You appreciate what you have.** An attitude of gratitude and abundance draws in more gratitude and abundance.
- **You take time to rest, relax, refresh and renew.** You know you can't be your best without caring for yourself.
- **You exercise balance.** Mental, physical and emotional fitness/wellness and health come through rest/sleep; nutrition, exercise and appropriate balance.
- **You center.** Centered people focus on the present. They take action. Regret, worry and anxiety create negatives from the past and future.

Habits of Emotionally Intelligent People

- Focus on positivity and optimism
- Act with assertiveness and definite boundaries
- Perform with creativity and actively solve problems
- Are involved in continuous learning and improvement
- Resolve conflict with energy, good feelings and positive results
- Surround themselves with positive people
- Have relationships that generate mutual benefit; get along with others
- Take time to be mindful and self-aware
- Serve with empathy and passion
- Manage their own goals and agenda
- Develop long term relationships
- Generate positive outcomes through influence and leadership
- Live with energy, good feelings and positive outcomes

Emotional Intelligence Basics

Emotional intelligence focuses on self and relationships. Intrapersonal awareness and management deal with recognizing, acknowledging and working with emotions. Interpersonal relationships deal with empathy, connection and social skills. These are known as soft skills but tend to be more meaningful in performance.



Emotional intelligence moves from intrapersonal understanding, perception and awareness skills to self-management and regulation decisions. From the intrapersonal level, it expands interpersonally to understand and relate to others. At the higher interpersonal levels, it facilitates relationships and team performance.

Emotional Intelligence is divided into four primary areas:

- Self-awareness, perception and understanding: recognizing feelings, giving name to them and noting cause and effect
- Self-management, discipline and control: personal regulation, stress and impulse management
- Social awareness: empathy, emotional connection
- Relationships: social skills and effective interaction

	Self	Social
Awareness	Self-Awareness <ul style="list-style-type: none">• Self-Awareness• Self-Acceptance• Independence• Self-Appreciation• Temperament/Personality• Strength Consciousness• Self-Assurance• Cause and Effect• Self-Identification• Values and Principles	Social Awareness <ul style="list-style-type: none">• Compassion• Helpfulness• Empathy• Sensitivity and Appreciation• Benevolence• Care, Consideration and Thoughtfulness• Citizenship/Community• Dealing with Diversity• Political Savvy• Communication
Management	Self-Management <ul style="list-style-type: none">• Self-Discipline/Control• Self-Leadership• Dependability• Self-Direction• Change Management• Risk Management• Initiative and Motivation• Optimism and Positive Psychology• Problem Solving and Decision Making• Resilience	Relationship Management <ul style="list-style-type: none">• Conflict Management• Collaboration• Influence• Leadership• Meaningful Relationships• Negotiation• Developing Others• Change Catalyst• Building Bonds• Communicating for Relationships and Results

Emotional Intelligence Impact

Emotional Intelligence has significant impact. EIQ is responsible and influential in countless ways creating success. It is at the core of intrapersonal and interpersonal abilities. Peak performance, leadership, influence, teamwork and relationships are based on emotional intelligence.



EQ in Action

- Solution Orientation
- Communicative
- Change Master/Adaptive
- Superior Decisions
- Team Engagement & Effort
- Resilience
- Productivity
- Optimism
- Confidence
- Motivated

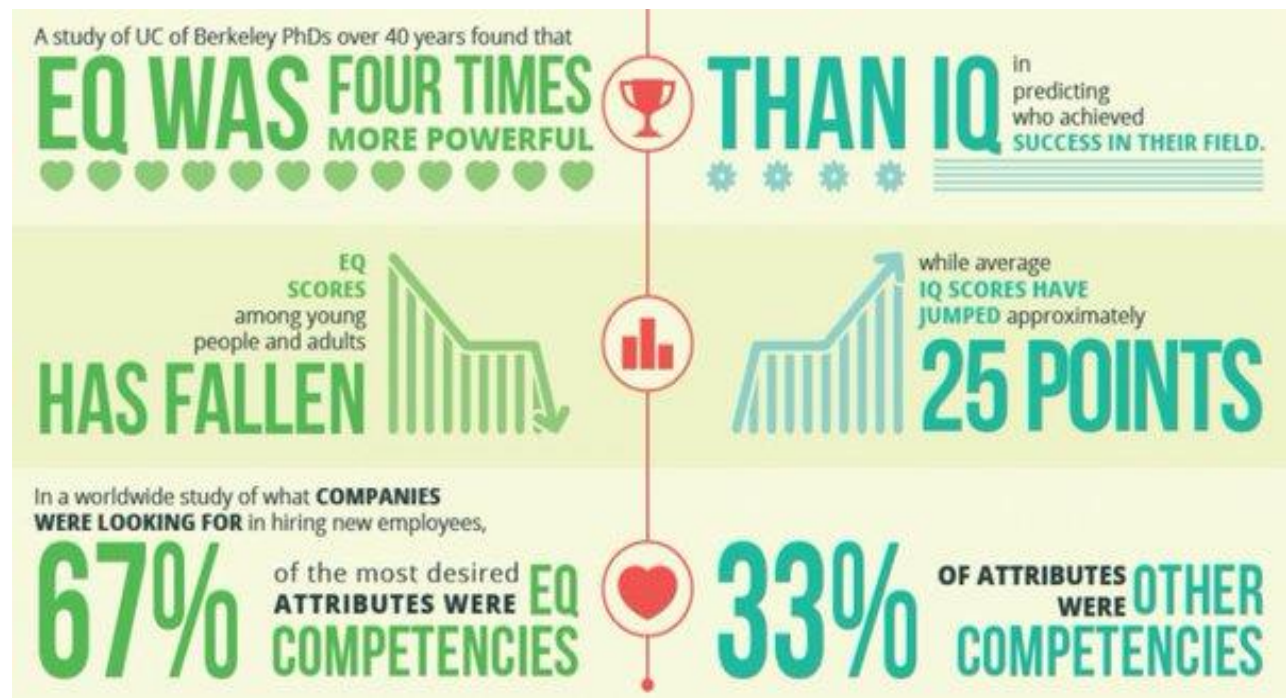


- Focus on Self/Introspective
- Low Energy
- Poor Relationships
- Pressured, Stressed
- Isolated/Alienated
- Negativism
- Frustration
- Inefficiency/Ineffectiveness
- Conflict
- Health Concerns

EQ includes:

- Identifying your feelings and needs through body-awareness
- The ability to read others' feelings, and to listen to others with empathy
- Knowing how to express your feelings with words and/or body-language
- Choosing when to contain (not repress) emotion, and when to communicate emotion appropriately
- The ability to process and let go of emotion when necessary
- The willingness to give ourselves time to feel, and to enjoy the depths of our 'selves' through feeling
- The ability to lead wisely or follow with grace
- The ability to honor our own limits, as well as to celebrate our talents
- The ability to give and receive love

<u>Positive Gains</u>	<u>Negatives Mitigated</u>
Superior problem solving	Stress/tension/worry/anxiety lowered Bullying/intimidation reduced
Better decision making	Emotional outbursts minimized
Happier, more satisfying work	Violence forestalled
Healthier environment	Harassment reduced
Greater integrity	Discouragement/withdrawal diminished
Higher empathy/better understanding	Hostile environment lowered
Superior/lasting relationships	Personal disengagement minimized
Enhanced customer satisfaction	Illness reduced
More effective leadership	Crisis averted
Improved performance/productivity	Costs lowered
More positive results	Wasted energies minimized
Higher energy levels	Reduced fatigue/burnout
Greater personal and professional efficiency	Managed conflict/confrontation
Superior resiliency	Minimized personal chaos/ confusion
Better intrapersonal and interpersonal skills	Reduced miscommunication/ message distortion
Powerful change management/improvement	Reduced turnover and dissatisfaction



Emotional intelligence is at the heart of influence and positive interaction. Human interaction, interpersonal connection, conflict resolution, neurolinguistic programming and other interpersonal skills make for success. Likewise, intrapersonal skills are essential like confidence, discipline, self-management.

- They Know their Audience
- They Connect
- They Aren't Pushy/Mousy
- They Use Positive Body Language
- They Are Clear and Concise
- They Are Genuine
- They Acknowledge Alternative Points of View
- They Ask Good Questions
- They Develop Rapport and Resonance with their Listeners (Visual, Auditory, Kinesthetic)
- They Leave a Strong First Impression
- They use Stories
- They Apply Influence Strategies and Tactics
- They Know When to Step Back
- They Greet People by Name and Create Common Ground
- They Are Likeable, Agreeable, People Pleasers
- They Smile and Use Positive Body Language
- They are Positive, Optimistic and Abundance Thinkers
- They Develop Relationships

52 Ways to Improve Emotional Intelligence

Self-Awareness

1. Think before acting. Consider consequences and perform with deliberation.
2. Take time to learn, define, and understand a minimum of 100 different emotions.
3. Accept personal feelings as information without judgment or rejection.
4. Connect emotions and thoughts. Think about the causes and impacts of feelings.
5. Tune into the subconscious by recognizing the physical impacts of emotions.
6. Recognize both positive and negative emotions. Reinforce the positive and lessen the negative.
7. Determine personal strengths and weaknesses. Develop realistic self-acceptance and appreciation. Have positive self-assurance and strong confidence.
8. Find things to like about yourself. Establish self-awareness and esteem.
9. Take time to reflect and understand inner feelings. Support intrapersonal effectiveness through positive self-talk; self-affirmation; constructive visualization and/or journalizing.
10. Make active decisions to choose positive, constructive feelings. Have dreams and plans for self-actualization.
11. Establish the practice of relaxing, refreshing and renewing through meditation and reflection.
12. Develop habits of inner attention. Use physical and mental senses to have an active awareness of physical, mental and emotional sensations.
13. Get outside feedback and support. Let others offer information on the feelings they see displayed.

Self-Management

14. Develop habits of self-control and personal discipline.
15. Accept responsibility for behavior, communication, performance and impact.
16. Create a sense of conscience, morality and integrity and act consistently with personal values and principles.
17. Determine personal boundaries and act assertively (rather than passively or aggressively).
18. Actively set goals and objectives. Support achievement with diligence, tenacity and the personal qualities necessary to succeed.
19. Self-motivate. Generate a passion, excitement, enthusiasm and energy to pursue objectives.
20. Be likeable. Cultivate eclectic interests, be nice, courteous and someone worth knowing.
21. Have a maturity and seriousness of purpose. Provide inner direction and drive for curiosity, creativity and imagination.
22. Manage stress, effort, time and impulsiveness. Take command of personal performance.
23. Plan. Have a sense of purpose, direction and focus.
24. Maintain balance. Be aware of objectives in diverse areas.
25. Keep healthy. Manage wellness, exercise, diet, sleep and nutrition.

Mind Matters

26. Actively make and execute decisions. Think, feel and perform with the best information available. Avoid regret, anxiety and worry.

Social Awareness, Empathy and Communication

27. Be curious and interested in other people.
28. Avoid prejudice and self-centeredness. Actively listen without distraction or judgment.
29. Focus attention on others and what they are willing to share. Hear both verbal and nonverbal communication.
30. Be sensitive, appreciative, validating and respectful of others. Value both the person and the message they send.
31. Look for the best in others. See with positive regard. Recognize possibilities and potentials. Be excited.
32. Show support and encouragement. Display understanding through physical and verbal communication.
33. Have an inner fire to provide value to others. Develop a passion to connect, serve, and help others.
34. Demonstrate respect with words, tone and attention. Act with politeness, courtesy and etiquette.
35. Reflect on information to adjust communication and behaviors. Adapt to different personalities, situations and dynamics.
36. Offer constructive feedback, information and dialogue. Communicate positively.
37. Express feelings in an appropriate, effective way. Manage drama and presentation.
38. Test perceptions. Decode accurately, fairly, and effectively. Present feelings in sensitive, appropriate, useful, honest ways.
39. Empathize with others. Let them know and feel the connection.

Social Management and Relationships

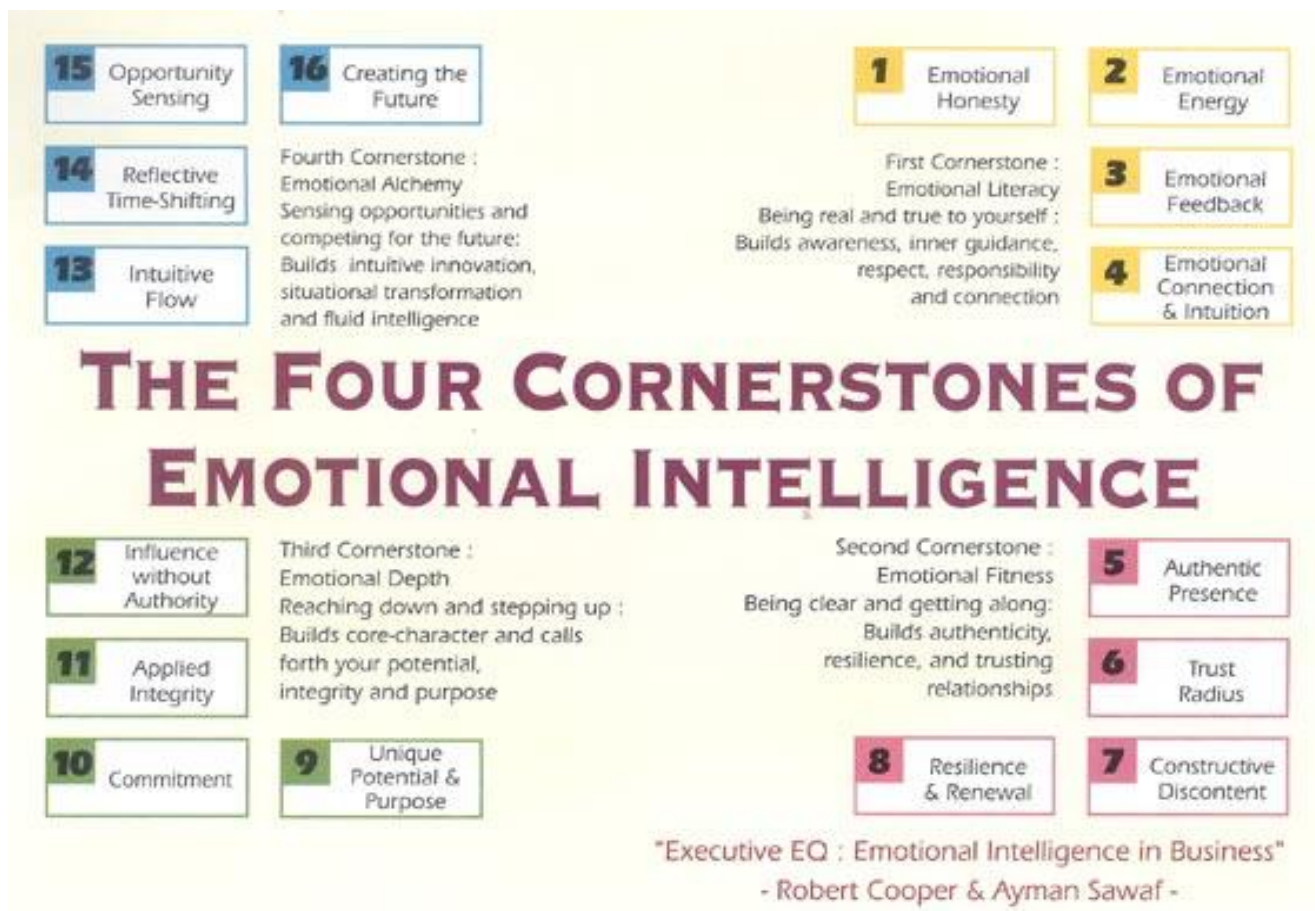
40. Involve and engage others to collaborate on mutual agendas and common visions.
41. Apply influence to promote projects and ideas that can yield benefits and create abundance.
42. Resolve conflict judiciously through attention, focus, problem solving and seeking double wins.
43. Promote change management, learning and continuous learning to optimize effective and generate high value returns. Apply coaching and mentoring to develop and expand potential.
44. Involve others through teamwork. Generate synergy through cooperation, participation and utilization.
45. Exercise dynamic, adaptable leadership to invite initiative, engagement, creativity and the best everyone has to offer both individually and collectively.
46. Establish support structures that create both intrinsic and extrinsic rewards. Celebrate achievement at all levels. Encourage effort.

Mind Matters

47. Create environments and situations that promote reasonable risk taking. Allow failure and mistakes to be learning experiences rather than disasters.
48. Build loyalty, commitment, identity and quality relationships through positive, contagious emotions.
49. Demonstrate change and adaptation based on listening and active connection to others.
50. Get along with difficult people in tough situations through positive interaction, empathy, dialogue, negation and emotional connection.
51. Actively expand a network where benefits and common gains can be created.
52. Use resonance and rapport to generate strong bonds and feelings of deep connection. Exercise availability and adaptability towards others.

The Four Cornerstones of Emotional Intelligence

1. Emotional Literacy
2. Emotional Fitness
3. Emotional Depth
4. Emotional Alchemy



Understanding Emotional Intelligence Reflection

1. What is Emotional Intelligence?
2. Why is EIQ important and relevant for people to understand?
3. What are the four areas measured in the EIQ-2 assessment?

4. Evaluate your own Emotional IQ by considering the following questions:



Self Recognition

- Who am I?
- What is my purpose?
- Where do I get my confidence, self-esteem, self-worth?
- What makes me happy?



Social Recognition

- What can I do to serve and bring value?
- What messages am I sharing (verbal/non-verbal)?
- What are my key conversations (with whom, regarding what)?



Self Management

- What are my priorities and goals?
- How can I improve myself, my abilities, my value?
- How can I best manage my time, talent and resources?



Social Management

- How can I promote abundance and mutual gain?
- What can I do to add quality and strengthen relationships?
- How can I share compassion, kindness, caring and consideration?

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5. What is the most important/influential takeaway that you learned from the first step in this certification?