



EMOTIONAL INTELLIGENCE INTRODUCTION & IMPORTANCE

What is Emotional Intelligence?

Emotional Intelligence (EI) is the ability to identify feelings and apply knowledge about one's emotions and the emotions of others. Emotional Intelligence is not about being soft! EI is about acquiring the skills to manage your emotions. It's the ability to make in-the-moment choices with greater self-awareness, empathy and control, creating an impact with others that is more appreciated, understood and respected. Great divides can be bridged and strong connections made when you engage your feelings to make effective, responsive choices, not reactive or 'triggered' comments and behaviors.

There are several Emotional Intelligence models. The model referenced in *Emotional Intelligence AT WORK™* is authored by Target Training International, Inc. (TTI) and is comprised of five basic competencies: Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills. The first three are intra-personal and occur internally. The latter two are inter-personal occurring between people, and are observable behaviors. The more evolved your intra-personal skills, the easier it is to master your inter-personal skills.

- **Self-Awareness:** The skill to recognize and understand your moods, emotions and drives - being aware of and 'present' to what you're feeling (happy, sad, excited, worried, anxious, frustrated, angry...). Given your emotional state, it is knowing what you should or shouldn't do or say next. It is important to recognize and process your emotions to make effective decisions that achieve better outcomes for yourself and others.
- **Self-Regulation:** The ability to control or redirect disruptive impulses and moods, and choose the actions you want to take. Self-regulation is about your ability to manage your emotional state. Do not confuse this with 'burying' or 'stuffing' your feelings. It includes the ability to transform negative and draining emotional states into positive, productive ones; to suspend judgment and think before acting.
- **Motivation:** Intrinsic (internal) motivation is the passion to work for reasons that go beyond money or status. It's the ability to leverage your emotions to take positive action and to tenaciously pursue goals even in the face of significant adversity. Using your emotions to be positive, optimistic, confident, and persistent rather than negative, pessimistic or judgmental of yourself and/or your decisions, intrinsic motivation is often referred to as self-motivation.
- **Empathy:** The ability to listen effectively and accurately recognize the emotional state of others. This does not necessarily imply agreement, but an understanding of the situation from their point of view to improve communication, problem-solving, and trust.
- **Social Skills:** The proficiency to manage relationships and grow networks by first recognizing and managing your feelings in relation to the emotions of others. The ability to show sincere care (vs. 'required courtesy') for others and the group as a whole. Through word and deed, social skills demonstrate an appreciation for peoples' efforts and contribution. This is about setting a positive tone of cooperation no matter how difficult the situation or conversation while keeping everyone's best interests in mind.

The concept of Emotional Intelligence (measured as EQ) vs. Intellectual Intelligence (IQ) is based on brain research that shows these skills to be different from technical and cognitive abilities since they involve a different part of the brain. The limbic system is the part of the brain that deals with emotion, motivation and emotional associations with memory vs. the neocortex, often called 'the thinking brain'. Within the limbic system resides the amygdala that continually scrutinizes every sensory experience and is responsible for



processing memory and emotional reactions, specifically fear and pleasure. The emotional brain processes information milliseconds earlier than the rational brain, often causing an innate physiological response under stress or when feeling threatened. The same survival instinct used to avoid serious threat often causes less desirable and destructive reactions and behaviors when a learned or perceived threat is detected. The inability to overrule these protective reactions has been coined an 'amygdala hijacking'. In this state, the amygdala immediately overrides the neocortex (as it processes and decides if the innate reaction is appropriate). Only through self-awareness and self-regulation can one suppress emotional memory (a perceived threat lodged in the limbic center) and supersede any immediate reaction until a rational response is developed.

Why is EI Important?

Employees with emotional intelligence are better able to communicate and more effectively relate with coworkers, solve problems more readily, manage change and build trust with employers, clients and colleagues. Daniel Goleman in his landmark: *Harvard Business Review* article, *What Makes a Leader?* (HBR, Nov/Dec, 1998) shares insight into the power of emotional intelligence:

"...when I calculated the ratio of technical skills, IQ and emotional intelligence (identified in competency models from 188 companies) as ingredients of excellent performance, emotional intelligence was twice as important as the others for jobs at all levels. ...Moreover, my analysis showed that emotional intelligence played an increasingly important role at the highest levels of the company, where differences in technical skills are of negligible importance..."

A Hay Group study of 44 Fortune 500 companies found that salespeople with high EQ produced twice the revenue of those with average or below average scores. In another study, technical programmers demonstrating the top 10 percent of emotional intelligence competency were developing software three times faster than those with lower competency.

Studies conducted by ZERORISK HR, Inc., showed construction workers with low emotional intelligence had a higher likelihood of work related injury. Another study found a correlation between low emotional intelligence and theft/shrinkage.

Most companies recognize that highly emotionally intelligent employees are a key advantage in today's competitive business world and value EI as important as technical ability when hiring or promoting employees.

Positive Impact on Business

Developing and using Emotional Intelligence skills offers a set of core abilities that positively impact business results:

Engagement/Motivation/Empowerment: People with high EI skills positively impact every person they contact, serving as role models of excellent performance.

Team Performance: People with high EI quickly establish and grow relationships, not letting anxieties and frustrations get in the way of efficiently solving problems.

Creativity & Innovation: People with high EI skills calm and clear their minds quickly and easily, opening the path for insight, intuition, and creative/innovative ideas.

Talent Retention: Leaders with high EI skills have been shown to be the best and most effective managers, the type of person for whom talented people want to work.





Customer Satisfaction: Excellent customer service is based on sincere care. People with high EI skills take care of themselves and extend sincere care to others.

Developing Leaders: “Emotional Intelligence is more than 85% of what enables ‘star performers’ to develop into great leaders.” (Goleman, HBR, Nov/Dec, 1998)

Difficult Clients/Teams: Developing EI skills increases the understanding between individuals and minimizes conflict that often results in time wasted arguing and defending turf.

Personal Productivity: EI skills allow people to think more clearly under pressure, eliminating time wasted by feelings of anger, anxiety, and fear.

Time Management: People with high EI skills do not waste time worrying, arguing or second-guessing themselves; they choose productive behaviors.

Stress Reduction: High EI professionals recognize internal tension, possess in-the-moment awareness, and use techniques to gain calm and focus.

Work/Life Balance: Improved personal productivity and improved staff performance means people can confidently leave work at a reasonable time to enjoy the personal side of life.

Career Success: “Emotional Intelligence, as a determinant of high performance, is twice as important as technical and cognitive skills combined.” (Goleman, HBR, Nov/Dec, 1998)

Negative Impact on Business

Unproductive and inappropriate emotional reactions (lack of EI skills) in business are widespread and significant. Unbridled emotional reactions or lack of emotional intelligence skills by executives and employees at all levels can lead to:

- Negative organizational climate/culture, a disengaged workforce
- Inability or resistance to change (unsuccessful reengineering/process improvement initiatives)
- Lack of innovation and creativity
- Reduced or missed revenue
- High cost (loss of high potential talent/employee turnover, decreased productivity)
- Decreased customer satisfaction and customer loyalty
- Career derailment
- Workplace violence
- Increased stress and healthcare costs

Developing Emotional Intelligence Skills

The good news is that emotional intelligence skills can be learned and constantly honed. There is however, a caveat: when we apply the typical training approach targeted for enhancing analytical or technical skills, we are doomed to fail. Conventional programs do not include the factors by which the limbic system (emotional center of the brain) learns best: motivation, experiential learning, extended practice, and feedback. Developing emotional intelligence skills requires that the individual recognizes and commits to eliminating certain old behaviors and embracing new ones. The Emotional Intelligence AT WORK™ program sets the stage for lifelong growth by opening new ways of thinking with practical pathways forward.

Thank you for completing this EIW prerequisite Discovery Assignment.

We look forward to working with you! - *The Emotional Intelligence AT WORK™ Staff*