Emotional Intelligence – Where Did the Idea Come From?

1. The idea of Emotional Intelligence can be traced back to ___________ in 1872 when his work talked about the importance of emotional expression for survival and adaptation.

→Let’s discuss: What do you think he meant?

2. ___________ EI model was developed in 1995 and gained popularity with the publication of his book, Emotional Intelligence: Why It Can Matter More Than IQ.

WHY IS INTEREST IN EMOTIONAL INTELLIGENCE INCREASING?

1. According to the Center for Creative Leadership Survey, “poor relationships and the inability to lead teams are the most common traits of leaders who _________________.

2. The Zehnder Study shows that managers who fail have a high level of intelligence and expertise, but are__________________and don’t like teamwork.

3. The US Department of Labor Survey shows companies are now listing EI as criteria for ________________________.

4. Among executives, those with the highest EI scores are the best performers. ____________ of performance in all types of jobs is a result of emotional intelligence.

5. If goals and objectives are the “what” of our jobs, then ____________is the “how.”

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6. What are some of the costs of low EI in the workplace?

7. Why would you like to improve your EI skills?

What IS Emotional Intelligence? Getting to the Heart of It...

**Here’s where I THINK**

Senses must travel TO the front of the brain before you can think *rationally* about your experience.

**Here’s where I FEEL**

The senses must travel THROUGH the limbic system (the amygdala) to get to the neo-cortex.

*Messages from our senses – our eyes, our ears, “touch,” are first registered by the part of the brain most active in emotional memory; the amygdala. Those messages then move into the neo-cortex, where rational thought occurs…. Emotional intelligence, then, *contributes* to rational thought.*
1. Circumstances, events, situations create a belief or perception, which creates an emotion or feeling. That emotion or feeling triggers a _____________.

2. Some think that the point of developing EI is to avoid ________________, but conflict usually starts with a lack of communication – making assumptions, jumping to conclusions.

3. When you think about anything we do, there is always a feeling attached – something we are ________________ and moving away from or something we ________________ and are moving toward.

4. In a sense, we have 2 minds; one that thinks – our ________________ mind, and one that feels – our ________________ mind.

5. If our wiring is more attuned to the ________________ mind, we relate more to metaphor and simile, poetry and song, storytelling and fables – which all come from “the language of the heart.”

→Let’s discuss: What do you think of when you think of “the language of the heart?”

6. Some psychologists say that IQ is the ________________ to learn; that you are born with your IQ and it doesn’t change (you don’t get smarter by learning new information; you simply now know more information).

   It’s also believed that IQ isn’t really a ________________ of Emotional Intelligence.

→Let’s discuss: What does that mean?

7. The good news is that, although some are more naturally high in emotional intelligence than others, you can change your ________________ and improve it throughout your life.

   El Defined

1. EI is the capacity for ________________ our own feelings and those of others, for motivating ourselves, and for successfully ________________ our emotions in ourselves and in relationships.
2. The 3 main models of EI are:
   Salovey & Mayer – shaped on IQ (bringing our intelligence into our emotions)
   Reuven Bar-On – based on his research on well-being
   Daniel Goleman – focuses on performance at work and organizational leadership

   We’ll be working mainly with __________________________ model.

3. EI determines how effectively we __________________________ our own emotions. It also determines how well people __________________________ to us.

4. So, it might be said that EI is being _________________ of the feelings that will be triggered by what you say and dealing effectively with those feelings, as well as being aware of and managing the feelings inside yourself that are triggered by your perception of your own surroundings, including your senses.

5. Just as IQ can’t be used to predict EI, neither can _________________
   Your basic personality also remains stable over a lifetime, although we all adapt to our environments.

6. You can use your personality to help in __________________________ your EI, but EI is not dependent on your personality.

7. Together, these 3 qualities determine how we think, feel and act, but the 3 parts don’t necessarily __________________________ much.

8. What might be some results of high EI in the workplace?

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
9. Based on Goleman’s model, the four components of Emotional Intelligence are:

- Self
- Self
- Social
- Relationship

→ Let’s discuss: How might low EI show up in the four basic personality types (Popular, Powerful, Perfect and Peaceful – based on the work of Florence Littauer and very similar to the DISC profile…Popular = Influence, Powerful = Dominance, Peaceful = Steadiness, Perfect = Conscientiousness):

Popular

Powerful

Perfect

Peaceful

Don’t – or Do? – Get Emotional!

Intelligence helps us identify a variety of possible actions, but it doesn’t cause us to act; ____________ cause us to act.

Before we discuss each of the four elements, let’s talk about emotions…

Let’s discuss: What do we think of when someone says the word “emotional”?

1. Feeling your emotions isn’t a sign of weakness; allowing them to ____________ you might be.
2. Emotions can be – and often are - __________________________.

3. We have little or no __________________________ when we are swept by emotion or over what the emotion will be.

4. We can have some control, though, over __________________________ the emotion will last, how we __________________________ to it, and how we __________________________ it.

5. Emotions are __________________________ events. What do you physically feel when you are:
   - afraid?
   - sad?
   - joyful?

6. The only feeling we have in our heads is a __________________________ !

7. Emotions are how we feel about what we “ __________________________ ”, touch with our minds, fingers, skin, eyes, ears, taste, and smell.

8. Emotions are the primary source of human __________________________. They are impulses to act – “instant plans to handle life.”

9. Experts vary on what they consider the basic emotions, but 5 appear on most lists:
   - __________________________
   - __________________________
   - __________________________

10. Facial expressions of __________________________, __________________________, __________________________ and __________________________ are recognized around the world.

11. Two of the strongest emotions are __________________________ and __________________________ - the most powerful motivators in the animal kingdom.
Let’s discuss: In 30 seconds, name as many emotions as you can:

12. ________________________is the most rationalized emotion; it can actually energize us. We come up with “good reasons” why we should be angry and justify it.

13. When we are involved in an argument, we will invest ____________________ – either in repairing the discussion or escalating it.

14. Emotions play a part – either positive or negative – in every _______________________.

15. Experts say we experience ________________ emotions each waking hour – that’s 150,000 a year! You could experience almost 2 million emotions at work!

In other words, every day is “bring your emotions to work” day!

EI – EI – OH!

1. What do the first two of the four elements of Emotional Intelligence involve?
   - Self-awareness – recognizing a feeling as it ________________________;
     this element is also a key to better______________________________.
   - Self-management - ________________________ feelings so that your reactions are appropriate.

2. Self-awareness and self-management are ________________________.

How do we stack up?

3. EI and Professions:

EI (or EQ when measured) scores are fairly consistent across job functions, except that ________________________ scored slightly lower than average, probably because they aren’t recognized for having effective relationships with others. ________________________ scored slightly higher.
4. **El and Job Title:**

![Bar chart showing EI by job title across different age groups.]

5. **El and Age:**

![Bar chart showing EI by age group.]

6. **El and Gender:**

Women tend to be:
- More expressive than men.
- More empathetic and sympathetic than men.
- More able to discuss feelings and understand discussions about emotions.
- Higher in overall EI.

**Self-Awareness**

is...your ability to **recognize your own emotions as they happen** and understand your tendency in various conditions.
1. What are some aspects of self-awareness?
   
a) Knowing which emotions I’m feeling and ________________________
   
b) Realizing the connection between my feelings and what I ________________, ________________, and ________________________
   
c) Recognizing how my feelings affect my ________________________
   
d) Knowing my ________________________, ________________________
      and ________________________
   
e) Learning from ________________________
   
f) Recognizing the ________________________ of my emotions
   
g) Being able to shake off a ________________________

Other aspects…
   o Being open to feedback
   o Being able to show a sense of humor about myself
   o Being persistent in pursuing goals despite setbacks
   o Using gut instinct to guide my decisions
   o Being honest and having integrity
   o Having self-confidence and a feeling of self-worth

2. ________________________ an emotion is not the same as self-awareness. You have to pay attention to your thoughts and physical reaction about that feeling.

3. To have a high level of self-awareness, you have to be willing to tolerate the________________________ of concentrating on feelings that may be negative, and of course, be able to deal with positive feelings as well.

4. Self-awareness also requires a willingness to “read between the lines” of our emotions. For example, anger is almost always a ________________________ reaction. What’s often underneath for you?

   ________________________

5. Remember, it’s not self-awareness if it’s in_________________________.
So the question to ask regarding self-awareness is...

Can I accurately *identify* my own emotions as they happen?

- □ Rarely
- □ Sometimes
- □ Usually
- □ Almost always

*What is ONE piece of information that you have learned today that can help you in your workplace?*


→ Of what do you need to become more *self-aware* regarding your own emotional intelligence?


• Knowing which emotions I’m feeling and why
• Realizing the connection between my feelings and what I think, do, and say
• Recognizing how my feelings affect my performance (and relationships)
• Knowing my weaknesses, strengths, and limits
• Learning from experience
• Recognizing the effects of my emotions
• Being able to shake off a bad mood
• Being open to feedback
• Being able to show a sense of humor about myself
• Being persistent in pursuing goals despite setbacks
• Using gut instinct to guide my decisions
• Being honest and having integrity
• Having self-confidence and a feeling of self-worth