

EMOTIONAL INTELLIGENCE

2.0

THE PSYCHOLOGICAL TECHNIQUES TO IMPROVE YOUR SOCIAL SKILLS AND RELATIONSHIPS FOR A BETTER LIFE AND SUCCESS AT WORK AND TO BOOST YOUR EQ



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INTRODUCTION

Your emotions are so powerful, they can take over your ability to think rationally. This is common within all of us as human beings, but when it becomes a normal occurrence with an individual, they typically lack control over their emotions. In other words, they lack emotional intelligence.

Interactions, conversations, and events that occur in our everyday lives evoke different emotions from within us depending on the way we think and feel about them. Sometimes, we can become very angry, and in the heat of the moment, respond to what someone has said or done too quickly before we have the time to think through our response. Such responses always fill us with regret and when regret becomes a regular occurrence in our lives, we are not living authentically and we are not being the best versions of ourselves that we are capable of.

Leaders are people who are looked up to by those they lead. Nobody looks up to or respects a leader because they are the oldest person on a team or the person who knows best in the room. Instead, one of the greatest characteristics of a leader is his or her ability to maintain control of their emotions and manage their energy. They are not easily tossed about by their emotions, rather they are typically in control of their emotions as much as possible.

Your ability to have a firm grasp on your emotions is a key factor that affects your success as a leader. It doesn't matter how large or small your team is—whether it is a unit, department or an entire organization, if you don't possess a high level of emotional intelligence, your ability to lead effectively will be fraught with erroneous decisions or a lot of indecisive movements as a result of regret. I am not suggesting that emotionally intelligent leaders do not make mistakes or ever allow their emotions to get the better of them. No. As every human does, they too make mistakes. However, what distinguishes great, emotionally intelligent leaders from the rest is their ability to accept ownership of their mistakes, all while maintaining relative control of their emotions and channeling their otherwise 'fraught' emotions into finding a solution for themselves and their teams.

The ability to recognize and manage emotions in yourself and other people is what is known as emotional intelligence. Great leaders are very much attuned

to and aware of the various emotions that are going on within them. They use the information provided by these emotions to either influence their behavior as well as that of others around them, or they simply discard the information if they feel that it will not lead to the result they seek in the present situation. Since emotionally intelligent leaders are fully present in the interactions they have with the people they lead, it is difficult for them to get swayed or easily carried away by waves of emotions.

To put it simply, emotionally intelligent leaders:

- Are very aware of their emotions in any given situation.
- Consciously manage their behavioral response to their emotions.
- Influence others through intelligent responses (in words and actions) as a result of managing their emotions.

To live a truly fulfilling life – both on a personal or professional level – you need to have a high level of emotional intelligence. Your intelligent quotient may get you to the position of a leader, but it requires a good level of emotional intelligence to succeed as a great leader.

When you lack emotional intelligence:

- It can make you very intolerant of the people you lead. You do not possess adequate people skills to successfully navigate through the various emotional waves that come with interacting with people.
- It can make you remain unhappy and unfulfilled regardless of your elevated position and even the fortune you may have.
- It can make you behave and say things that have a negative impact on your personal and professional life. This means your life is full of reactions to external influences. You do not have the capacity to deliberately influence the people you lead in a positive direction, instead, they influence your reactions.

It is important to point out that most people don't just quit their jobs. What they do is to quit working with leaders or managers who lack emotional intelligence. A manager whose emotional intelligence level is rated low is bound to lose good people within their team and organization. On the flip side, a manager who has a high level of emotional intelligence goes above and beyond his or her job description to evoke positive attitudes from the people they lead. While it may not be categorically stated in the managers'

duties to influence others positively, good managers know that their success as leaders depends, to a large extent, on their ability to bring out the best in the people they lead. You may not be taught emotional intelligence in a formal school, yet it is required as a skill for leadership.

For leaders, it is important to note the following situations and learn how to become deliberate when responding to them.

- When you are giving feedback to the people you lead.
- When you are receiving criticism from other people – your superiors, peers, and even subordinates.
- When you are under intense pressure to meet important deadlines.
- When you are dealing with a difficult person (personally such as a loved one or professionally such as a work colleague).
- When you are handling an unruly subordinate.
- When you are expected to deliver results that are beyond the resources available to you.
- When you are having an open and honest discussion with the people you lead whether in a social or professional setting.

All these go to show that emotional intelligence is not just a mere role you play as a leader nor is it a mask you can take on and off. You don't get to step in and out of it like an actor who steps out of a role once he or she is done with their part. Emotional intelligence is a skill you acquire as part of your personal development goals in leadership training. It is a permanent lifestyle change that improves every aspect of your life.

Key Elements of Emotional Intelligence

American psychologist, Daniel Goleman, was among the first to make popular the idea of emotional intelligence. He enumerated five key elements that are essential parts of emotional intelligence. They include:

1. **Self-awareness:** This is your ability to get in touch with your emotions, moods, and feelings, and understand how these factors affect you and those around you. It is your duty to recognize your strengths and weaknesses so that you can effect appropriate improvements and changes. Without self-awareness, it is almost impossible to self-reflect or to have a personal feedback system

that works. Self-awareness is considered to be the very first step toward developing emotional intelligence.

2. **Self-regulation:** This refers to your ability to embrace self-accountability. It is your ability to control or hold yourself back from reacting primitively to your emotions. It is not about suppressing emotions, rather, it is about learning how to properly gauge the situation and find a balance between self-restraint and the appropriate response suitable for the situation at hand.
3. **Self-motivation:** This is your ability to inwardly push yourself to go past seemingly insurmountable obstacles that can show up in the form of various debilitating emotions and still achieve your goal. A feeling of stress or pressure due to fast-approaching deadlines does not stop a self-motivated person from giving their best. Those who lack self-motivation, on the other hand, are quick to throw in the towel in the face of any uncomfortable emotions they feel.
4. **Empathy:** This refers to the ability to recognize, understand, and identify how others feel. Empathy is the cornerstone upon which emotional intelligence rests. It can enhance or destroy human relationships whether in a social or professional setting.
5. **Social skills:** This refers to your ability to positively influence others by managing their own emotions. Social skills are necessary for managing and resolving conflicts, improving communication, and handling difficult or awkward situations. It is a culmination of all the other key elements of emotional intelligence brought into one coherent whole.

These key elements are all interwoven and you cannot become a very effective leader if you do not learn how to master these areas. We shall take a more detailed look at how these elements affect leadership in a subsequent chapter.

CHAPTER 1:

A Brief History of Emotional Intelligence

The state of emotional intelligence as an area of social science today is a result of the trajectory the field has taken since it first appeared in the 1960s. It isn't always easy to trace the path that a social scientific subject has taken, usually because aspects like when a coin was first termed or who the first person was to study the subject are often lost to history. But in the case of EI, we can weave a quilt of where this fascinating subject began and how it changed over time. Indeed, many aspects of the picture of EI that exist today are a result of its unique history.

The study of intelligence became popular in the 19th century as many minds in the Western world began to wonder what precisely it was that made humans unique. Now science tends to use the term exceptional, but at this time, little had been studied in the fields of human behavior and anthropology, or at least little had been documented. As Europeans in the West began to make contact with groups outside of their scope with increasing frequency, they began to question that the picture that they had of human beings and the human experience was still holding true.

Indeed, this period in European history was notable for the Industrial Revolution along with various other political and social movements that were changing the way men and women perceived their world. It was a time of –isms: socialism, nationalism, colonialism, militarism. Essentially, society in the West was changing in ways so drastic that many people would be unconscious of how much things had changed until after the fact. This book certainly is not intended to be a historical review of all the –isms that have influenced the social sciences, but it is important in gaining an understanding of emotional intelligence to get a sense of the antecedents.

Perhaps the single historical event that influenced the preponderance of the –isms was the French Revolution, which fundamentally changed the course of European history. No longer were the ruled expected to tolerate their lot, no matter how many centuries of tradition might be overturned. The men and women of Europe began to expect equal partnership in governance with the aristocrats and monarchs who traditionally had monopolized control structures in the institution of power.

Although these sorts of political ideas may seem peripheral to the discussion of emotional intelligence, they are not. The 19th century was a time of ideas: a period in which people began to question how they saw and experienced the world, in part because the French Revolution had disturbed all of the power structures that had maintained life in a certain shape for centuries. Institutions like the established church, the monarchy, and the legislative arms of government had often restricted education or access to information in order to determine that ideas did not stray from certain norms.

But in the 19th century, several trends began to converge, which led to more people becoming educated, more people traveling and being exposed to foreign languages and ideas, and more questioning of the old order of things. Even the proliferation of scientific and engineering advancements represented a change: the idea that the old way of life perhaps represented oppression while the Industrial Revolution promised to open the door to a new future.

Although the studies of human pathological behavior that eventually gave rise to psychoanalysis may today be considered somewhat traditional and conservative, these early forays in the social sciences created a tradition that has lasted to the present. As close-minded as some of the early ideas in psychology and psychiatry may be, they still represent the grandfathers of modern-day social science. These early social scientists did not assume that social and religious tradition should dictate human understanding. They deeply questioned the world around them and were ready for others like them to hear their hypotheses to facilitate a sort of information exchange.

This was a time when even what we might consider basic human rights were not guaranteed. Governments commonly censored books and newspapers. A wife who ran away from her husband might be locked away in a sanatorium for the rest of her life as she was deemed a madwoman. The times seem repressive to us today, but they were more open than the preceding centuries, and they set the stage for the types of discussions that are had today on common subjects in social science, like intelligence.

It was a man's world, and part of the way intelligence was understood reflected that. The cognitive ability that was associated with the male sex was regarded as representing intelligence while the qualities of women were often regarded as more domestic. Women were considered the fairer sex, while men were believed to be the ones capable of the intellectual work that would spur society forward (toward what, who knew?). Although the early

psychologists and psychiatrists did not question these beliefs, the work they did provided an example for perhaps more open-minded social scientists to follow later.

Indeed, the early psychologists and psychiatrists seemed to support traditional beliefs about intelligence and gender rather than to question them. This in part had to do with the fact that psychiatry (and the idea of social science) was still very new in the 19th century. There had certainly been mental wards and asylums in the 18th century, but these were places where men and women were locked away rather than treated or analyzed. The newness of social science in the 19th century is evident in some of the ideas of these early scientists, some of which are part of social scientific canon and others of which are rightly regarded as archaic.

The writings of men like Sigmund Freud, though still interesting to us today, are rife with assumptions about gender and sexuality. Although an examination of where precisely these ideas come from is outside the scope of this book, it is interesting to ponder the idea that many of the basic assumptions of that time have changed. Ideas about certain people perhaps being prone to hysteria while others exhibit pathological sexual desires. These ideas can still be found in the writings of people like Freud: the color the field today, even if most of them now dwell in the hall of disrepute.

These traditionalist ideas in social science carried on into the 19th century. Indeed, the early social scientists really were just scientists who happened to be studying areas that today, most people do not consider to be “hard science.” This idea of social science as really just a branch of science is clear in ideas about intelligence that persisted until emotional intelligence and other forms of intelligence began to be studied more actively in the 1980s and 1990s as a result of a number of important books and articles being published.

The point being, of course, that emotional intelligence represented an extremely novel idea in social science because it was born at a time when social science was perhaps beginning to distance itself from science. As social science began to recreate itself as a spectrum of fields of study that was more human or humane than other scientific fields, it stood to reason that investigators in the field would be willing to reexamine not only how science approached ideas like intelligence, but even how social science approached

these ideas.

CHAPTER 2:

Components of Emotional Intelligence

Intelligence is your ability to obtain information and acquire skills, then effectively and appropriately apply that new knowledge. Emotional intelligence, on the other hand, is your ability to successfully interact with others. Our emotions are essentially feelings, observable behaviors, and fluctuations in disposition. Your individual emotions help to form your unique perceptions. When we understand ourselves, we can better understand others.

Self-Awareness

Self-awareness is your ability to identify and understand your abilities, strengths, weaknesses, moods, and motivations. To accomplish this, you need to be able to observe and audit your own emotional state, recognize your emotions, and identify them. Someone who is emotionally mature is confident; he or she is also aware of how other people perceive him or her. (This skill comes from being able to read another person's reactions.) Additionally, if you're an emotionally mature person, you're able to laugh at yourself and any mistakes you might make.

Your self-awareness is your ability to recognize yourself as an individual. It means that you're able to see yourself as a separate entity from your surroundings and other people. It's impossible to successfully build other emotional intelligence skills without having the foundation of self-awareness.

Self-awareness theory, developed in 1972, asserts that when we're introspective, we use our own values and standards to evaluate our behavior. When we are self-aware, we are more likely to align our behavior with our values.

When we're self-aware about our own cognition, there's overall improvement with reasoning, working memory, and processing efficiency. Additionally, your belief in your abilities lays the foundation for how you behave, feel, and think.

Self-Regulation

Self-regulation refers to your ability to appropriately express yourself while controlling any impulses and thinking before you speak. It means that even if someone else's emotions and behavior are illogical or incoherent, you're able to appropriately respond. Mastering self-regulation also entails taking accountability for your words and actions. Your emotional well-being depends on your ability to self-regulate.

In terms of behavior, self-regulating involves acting in a way that coordinates with your values. Having the ability to self-regulate means that your behavior aligns with your best interest in the long term. As it applies to emotion, self-regulation is your ability to do things like soothe your own feelings of anxiety, compose yourself when you're upset, and cheer yourself up when you're feeling sad.

Emotions are what drive us. In fact, the word "emotion" comes from the Latin "motus," which means "motion." In ancient times, people said that their emotions moved their behavior. (Now, we say that they motivate it.) Our emotions signal chemical responses in our bodies, and all emotions have one of these motivations:

- Approach. Some examples of "approach" emotions are compassion, enjoyment, interest, love, and trust. "Approach" behaviors include things like cooperating, encouraging, guiding, learning, and protecting.
- Attack. Some examples of "attack" emotions are anger, contempt, disgust, and hatred. "Attack" behaviors include things like abusing, coercing, demanding, manipulating, and threatening.
- Avoid. Some examples of "avoid" behaviors are avoiding, dismissing, ignoring, rejecting, and withdrawing.

It can be challenging to self-regulate when you focus on feelings, because they can become magnified or skewed. It is easier to find success with self-regulation if you instead focus on your values. If you tell someone, "I feel angry," it highlights the feeling. This can lead to misinterpretation, but more importantly, it doesn't help resolve the issue. If you focus on what's wrong (the reasons you feel angry), it becomes easier to improve the situation. For example, saying, "The reason I feel angry is ...," the focus is on what needs to be resolved.

Motivation

Motivation refers to the interest you have in learning more and improving yourself. When life presents obstacles in your path, it's your motivation that keeps you strong enough to continue. If you're motivated, it means you set goals for yourself and you follow through on achieving them. An emotionally mature person has motivation that involves perseverance, commitment, and initiative.

To have high emotional intelligence, your initiative needs to include goals that are driven by internal motivation. These goals reflect your desire to improve yourself, rather than impress others.

Empathy

Empathy, understanding others' emotions, is impossible to achieve without first having self-awareness. To be able to understand other people, you must first be able to understand yourself. An emotionally mature person can show empathy toward others by understanding what society's norms are and why people behave the way we do. Additionally, an empathetic person is perceptive, interested in others' thoughts and concerns, and able to recognize a person's emotional response in the context of a specific situation.

When you are truly empathetic, it's because you understand your own emotions well enough to be able to see and feel how another person is feeling. Even if that person isn't similar to you, you recognize that we humans all feel emotions that cause us to react.

Empathy, which involves your ability to be a good leader and communicator by understanding other people's feelings, results in things such as:

- better health
- improved quality of life
- strong interpersonal relationships
- success in the workplace

Understanding others' thoughts and views involves being a good listener. Empathy also means others find you trustworthy. If you're empathetic, your friends likely speak openly with you, and your coworkers are likely to trust you. This trust leads to improved communication.

Social Skills

An emotionally mature person who has social skills is able to maintain relationships, find commonality with others, provide customer service, utilize sarcasm, and pick up on things like jokes and social cues. Additionally, it means having skills such as::

- communication
- problem solving
- negotiating
- time management
- leadership
- persuasion
- cooperation
- conflict management

An emotionally intelligent person is able to influence and manage others' emotions. Be careful not to confuse this with manipulation. Impacting other people's emotions can be something as basic as smiling or playing music, knowing that it leads others to feel more positive. It's important to be able to read others' emotions so that you can tweak your words and actions to best appeal to those people. If you're able to affect and excite others, you can win them over and persuade them to openly listen to your ideas.

Communication is an essential component of social skills. You must be able to listen to other people, of course, but you also must be able to clearly and accurately express your own feelings and thoughts. When you listen to someone, it's important to make sure you've clearly understood what has been communicated.

Managing conflicts, whether you're directly involved did or not, take skill. Disagreements occur all the time. Being able to manage conflicts is essential in all settings, especially the workplace. An emotionally intelligent person knows how to use tact to help resolve these situations.

Emotional intelligence is a component of leadership skills, but the inverse is also true. The two are undoubtedly connected. A good leader who is emotionally intelligent is able to clearly articulate ideas and positively influence others with them. It's important to remember that leadership is not exclusive to formal positions, and anyone can act as a leader. Additionally, a leader with solid social skills will guide and support coworkers or peers while also holding them accountable.

Social skills also include building rapport with others, your ability to cooperate and collaborate promotes an environment that causes others to want to do the same. Of the five components of emotional intelligence, your social skills are what are most obvious to others.

CHAPTER 3:

Benefits of Developing Emotional Intelligence Skills

Does emotion serve an evolutionary benefit to human beings that has led it to its persistence throughout the millennia of the existence of human beings as a species? Indeed, it has been supposed by some that not only has emotionality stuck around human beings for so long, but it may even have been intensified, finding expression in human behavior in various ways.

Of course, the related question is whether or not human beings are unique in exhibiting emotion. This is a controversial subject as science has often denied that other forms of animal life experience sadness or grief, or even are capable of feeling pain. Although today only the more traditional in the scientific field believe that other mammals, like chimpanzees and dolphins, do not experience pain in the same way that human beings do, the significance of emotion in the animal kingdom is still a subject of ongoing debate. Studies have suggested that animals are capable of feeling at least some emotion, with evidence of apes and others grieving the loss of a group member being rather numerous.

If one takes the evidence that we have on hand in the 21st century, the ability to feel (the defining characteristic of sentient species), does seem to exist in many members of the animal kingdom. This may include the literal sensation of tactile perception, but it also includes the ability to feel emotions. Strange as it may sound, feelings, whether tactile or emotional, are all based on pathways and structures that exist in the brain. These are structures that allow us to be sentient and which distinguish us from the so-called lower forms of life that lack sentience.

So if we suppose that human beings are not alone in being able to feel, the next issue becomes what purpose feeling serves in the animal kingdom and whether this purpose is different for human beings than it is for others. Now, as human beings, we may suppose that we exhibit some important characteristics that distinguish us from other animals, but being capable of feeling is not one of them. Much research in psychology has shown that other animals, primates especially, are capable of feeling in much the way that human beings do. They exhibit fear, sadness, and happiness. They feel pain. Empathy: that is a different story and one that still needs much in the way of

exploration.

If emotion is a quality that is consistent in higher orders of the animal kingdom, primates in particular, what could be some of the purposes that it serves? The assumption, naturally, is that this trait or skill persists in these species because it serves some purpose or confers some benefit. If we focus on human beings for a moment, we can concentrate on these three main areas in our examination of the significance of emotion:

- Emotion as a tool for communication
- Emotion as something important in social skills
- Emotion expressed by non-verbal communication

The point here is to understand why emotional intelligence is so important, and the key to answering that question lies in examining how human beings use emotion. Fifty years of study of emotional intelligence permits focusing on these three areas, as these represent realms where emotional intelligence stands out for being significant. A fourth area can also be mentioned, that of emotional intelligence in leadership, but as executive abilities represent a smooth mélange of good communication and social skills (and perhaps even non-verbal communication), we can take these as together leading to some of the qualities that we associate with an effective leader.

Emotional Intelligence as a Key to Communication

Human beings are not computers. What we mean by this is that human beings engage in communication for reasons other than, well, communication. Many people find this concept difficult to understand. A study of human behavior reveals that people often do things for reasons that are different perhaps than what the surface function may appear to be. Human beings may bathe or groom themselves for reasons other than cleanliness, they may engage in sex for reasons other than procreation, and they may congregate for reasons that even the individuals congregating do not clearly understand. Examining human behavior constantly produces examples of human beings behaving for reasons that are not always obvious.

The point, of course, is to suggest that human beings often communicate for reasons other than spreading information. That is what communication is intended to do, right? It is a tool for a thought, idea, or experience to be transmitted from one member to another, or at least that seems to be the

superficial reason. But human beings also communicate for reasons of bonding and connection in a social group. Indeed, as our understanding of human behavior comes to be more greatly influenced by our study of other primates, it becomes clear that communication (or talking) may sometimes have nothing to do with the words that are spoken.

If one of the main purposes of communication is a connection with one or more members of a social group, then the relevance of emotional intelligence in this setting becomes clear. Emotional intelligence skills allow men and women to bond with one another by using self-awareness, self-regulation, motivation, empathy, and social skills to better interact with one another. An individual who is sensitive to the feelings of another would modify their behavior to facilitate better interaction. This involves using all five components of EI, and it is clear why this would be essential in communication.

Emotional intelligence as a foundation for social skills

In communication, individuals are not only expected to engage in an interchange but to be responsive to some degree to the words (and cues) that come from the other person. In other words, in communication, we do not merely fire words back and forth in rapid succession, but we use the information (often of emotional quality) that we receive from the other person to guide or progress in the communication. This makes the dividing line between “communication” and “social skills” less clear than we would perhaps like.

It is not hard to understand why communication and social skills are related. Verbal communication is one of the primary ways that human beings interact with one another in a social group. Sure, human beings are capable of congregating or uniting in other ways without words, but as our ability to formulate speech is one of our hallmarks as a species it stands to reason that this speech ability would be important in our social networks.

Emotional intelligence is important in communication, but it is also important in social skills separate from communication. Your ability as a human being to be perceptive of your own emotions as well as the emotions of another can motivate your behavior, causing you to be more or less skilled in the social arena. If you perceive that someone is sad or lonely, you may approach them or do something to make their day better. You may demonstrate kindness,

compassion, or mercy to a stranger even if there is no benefit to yourself. You do this because you are using your emotional intelligence skills, directing them towards better social interactions with others.

Non-verbal Communication

Non-verbal communication is one of those areas that often gets overlooked because it is difficult to study. But the reality that non-verbal communication is important as the use of emotion is obvious. Yes, emotion and emotional sensitivity serve a clear purpose in verbal communication and social skills, but emotional awareness is also important in the communication that we do as human beings that does not involve words.

It might help to clarify just what is meant by non-verbal communication. These are the cues, gestures, and movements that give those around you an indication of what you are thinking or feeling. Indeed, it can be argued that most of the communication that human beings do is non-verbal. This is not a special characteristic of people, but a feature of primates. As non-human primates cannot speak (that we know of), most of the communication they do is in the form of facial expressions, body language, hand gestures, distance, and other things that even in human beings we would recognize as indicating emotion to some degree.

For example, if you see someone with an angry facial expression, you may choose to avoid them. If you are uninterested in speaking with someone, you might cross your arms or stand very far away from them. You might inadvertently raise your voice at someone you dislike or frown when you see them across the street. Regardless of our perception about whether these forms of non-verbal communication are “good” or “bad,” these are the sorts of things that people do. They serve to communicate to others what we think and feel.

The role of emotional intelligence here is that good EI skills require an excellent sensitivity to non-verbal cues. Recall that we mentioned that in some definitions of empathy, accuracy is a prominent part of the definition. This is not only true of empathy but EI in general. Non-verbal cues allow you to accurately gauge someone’s emotional state. Indeed, non-verbal cues may be a more accurate indicator of an emotional state than verbal communication as these types of cues tend to be spontaneous and un-regulated, unlike words. Therefore, a person with excellent EI skills would be expected to be above

average in their sensitivity to non-verbal cues. The benefits of accurately gauging emotion are obvious, a subject that will be explored further in the next chapter.

CHAPTER 4:

The Impact of Emotional Intelligence

Emotional intelligence is quite different from normal intelligence. It is measured differently, too. Its scoring is used in several organizations since most employers have realized that people with high EQ perform better on the job than those with high IQ. This is because emotionally intelligent employees are able to remain calm during challenging circumstances. They are also able to resolve conflicts easily and lead others by example. Such employees are capable of making sound decisions on behalf of the organization, steering it forward.

EQ is, therefore, a valuable asset for managers, business owners, and human resources practitioners. Research shows that people with high EQ perform better than people with weak EQ. This is why emotional intelligence is considered a critical competency for all leadership positions. It can be applied to various sections of organizations and life in general. Some of the applications of EQ include the following.

Coaching- EQ is used in training managers on how to relate with their team members. Emotional intelligence coaching helps people to build better relationships, improve communication and decision-making, increase their engagement, and reduce stress levels.

Job success profiles—Emotional intelligence has been used successfully in the past to create job profiles. These are used by most companies during recruitment since they contain behavioral skills that are essential for each profile.

Capability development – Most of the high performing leaders are more intelligent than their colleagues. Emotional intelligence helps leaders to improve their performance by maximizing their potential.

Training – EQ can be used to develop employee skills to enable them to perform on the job. Specialists use this to provide individual feedback on a wide array of platforms.

Team Building – emotional intelligence has a great impact on team members and how they relate to each other. It increases the effectiveness of teams and helps improve interpersonal relationship skills.

Some of the positive impacts of emotional intelligence include:

- *Improved learning.* Emotional intelligence is a concept that can be easily understood. It is not hereditary and can be easily acquired. When studied properly, it can improve a person's personality
- *Eliminates destructive behavior.* Empathy is one of the characteristics of emotional intelligence. In most cases, high emotional intelligence translates to good behavior.
- *Better social interactions.* Individuals with good emotional intelligence are able to relate well with others.

Emotional Intelligence and Career Success

Until recently, employers believed that technical skills were all that candidates required to excel in job positions. However, the concept of emotional intelligence has continuously proved that this is not true. People skills are as important as technical skills when it comes to business success. Nowadays, organizations are seeking individuals who are talented and can relate well with colleagues and customers.

When you understand your emotions and learn how to control them, you will easily get along with others in the workplace. EQ professionals link it to increased job satisfaction and higher salaries. While most people put a lot of emphasis on IQ, its importance can never be effective without incorporating it with EQ. One of the leading researchers on EQ, Daniel Goleman, once concluded that emotional intelligence is just as important as IQ as far as job success is concerned. Individuals who focus on developing their EQ on the job always grow faster in their careers than those who do not. If you always dream of becoming a successful leader, you must invest in building your emotional intelligence.

The ability to understand your emotions, as well as those of others, can come naturally in some people. More businesses and organizations are now focusing on developing this skill in their employees using online assessment tools. These are offered by a wide array of practitioners.

Basically, emotional intelligence comprises of four major skills. These are:

- *Self-awareness.*
- *Self-management.* This is the ability to control our emotions and

- direct our characters in a positive and constructive manner
- *Social awareness*, which means the ability to connect with other people's emotions and being mindful of their thoughts and feelings
- *Relationship management*. This refers to the ability to use the three skills above to manage the day to day interactions

Every individual has a varying degree of emotional intelligence. However, this can be increased through various actions and training. As a career person and leader, there are several steps that you can take to ensure that emotional intelligence puts you ahead of other

- Start by understanding your emotion. For example, if you have a negative behavior such as resentment and anger, you can start practicing how to suppress this behavior
- After understanding yourself, concentrate on understanding how the people that surround you think and feel. In most office environments, people fear to share their emotions with their fellow colleagues. Understanding the emotions of others and giving them an opportunity to express themselves are some of the ways of building lasting relationships.
- Lastly, establish some relationship-building strategies. Know when to work alone and when to collaborate with other employees.

Following these steps is critical for your professional success. EQ has the power and capability to steer you into senior roles within the organization. Most employees who earn good salaries attribute this to a high EQ. This is because they understand when to ask for a salary increment. They do not do this anyhow but wait for the perfect moment, and mode of asking that is appropriate for their supervisors. Such people also get pay rises easily because they are always more productive than employees who have low EQ. They also boast of good reputation because of their sharp relationship building skills.

Actually, research shows that only 15% of career success can be attributed to technical skills. The other 85% is as a result of personality, human relations, and the ability to lead, communicate, and negotiate. This is how crucial emotional intelligence is. Most of the effective leaders use their high EQ to build partnerships that are capable of helping them rise in their careers. High EQ also puts businesspersons on the competitive edge. Most customers will

purchase a product from a salesperson that is able to engage them on a personal level. This explains why some not-so-good products sell better than great products.

Emotional Intelligence and Personal Relations

Human beings are emotional creatures. Sometimes they can become hostile. Once in a while, you may encounter some individuals that do not value you or clients that treat you with contempt. How you react to such people will determine if your relationship with them will improve or deteriorate.

There are people who always feel neglected and left out even when this is not the case. Such people suffer in silence for fear of speaking out. Emotional intelligence helps you to identify such people and motivate them into becoming a better version of themselves. In today's world, it is critical to solve any emotional related issues since people deal with tough situations every day. It is advisable to help others find a solution to their problems since social awareness is one of the major components of emotional intelligence.

The goal of every leader is to cause impact. When put together, individual achievements translate to organization or business success. It is, therefore, important to cultivate good relationships with others. To achieve this, you must learn how to talk, interact, and collaborate with others. Some of the aspects highlighted by Daniel Goleman that can help build your partnerships include:

- *Self-reliance*. This is the ability to think and reflect before acting. Self-reliance is important when dealing with tough circumstances or conflicts
- *Internal motivation* – this comes from within an individual. It refers to the ability to accomplish goals for personal reasons, not because there is a reward tied to it
- *Understanding*-refers to the ability to appreciate those around you, and also to motivate them. This is important for leaders who work with teams
- *Social skills* – the ability to form and manage relationships

Emotional Intelligence and the Workplace

Most experts consider EQ as one of the most valuable assets in the work

environment. This is because employees with high levels of EQ are better placed to manage stress, collaborate with their peers, and complete projects under minimal or no supervision. They are able to learn from their previous mistakes and make great plans for the future of the organization.

Although high EQ is not essential for every workplace, every job that involves interaction with people requires emotionally intelligent staff. For instance, real estate or sales agents require individuals with good communication and negotiation skills. Individualistic jobs such as research and accounting do not necessarily require such skills. It has also been found that if highly intelligent employees are placed in jobs where they need to work alone, they may underperform on the job since they would spend more time trying to reach out to other people than doing their job.

EQ and Leadership Skills

Although emotional intelligence can be optional for employees at subordinate levels, it is highly important for those in leadership positions. For leaders to be efficient, they must be able to relate well with the people they work with. Good leaders often create a healthy work environment where others feel appreciated, inspired, and important.

Most emotionally intelligent leaders have the capability to build trust with their employees. They see each individual as a person with unique abilities, behaviors, and backgrounds. They do not treat teams as a uniform collective. They also recognize and associate with each team member's emotions by sharing their concerns and joys alike.

The ability to build trust with other employees is particularly important when you have to introduce a new concept to them. If the team trusts you, it will be easy to convince them to try out something new since they have confidence in your leadership. Just like any other relationships, workplace relationships may experience some misunderstandings here and there. When this happens, only emotionally intelligent leaders can resolve it amicably, ensuring that the involved parties remain in good terms.

Good leaders are always bold when it comes to admitting their mistakes. This way, they can progress work relations easily by allowing others to learn some EI skills from them. They will be able to train their brain by constantly practicing what they learn from you. Before long, they will turn this into a habit, and you will notice a change in their behavior.

A leader that has low EQ always finds it difficult to relate with others. He will not be effective in identifying the expectations and needs of those he is leading. A leader who allows an outburst of his emotions without controlling them can create mistrust and disrespect among his subordinates. Such an action can have a negative impact on the attitude, culture, and feeling of other staff towards the organization. Good leaders always understand how their communication, whether verbal or non-verbal, can affect the entire team.

How Does Emotional Intelligence Look Like On Leadership?

According to Daniel Goleman, emotional intelligence can be identified in leaders by checking their behaviors. Some of the typical attributes include:

- Leading from the front. Being an example to the team. Inspiring them to focus on the common goal
- Confidence, consistency, and honesty. These are attributes of self-awareness
- Good communication skills. Emotionally intelligent leaders are easy to approach and confide in
- Straight forward, clear and intuitive when it comes to making decisions
- Empathy and influence

Clearly, these attributes and many more cannot be offered by technical knowledge and skills. In a nutshell, emotionally intelligent leaders demonstrate this through their actions and words.

Emotional Intelligence and Mental Health

Mental health awareness is one of the aspects of EQ that has been on the increase. Mental instability is common in people of all ages, cultures, professions, and genders. This is caused by several issues, and no single case can be treated the same way as the other.

Emotional intelligence has been successfully used in some of the strategies employed to assist people with mental health issues. Although EQ cannot take the place of medical treatment and therapy, it can be used to eliminate some of the symptoms of such issues.

Self-awareness is one of the aspects used in this aspect. Self-awareness allows one to assess their own emotions and the impact these can have on

their overall well-being. Mental health therapists use this aspect to help patients appreciate their current state. Being a core component of EQ, self-awareness allows individuals that are at the lower levels of mental health to become cognizant of their emotions. It also helps them accept and deal with their issue in good time. EQ has also been used effectively as a preventive measure against mental illness.

Implementing self-awareness is, therefore, important when it comes to psychological and emotional balance. Beneficiaries are able to avoid tasks and activities that increase stress. They also learn how to focus on areas they are doing well in and use them to build their confidence. Through building their confidence, they are able to enhance their mindset and remain happy most of the time.

Sound mental health revolves around the ability to control one's emotions. Your emotions can keep changing throughout the day, depending on the encounters and challenges you come across. Mental problems may be assumed as minor issues, but they become a concern when you are unable to cope with them. Controlling one's emotions is not an easy practice, yet it should be practiced continuously for it to become a habit. Some of the methods used to achieve this include deep breathing, mindfulness, meditation, self-talk, and goal setting.

- *Goal setting* – this allows you to regain direction and helps you to focus on completing your assignments. Achieving these goals can help you regain control over your emotions
- *Mindfulness* – helps you to appreciate the present moment. It deters you from dwelling on past failures or concentrating on the future. Mindfulness helps you focus on accomplishing present goals. It gives you the confidence to deal with situations at hand.
- *Deep breathing* – allows you to relax during stressful moments. It gives you better control of your mind and body. Meditation does the same too. It helps you to focus and gather the energy required to accomplish certain tasks
- *Positive self-talk* – keeps you from building negative thoughts about people and situations. A person who has mental health problems may find it difficult changing his or her way of thinking. However, small but gradual changes can make a huge difference.

When faced with a mental challenge, you can learn to become emotionally independent by connecting some of your core emotions, accepting that they are part of you, and establishing how they impact your actions and decisions.

Emotional Intelligence and Teamwork

Years of research now indicate that emotional intelligence is a critical component of team success. It impacts how members of a team manage their behaviors and weaknesses. It also influences their decisions and helps them attain positive results. Highly intelligent teams are always able to create an engaging work environment that leads to increased productivity.

Individuals who know how to regulate their own emotions as well as the emotions of others always make great team members. Just like emotionally intelligent leaders, highly intelligent teams are able to handle tough assignments, overcome disagreements, and inspire each other towards achieving team goals. Some of the key EI skills commonly employed in teams include communication skills, empathy, and emotional restraint. Unfortunately, some of the team members always lack these attributes, making collaboration difficult. This is because low EQ team members often cause chaos, conflicts, and misunderstanding within the team.

Emotional intelligence facilitates alignment to team goals. Along your career path, you definitely have come across a workplace where morale is low, and there is negativity among members of a group. This is common in some organizations, and the best way to overcome it is by creating a positive work environment that inspires teams. You can achieve this through some common methods such as team-building exercises. This not only builds the morale of teams but also equips them with the necessary emotional intelligence skills.

Emotional intelligence helps teams to improve their overall approach and attitude towards group assignments and towards each other. It helps regulate team-level emotions resulting in more respect and trust. Building trust within a team can be a slow process, but it is essential that you do this if you want to realize success. A team can have all that it needs to succeed but still fail due to the absence of emotional intelligence.

Lack of communication is usually one of the bases of problems for team members. Misunderstandings and low communication in the workplace result in bitterness, anger, and confusion in teams. Effective communication helps

you to get rid of these obstacles. It also allows teams to build stronger relationships since employees will better understand their assignment within the organization and within teams. When employees understand their responsibility and overall value within the organization, they will find it easy to embrace the vision and direction of the business. Having such a common sense of purpose is what results in business stability and improved team performance. Emotional intelligence plays a big role in effective communication. It helps teams to come up with more productive workplaces and better organizational culture.

Emotional Intelligence and Life Achievements

There are people who show emotional intelligence from a young age. Such people are always recognized and are patient with their peers. They also tend to be calmer when under pressure. All these may be signs of high EQ and if steered correctly can lead to great achievements in life.

For a long time, emotional intelligence was a stepchild in the society. Most parents could not associate this concept with their highly intelligent children. This is because EQ had not been valued; neither had it been developed in childhood and early career training. That is why IQ has, for quite some time, been the only tool used to measure success.

Emotions can also be depicted as organized responses. They are common in motivational, cognitive, and physiological systems. They are always stirred in response to events or occurrences, which can be either internal or external. How an individual brings out his emotions determines whether they will have a positive or negative influence on others.

CHAPTER 5:

Understanding Our Emotional Selves

We all have the capacity within us to understand and process our emotions.

The only thing is that we don't seem to use it as often as we should.

If we have the ability to process, understand, and decipher ideas, we can certainly do the same with our emotions—once we know the right way to do it.

Over the years, there have been several definitions used in an attempt to define EI and what it stands for. Researchers and scientists, for instance, prefer a more scientific model to explain what emotional intelligence is.

In scientific terms, EI involves using our emotions to sense and understand. Unlike scientists, however, practitioners prefer a more practical model to define the concept of EI—and based on the practical definition, EI is about how to get the best results out of the relationship that you have with others, as well as with yourself.

The EQ Model: Know Yourself - Choose Yourself - Give Yourself

Online EQ Network [6 Seconds](#) depicts that when EQ is in action, three things happen:

- You're more alert and aware of what you're doing.
- You become more intentional about your actions.
- Your actions become purposeful, with a reason behind every decision that you make.

These three elements are what make up the EQ model known as *Know Yourself-Choose Yourself-Give Yourself*.

When you *know yourself*, you're aware of everything that is going on. Your sense of self-awareness is heightened, and you start tuning into the different feelings you experience, possibly even recognizing emerging patterns. You start to gain insight into *what makes you who you are*, which is the first sign that you're heading towards EQ growth.

When you *choose yourself*, you become intentional about everything that you

choose to do. You're now conscious about the direction that your feelings and thoughts are taking. Every action that you *choose* to take is done so consciously, effectively minimizing impulsive reactions which are driven purely by emotion and nothing more.

When you put EI into action, you *give yourself* a sense of purpose. You're now consciously aligning the choices that you make with your purpose, and when you do, your full potential is unleashed.

[6 Seconds](#) depicts these three phases in a circular diagram, calling it the "EQ Propeller." The more you spin the propeller, the more momentum you gain, and the better you become at making the most optimal and beneficial decisions in every situation, regardless of the emotions you may be experiencing at the time.

Source: Six Seconds EQ in Action Model

Essentially, the *Know Yourself - Choose Yourself- Give Yourself* model, is your "what," "how," and "why." Know Yourself allows you to gain insight into *what* changes need to take place, while Choose Yourself provides you with the "how" aspect so you can then plan the action steps needed to initiate this change. *Give Yourself* then is your "why," which reminds you *why* you decided to go about making this change in the first place.

Understanding the Main Human Emotions

An intriguing concept in Zen - which is Japan's concept of Mahayana Buddhism where the emphasis is placed on meditational and intuitive value rather than studying or worshipping scriptures - *that talks about the "two minds" that exist within us all.*

This is referred to as the *thinking mind* and *observing mind*, which has now become a common approach in Buddhism and even contemporary western therapy methods such as ACT (Acceptance-Commitment Therapy).

Zen's *two minds* concept is quickly beginning to gain traction as more people start to realize how important this concept is towards helping us deal with your everyday emotional baggage.

Here's an example of what the *two minds* concept looks like:

As you head out the door in the morning and look around you, you can't help thinking to yourself, "This is going to be a beautiful day." The sun is shining, the weather is perfect, and quite literally the day is beautiful.

Most of us would think “*It’s a beautiful day outside*” to ourselves in an almost automatic fashion, *but why* do we do it when there’s no one around us to listen? Since you’re repeating this to yourself in your mind, you’re the only one who is listening to this statement. *Why* does your mind automatically repeat something so obvious?

That’s because this automatic thought tends to happen in the *Thinking Mind*, which also happens to be the part we cannot fully control. The *Observing Mind* notices your surroundings, and the *Thinking Mind* turns those observations into thought. Here’s another quick little exercise to demonstrate: For the next 15 seconds or so, DO NOT think about coffee.

How well did you fare in this exercise? If you’re like most people, then you’ve probably spent the last 15-minutes thinking about coffee, even more so when you were trying hard *not to think about it*.

Our “*Thinking Minds*” are constantly on the move—always chattering away—when we stand patiently (or impatiently) in the queue, on the commute to work, when you’re at work and trying to concentrate on a task at hand, when you’re in the grocery store, even when you’re lying down on your bed at night trying to fall asleep.

The internal commentary you have running in your mind almost throughout the day is always at work, always on the move.

Now, here’s what makes the *Thinking Mind* and *Observing Mind* important.

Most of the negative emotional experiences and sometimes even the psychological ones that we go through do occur *because* we don’t know how to tell the difference between these two minds.

Everyone would like to get rid of their unhappy emotions. Nobody wants to experience anger, nervousness, jealousy, frustration, or any of the other emotions that generally make us unhappy.

Yet, these thoughts happen anyway *because* we can’t control our *Thinking Mind*, which is where our emotions stem from.

The thoughts we have, the emotions we feel, they’re always going to be there for the rest of our lives.

There is, however, something you can do to *change* how you relate to them. For that change to happen, you need to do two things:

- Realize and acknowledge that the emotions and thoughts you're currently experiencing are happening through the *Observing Mind*.
- Avoid using your *Thinking Mind* to identify with those thoughts and emotions.

Instead of saying "I am annoyed," say "I feel annoyed" instead. Instead of saying, "I am sad," say, "I feel sadness."

The shift may be subtle, but make no mistake, it makes a big difference—a *very* big difference in the way that you're going to deal with your emotions and thoughts from now on.

Through creating this separation, it helps you relate to your emotions differently. Instead of seeing those emotions as a part of who you are, you start to realize that emotions are fleeting, and you *don't* have to get caught up in it if you don't want to.

Like clouds passing across the clear blue sky, those emotions will come and go.

Being aware of your emotional response alone is not enough either. You need to inject some reasoning into the situation too.

The key to managing emotions is all about *understanding* why you feel the way that you do. Even when you decide on a method of regulation for your emotions, ask yourself:

- How does this situation make me feel? What emotions does it create?
- What should I do about a particular emotion that I'm feeling?
- If I choose this course of action, what impact is it going to have on me? How is it going to affect other people around me too?
- If I choose to do this (action), does it align with my values? If it doesn't, what can I do about it?
- Is there anyone I trust enough to help me through these difficult situations?

Taking the time to slow down and reason with yourself *before* you react to any situation is what emotionally intelligent people do all the time.

This stops them from reacting impulsively because we all know how those "in the heat of the moment" decisions can have detrimental consequences.

How Emotions Are Created

Emotions don't just happen. They're "made," and the emotions we experience are unique to us.

The way you define "sadness" is not how someone else would. The emotions that we feel come from the brain. That's where they're created, so to speak.

Based on neuroscience research that has been done in the past several decades, it turns out that there are several networks within our brain that help to create emotions like surprise, happiness, anger, fear and more.

The *Theory of Constructed Emotion*, proposed by Dr. Lisa Feldman Barrett, is rooted in the belief that emotions are "concepts" that have merely been constructed by the human brain.

Our brains receive data at every waking moment. The eyes, nose, skin, mouth, and ears—all of our senses are continuously transmitting data into the brain when we're awake.

The brain, meanwhile, is taking in all this information, constantly working to make sense of everything it's receiving. All that information, however, is still ambiguous—and to be understood, it must be interpreted.

The easiest way for your brain to do that is by relying on your past experiences as a guiding point. By matching your current experience to a memory of the past, the brain can save itself time and energy, but working through thousands of past memories is going to take far too long.

So instead, what the brain does is use "concepts." This is your brain trying to label and categorize what's happening so it can make sense of the world.

Concepts, in this context, is akin to hundreds of memories and prior experiences being compressed. Instead of trying to recall *every* you have ever had on a bus, for example, your brain instead stores concepts about a bus, and the next time you encounter a bus, it tries to match that experience to a concept so it can understand what's happening.

Trying to perceive what you're seeing and feeling, and then matching it to an existing concept is the brain's way of making it easier to process information without trying to do it from scratch.

Dr. Barrett's theory applies the idea of constructed emotions in the same way, where these emotions are just like any other concept.

A Quick Overview of Our Emotional Zones

As you learn [*how to master your emotions*](#), keep going back to this one simple rule.

The choice is always yours. You get to decide how you're going to feel. You get to decide how you're going to react to certain situations, and you get to choose how you're going to respond to people.

Aristotle once said this: Getting angry is easy—anyone can do it. However, to be angry with the RIGHT person, at the RIGHT degree, at the RIGHT time and for the RIGHT reasons, in the RIGHT way, is not easy and not within everyone's power to do so.

Here's a quick look at the four zones in which our emotions operate:

In the *high positive energy zone*, this is where your performance is at its best.

Despite that, you can't stay in this zone forever, because sooner or later you're going to have to take your energy levels down a notch.

If you continue to remain in the positive energy zone, you'll recover much faster.

If you start declining towards the negative energy zone, you'll find yourself feeling tired or burned out.

The uncomfortable zone is when you find yourself in the *high negative energy sector*.

When you're in this zone, it feels like a struggle to survive, and again, you won't be able to stay in this zone for long, or you're going to burn out quickly.

Your energy levels need to come down eventually.

How to Deal with Emotions

Most people only know one way of dealing with their emotional problems. They either ignore it, suppress it, resist it, or try to deny it altogether. To them, that is a much easier alternative than trying to understand and make sense of their emotions.

Our instinct is to run away or try to avoid anything that is unpleasant, anything that doesn't make us happy. Negative emotions are not something pleasant to deal with, and therefore, it's easier to try and avoid these emotions than it is to deal with them.

That's when people choose to turn to distractions to "get their mind off it."

A lot of people would rather do anything than be alone with their thoughts for 5-minutes. Unless of course, they knew how to deal with them, which then brings us back to why emotional intelligence matters.

When you look at people with high EQ, observe the kind of positive traits that they emit. One of the qualities you will most often find is positive, and this is because they have trained themselves to think this way. They don't run away from their emotions, either—they choose to deal with them instead.

Austrian psychologist, neurologist, and Holocaust survivor Viktor Frankl believed in this: "Between response and the stimulus, there is space. Within that space lies our power in the way that we choose to respond. It is in our responses that growth and freedom lie".

He was right. The power lies in the way that you choose to respond. Life is not always going to go the way that you want it to. There needs to be a balance between the good and the bad.

When you're too focused trying to make sure that your life is always pleasurable, you're still going to find yourself stuck in a cycle that's going to make you miserable anyway.

There must be a balance because it is through the bad times that we learn to appreciate the good. It is through the negative experiences that we learn just how strong we are and how capable we are of overcoming anything we set our minds to.

It's not always going to be comfortable. It's not always going to be easy either. But it is necessary to learn how to deal with emotions, especially negative emotions.

It's one of the requirements needed to develop emotional intelligence, and here's how you can start dealing with your emotions in a healthy way:

- *Let Them Pass* - Acknowledge them as they pass through you, but don't resist them because they're not going to last. Always remind yourself of that. Embrace them as they happen, but quickly disassociate yourself with those emotions too so they can pass by. Your thoughts do not dictate who you are—they are only here for a brief moment before they eventually disappear. Holding onto them, denying and ignoring them is only going to make them stay

longer than they should.

- *Be Curious About Your Emotions* - Instead of denying them, try observing them instead with a curious mind.

People who are curious, willing to learn, and improve have what it takes to become successful. Curiosity leads to passion to the best, and when a person is passionate, they are much more likely to be driven and become better versions of themselves.

People who have curiosity never stop learning- they are always in search of things that make them grow and learn.

The next time you feel something, pay attention to what's happening to your body. Explore with a curious mind where these emotions and feelings are manifesting from.

How do they affect you physically?

Why did you react this way?

There's plenty of questions you could ask relating to your emotions, so allow each question to lead towards a greater sense of awareness about your emotions.

- *Label Your Emotions* - Research has indicated that when you put a name (label) on your emotions, you're scrutinizing that emotions, observing its intensity.

In doing so, that self-awareness will most likely cause you to immediately feel less intense about the emotion because you're paying attention to it instead of getting swept away in how it makes you feel.

- *Don't Try to Control Everything* - As Frankl pointed out, your power comes from your responses.

To effectively deal with your emotions, you must first let go and be okay with not controlling everything.

The thought of never having full control can be scary to many, but that's the reality of the situation. You're never fully in control of anything, all you can do is your best.

When you allow yourself to be open to new changes, be willing to adapt to the unexpected curveballs life throws at you, you'll become a happier person

all around.

- *Reframe Your Feelings* - Your perception can change everything.

Your feelings exist to tell you something, and once you reframe the way you look at them, your entire view can change.

Instead of seeing negative emotions as something that is there to cause you pain and misery, ask yourself instead what those feelings are there to teach you.

When you're disappointed about not achieving a goal you initially set yourself, reframe the way you feel and ask *what can I learn from this emotion?*

If I'm disappointed, what do I need to work on to make it happen next time?

- *Tolerate Your Feelings* - Most (if not all) of us would prefer not to deal with negative emotions at all if we can help it.

Understandable, given that these emotions are uncomfortable, but trying to escape them is never going to prove to be an effective solution.

Instead, when you learn to tolerate these emotions and let them run their course, you'll realize that they make you stronger and teach you some valuable lessons at the same time.

- *Practice Gratitude* - Even in your most unhappy moments, there is always something to be grateful for.

Negative emotions tend to make us forget that, but learning to be grateful during your most challenging moments can do wonders to build resilience.

When you learn to find the silver lining in the unpleasant experiences, you learn not to dwell on the negative and over time, this helps you regulate and manage your emotions better.

- *Pick Up Exercising* - One of the best things you can do for your emotional and physical wellbeing is to take up exercising.

It is a proven method of releasing endorphins and other chemicals by the brain to help you feel much better. A healthier mind and body makes it easier to regulate your emotions.

Engaging in some form of exercise is an outlet that many people find

especially helpful as a way to release all that pent-up energy without hurting anyone else in the process.

Aggressive exercises, especially such as martial arts or kickboxing, can prove to be an effective and healthy outlet for you to channel your emotions.

Others choose to go with the calmer approach to help them find peace and serenity amidst their emotional turmoil.

- *Spend More Time Outdoors* - It might seem like an unusual approach, but getting some fresh air and stepping away from your regular environment every now and then can be a liberating experience.

We spend most of our time, either at home or at work. A refreshing change from city life might be just what you need to lift your spirits and calm your emotions.

Key Takeaway Points

To sum up, here's what we know about our emotional selves:

- In the *Know Yourself - Choose Yourself- Give Yourself* model, you are looking at the three main steps that take place when EI is present. *Know Yourself* is your "what" (what action you decide), while *Choose Yourself* is your "how" (how are you going to carry out your decision). *Give Yourself*, on the other hand, is your reason "why" (why are you choosing this course of action to take).
- We have two minds within is the *Thinking Mind* and the *Observing Mind*.
- Awareness of your emotions alone is not enough; you need to inject reasoning into the equation.
- Your best decisions are made when you learn to combine both logic and emotion, instead of relying on one extreme or the other.
- Managing your emotions can be done once you find a balance between both the good and bad.
- All emotions can be managed with the right coping mechanisms, even negative emotions. Running away from your feelings is never going to be the answer, so learn to embrace them instead and observe what you can learn from them.

CHAPTER 6:

The EQ Model

As we open the door to the notion of emotional intelligence, we find that, as a leader, we are forced not only to deal with a diverse group of people daily but also continuously confront the same questions. How do we make the right decision? How do we motivate our team? How do we do things better?

The core of everything, however, is the same: a willingness to changes and adapt to suit the needs of the workforce and the company. We will soon learn that if we can properly balance and redirect the way we lead.

Once you begin to understand the importance of emotion and emotional intelligence, you will automatically realize that you are in need of a solid theoretical base from which you can work forward – this theoretical base is henceforth provided in the form of the three most important models of emotional intelligence produced by modern research.

These three models once properly understood and instilled can and will act as the gravitational center of all your leadership decisions, and will act as an anchor and a tool to help you simplify and tackle any upcoming and current problem. It is, in other words, your light at the end of the tunnel, not just a beacon of hope, but also a guide to lead you forward.

Now, are you ready to brush up on your theory?

Emotional Intelligence Ability

The ability model is an EQ model developed by Yale's Peter Salovey and the University of New Hampshire's John Mayer. It is based on four individually standing yet interconnected emotion-related abilities. When combined, they can basically measure the level of emotional intelligence that an individual has. These four abilities have been identified and are discussed in detail below.

- *Emotional Perception*

The first and most basic ability is perception. In order to accurately master and apply emotions and emotional intelligence, one must first be able to not only understand the verbal emotional cues provided but also accurately

identify the non-verbal cues that workers and peers use in their regular interactions. Non-verbal cues include body language, facial expression, tone, vocabulary, and even contextual behavior or omission of an act. To become a good leader, you need to pick up these cues and identify them masterfully.

- *Use of Emotion*

The second most important ability according to the ability model is the capacity to control and use one's own emotions, as well as the emotions of other people, to your advantage. It is an undisputed fact that feelings play a major role in the decision-making process. We have already highlighted how emotions can even influence logical decisions and lead to emotion-based ideas and logical fallacies. However, what we haven't really touched upon is the truth that, despite all this, every decision not taken by a robot or AI is still influenced by some degree of emotion. As such, it is critical for a leader to know how to mold and manipulate their feelings to achieve their desired ends. This is particularly vital when a leader is dealing with an issue that needs to be resolved at once.

- *Understanding Emotions*

Another important part of EQ is the ability to properly comprehend the depth and implications of emotion. Now, unlike what most people seem to think, identifying an emotion is not always enough. Furthermore, it is hard to navigate through it without understanding its roots and effects first. For instance, if you were dealing with an individual who happened to be angry, your first question as a leader should be "Why?" By unmasking the reasoning that the individual is using, whether or not you agree with it, you are also giving yourself insight into the possible future actions that he or she may take. When it comes to anger, after all, a possible future action can be seeking revenge, attacking, or retreating fearfully. As a leader, you need to have that insight into all of your employees and other people you interact with. Remember, knowledge is power, and EQ is emotional knowledge at its peak.

- *Managing Emotions*

This brings us to the final emotional competency measured by the ability model: the management of emotions. Managing emotions deals with three main factors - is the person in question being able to adequately take into account the emotions that they are perceiving? If they are, then are they

comprehensively using those emotions to control the root cause and reactive elements in question.

Mixed Model Intelligence

The good news is, unlike IQ, which is mostly built-in and fixated after our teen years, our EQ is learned and can be learned at any age. In fact, there are five specific components of emotional intelligence that help buoy your ability to function with better emotional stability, which is covered in the David Goleman model of EQ, a.k.a. the Mixed Model.

- *Self-Awareness*

The development of self-awareness as a business leader is critical. As a business leader, after all, you need to be aware of your own moods and emotions so that you can also follow and anticipate how they will impact others. It is also important because self-awareness allows you to understand what motivates you as an individual. The more in tune you are with your personal strengths, weaknesses, interests, and disinterests, the better you will be able to control and influence your own actions.

Self-awareness allows a person to have a strong sense of self-worth as well. This is super important as it lets you identify your own strengths and teaches you how to accept criticism, which is a critical part of human development. Such a need intensifies when you become a business leader because the more you develop self-awareness, the more your organization can grow under your leadership.

- *Self-Control*

Self-control is another extremely important competency. Unlike self-awareness that focuses on the understanding of the self, self-control concentrates on the ability to conform and redirect actions or reactions. This way, the things that we do are not impulsive. Self-control works to actively increase the process of rational thinking under pressure and is meant to encourage and boost productive actions.

- *Motivation*

It is extremely important to keep in mind that one's ability and will to work do not merely depend on the logical factors that generally govern work-life

balance, such as monetary gain or professional advancement. There are many times in which a person's desire to work comes from something more basic like their passion or determination to do well and succeed in life. And these factors, when combined together, are what we often call as motivation. The thing is, it is more than just drive. It is the force that allows someone to easily overcome the obstacles that they will undoubtedly face as they continue to pursue their goals. That is exactly why any good leader needs to have a strong grasp of what motivates their employees and how to increase those motivational levels best.

Why?

While being aware of how you impact your employees is great, so is being able to control your own emotions. Nevertheless, what's genuinely important is having the ability to handle your employee's emotions, which is basically what motivation does.

- *Empathy*

Empathy is also very important, particularly for business leaders. It allows a good leader to feel what other people - more importantly, what their co-workers or employees - feel. Even in cases wherein a leader is unable to completely understand others' emotions, the mere establishment of the intent to reach out, understand, and work through these problems is a core skill for any mentor. Especially for people in diverse work cultures, that is such an integral part of today's business world.

Social Skill

Finally, we find ourselves dealing with social skills. Despite being able to empathize, understand, and even control our own emotions, it is impossible to be a good business leader if one cannot demonstrate strong and consistent ability to deal with conflict situations and manage mutually beneficial relationships. This skill to be whoever their consumers and employees need them to be is always common in every great leader.

A person manages to do that by obtaining and maintaining a high degree of emotional intelligence, of course!

Emotional Intelligence Trait Model

This specific model does not merely test one's perception of their own emotions, but it does so in a manner that allows self-assessment to help build the EQ framework. It has often been criticized for its vulnerability to result in manipulation. For instance, if a person decides to answer dishonestly, their EQ would theoretically be scored incorrectly; however, the model itself has been known to reject such implications. A basic Trait Model EQ test imposed on an adult would consist of the measure of 15 major points.

- *Adaptability*

Adaptability is an individual's emotional intelligence trait that is considered to indicate his or her flexibility. It refers to how rigid they are in their own thought pattern, as well as how capable they are of adapting to newfound situations or conditions. Adaptability is a key component of emotional intelligence, considering the only way to bolster teamwork is by putting together a cohesive team and showing a willingness to change their ways, which is something that any good leader should be on the lookout for.

- *Assertiveness*

Next up is assertiveness. It is a sociability trait that determines the individual's ability to stand up for the rights that they have inherited or gained, as well as communicate their feelings or opinions in a frank and forthright way. The higher the assertiveness of an individual is, the more emotionally intelligent they are considered to be. After all, the trait is indicative of clarity and consistency of mind.

Emotional Expression

Emotional expression is a similarly important trait. Unlike assertiveness, however, emotional expression is an emotionality trait that determines how capable a person is at communicating their thoughts and feelings to other people. The higher a person scores on their emotional expression, the more in tune they are with their emotionality and personal views. This serves as an indicator of high emotional intelligence.

Emotional Management

Another sociability trait is emotional management. This is thought to measure

how well an individual can use their other sociability skills, such as assertiveness, to control and influence other people, especially their thoughts and feelings. The more adept a person is at managing or controlling others' emotions, the higher their emotional intelligence score is, considering the entire objective of emotional intelligence is to be able to exert some sort of control over other people through emotional manipulation.

Emotional Perception

Unlike emotional management, though, emotional perception centers more around the emotionality factor and is used to check how comprehensive one's understanding is of their own feelings, as well as the others'. It is another extremely important factor since most actions are undertaken due to the individuals' understanding of the emotional state of the other person or even themselves.

Emotional Regulation

Emotional regulation, on the other hand, falls under the category of self-control and is a trait that assesses how capable the individual is when it comes to not only influencing but completely controlling and regulating how people feel regularly. The better a person is at handling their own emotions, the better and more balanced their decisions will be, and the more likely it is for these decisions to be good. As such, emotional regulation is another key factor measured.

- **Impulsiveness**

Another self-control variety that trait models measure is the scale of impulsiveness that is displayed by individuals. Unlike the other sectors in this book, the lower the impulsiveness levels a person shows, the higher their emotional intelligence is deemed to be. The reason is that being impulsive is the exact opposite of acting with emotional intelligence. In truth, it has a tendency to destabilize any decision because it is usually a not-well-thought-out reaction.

- **Relationships**

Another emotionality-based trait is relationships. A critical part of measuring emotional intelligence is weighing a subject's ability to not only perceive or

act on but also fully function in an emotionally balanced manner to maintain personal relationships that are meaningful and fulfilling. Think of Sheldon Cooper's ability to keep friendships and relationships as opposed to a normal person - that is what you're trying to avoid. Sheldon from the first season of Big Bang Theory is not very high on the EQ scale, and maintaining personal relationships is challenging for him. His other friends like Penny may not have a high IQ level, but they are quite capable in terms of EQ maintenance.

- **Self-Esteem**

How a person views himself or herself is also an important part of emotional intelligence. You should keep in mind, however, that the trait test is not a simple case of high means good or low equates bad in terms of its scoring. On the contrary, each score is contextually based. As it involves self-assessment, it is based more on the perceptions that someone has of himself or herself instead of the actual measure of competencies or skills that the individuals hold. Nevertheless, positive well-being is determined by higher levels of self-esteem, among other factors.

- **Self-Motivation**

Self-motivation is one of the auxiliary facets of the test that is used to assess how driven an individual perceives themselves to be and how likely they are to either succeed or persist in their attempts to achieve a goal despite the situation at hand. In other words, it seeks to measure how much drive an individual has when it comes to how they approach issues daily.

- **Self-Awareness**

Interestingly, self-awareness, which is a sociability factor, differs from self-esteem and self-motivation, in the sense that it does not measure any positive view that one may have or think they have about themselves. Instead, it seems single-mindedly focused on identifying how accomplished a person is in terms of how they perceive their own social skills and subsequent networking abilities. It matters to keep in mind that awareness does not depend on how good one is about their skills but how well they can realize whatever abilities they have.

Stress Management

Emotional or stress management is another sociability factor and the last of the three used to measure trait EQ. An individual's perception of their ability to withstand and work under stress, as well as their perceived ability to regulate or control the stress levels imposed on them are both identified through stress management.

Trait Empathy

Another emotionality trait measured is empathy. Here, the individual's perception of how far they can commiserate and objectively see the world from the eyes of another person is identified and accounted for.

Trait Happiness

The happiness trait, on the other hand, deals with how a person perceives their ability to be happy, how happy they think they are, and how satisfied they are with their own lives. Hence, the well-being of an individual is judged in part by the happiness trait.

Trait Optimism

The last trait is measured by trait optimism, which, as a rule, checks how likely an individual is to confidently look at the positives - or on the "bright side," as people put it.

CHAPTER 7:

Emotional Intelligence at Home

People who are not emotionally intelligent tend to make for terrible partners in a relationship. Granted, emotional intelligence is not the be-all and end-all of a relationship but it is a pretty big deal. You really do not want to be intimately involved with a person who is not emotionally intelligent because they will always fall short of your expectations, at least where emotions are concerned.

Dating a person with a low EQ can be really frustrating. It can stop you from enjoying all the comforts and benefits that come with a relationship. A partner with a low EQ can also do a lot of damage to your self-esteem. Unfortunately, many people do not know how to tell whether their partner or any other loved one has a low EQ. You may have heard your friend complain that her boyfriend is never attuned to her feelings or that he always yells when they get into an argument. While you may have known that this is wrong, you probably did not understand the relationship between such behavior and low emotional intelligence.

Here are signs that should tell you that you are dealing with a partner who ranks low on the emotional intelligence scale:

1. He is controlled by his emotions.

A person that is emotionally intelligent knows the importance of always being in control of their emotions. They do not allow their emotions to get the best of them. What does your partner do when you argue? Do they yell at the top of their voice or do they calmly share their point of view? It is normal to feel agitated when the person you love is confronting you about something. But all things considered, it is never okay to become disrespectful in the form of yelling or name-calling. If your partner argues calmly, they are emotionally intelligent. If they like to shout and scream and throw things, you are dealing with a person who is severely lacking in emotional intelligence. If they get angry but know it's better to walk away than to yell, then you can keep dating them. The fact that they know it is wise to distance themselves from a volatile conversation says that they are a better person than the one who stays and yells.

2. He is not able to read your feelings.

Imagine dating someone who is never able to tell how you are feeling. Sounds frustrating, right? While we are not mind readers, we are at least supposed to somewhat be able to read the emotions of our significant others. Being able to understand verbal and nonverbal cues shared by your partner is a sign of emotional intelligence. If you have to spell out each and every emotion that you are feeling to your partner, you are definitely dating someone who needs a whole lot of practice on EQ. Of course, your partner cannot be expected to sense your every emotion and anticipate your every need. That is a lot to ask from one person. However, they should at least be in tune with your reality. If you are crying in the darkness of your bedroom, it does not require a rocket scientist's assessment to tell that you are sad.

3. He has no network of friends/acquaintances.

Emotionally intelligent people make friends easily because they know how to relate to people, how to make people feel listened to and understood, and how to maintain healthy relationships. If your partner just moved into town, it's okay for them to not have friends. However, if he has been living in the same neighborhood for five years and he still does not have anybody that likes him enough to stick around as a friend, then you might just have caught yourself a fish that is lacking in EQ.

4. He is incapable of sympathizing or empathizing with anyone.

Empathy is an important component of emotional intelligence. If your partner has trouble being sympathetic or empathetic toward you and other people, you have a big problem on your hands. Lack of empathy is a sure-fire sign of low emotional intelligence. Worst case scenario, lack of empathy is also one of the indications that someone is a potential psychopath.

5. He behaves inappropriately.

There's always that one guy (usually an uncle) at a wedding who tells the most inappropriate jokes while everyone else cringes in their seats. What do you do when you find yourself involved romantically with this sort of person? You'll probably call them aside and tell them that they were highly offensive earlier when they gave that toast. Changes are high that you'll approach this conversation while walking on eggshells because you are used to their emotional outbursts.

The inability to read a room is a major giveaway that someone is not emotionally intelligent. The fact that a person can stand in a room full of people and keep telling jokes that make everyone uncomfortable shows that they are incapable of reading nonverbal cues and cannot pick up on the emotions or mood of the people in the room. It can be quite embarrassing to be on the other side of such a relationship.

6. He is often the loudest person in the room.

Now, there's nothing wrong with being extroverted. In fact, it is a good thing that extroverts exist because they fill the awkward silences that introverts leave in their wake. However, if the person you are dating is loud in a manner that is obnoxious, then you likely have a person that is emotionally immature on your hands. An outgoing person that is emotionally intelligent knows that extraversion does not mean talking over others or talking non-stop without allowing other people to get a word in. Remember that the ability to communicate powerfully without needing to raise your voice is a measure of emotional intelligence. It follows, therefore, that a person who is unable to talk without shouting is extremely low on emotional intelligence.

Dealing With a Partner Who Has Low Emotional Intelligence

What do you do with a partner who is driving you nuts with their lack of emotional intelligence? Do you toss them out the door or do you give them a chance to get better? Logistically, it is easier to just do away with people of low emotional intelligence. However, we all know that the heart wants what the heart wants. Besides, if you were to remove all the low EQ people from your life, you'd probably be left with only one or two people. Yes, high EQ is not very prevalent. Which brings us to the tips on how to deal with someone who you love but who sometimes makes you want to claw your eyes out.

Tip #1: Address the elephant in the room early on.

When two lovebirds meet for the very first time, they want the other to think that they are perfect little angels who can do no wrong. They go on dates, make each other laugh, and say only those things which are flattering. When one of them does something wrong, like snap at a poor waiter who's only trying to do his job, the other smitten lovebird looks away and chalks it up to a stressful day. Even when this recurs at a different restaurant, the lovebird is

willing to forgive and forget. At least, that happens until it finally happens in the safe confines of their loving house. Then, the lovebird realizes that there is no way one person can have seven bad days in a row unless they are the cause of the bad days.

You are the lovebird in the story, and the moral of the story is that you need to call out bad behavior whenever you see it, especially when you see it more than once. True, your partner is allowed to have one sulky day when he does not want to talk to anybody, but five days is stretching it. How are you going to have a relationship with someone who cannot articulate their feelings? If something bothers you about your partner (especially something that indicates low EQ), bring it up. Do not allow it to fester and leave you reeling in resentment. Couples who communicate openly in a relationship stand a better chance of staying together longer anyway.

Tip #2: Watch your tone

What next? Do you lord it over them? Do you make them feel like a teeny tiny person because they struggle with their emotions? Absolutely not. Because if you do that, then it means the tests were inaccurate. Therapists have said again and again that the way a couple speaks to each other really influences how long they stay together.

Some people score poorly in EQ not because they want to but because they do not know better. Your role as an emotionally intelligent partner or spouse is to bring your partner to the other side. The side where people speak respectfully and with empathy. The side where people are good listeners who do not interrupt others while they are talking. Being condescending about your superior emotional intelligence is only going to make your partner resentful of you. Do not make things harder for them by patronizing them.

Tip #3: Be realistic about your expectations

You've been suspecting that your partner has low EQ all along and this book has cemented this suspicion by providing you with solid evidence of what EQ is and what it is not. Now what? Should you share this book with your partner and demand that they read it from cover to cover and report back to you in a week's time complete with a higher EQ?

Absolutely not. That is not how it works.

Yes, there are some aspects of emotional intelligence that you can practice and get good at in just days. For example, you can aim to be a good listener by always allowing the other person to finish talking before you respond. This is a tactic that can be implemented in a matter of days. However, learning how to be in tune with emotions, how to be a better communicator, and how to care for others might take a bit more time. Your partner might not even be up for it. They might fight you when you suggest that they should try doing this or that. Remember that low EQ people tend to hate change. Converting your partner will not be a walk in the park. However, if your partner truly loves you and is committed to your relationship, then you can help them get started on the baby steps that they need to take for the relationship to become even more fulfilling than it really is.

Tip #4: Remember it's okay to fight

Every relationship has its own fights. There can never be a relationship without fights unless the parties are afraid to share their true opinions. Fights strengthen relationships. They give a platform for partners to share the feelings that they have kept hidden deep within. Whether you are fighting about EQ-related matters or any other thing, do not feel any guilt or shame over it. Even the most emotionally intelligent people fight with their loved ones. They just know better than to yell or name-call or hit. As long as you are fighting without tearing each other down, you are on the right track.

Tip #5: Let the other person choose to change

It's true that you can influence another person into changing by modeling the kind of behavior that is appropriate. However, you can never force a person that does not want to change to change. Change is such a personal decision that must be made by an individual when they are ready for it. If your spouse behaves in a particular manner that you find to be emotionally immature, they have to get to a place where they see it from your perspective, and then decide to change. This might take a whole lot of time and may even seem impossible at first. Sitting around waiting for them to be ready might take up all your patience. Only you will be in a position to decide whether they are worth the wait or not.

Tip #6: Sometimes you'll have to walk away

Let's say you have been dealing with a partner for a long time who obviously has very low EQ. This partner is not in tune with your feelings; they openly disrespect you, have no qualms about yelling, are always dramatic about something, and cannot seem to see what the problem is. When you try to talk to your partner about these issues, you are met with cold treatment. What do you do?

At some point, you have to pull the plug on a relationship that is not working. Relationships are not recyclable plastics that you can keep and use for another purpose when you are done using them for what they were originally intended. A relationship is supposed to be a positive addition in your life. If your partner is exhibiting signs of low or nonexistent emotional intelligence, including being emotionally abusive, it is well within your right to walk away. In fact, you should not only walk but run as fast as your high EQ heels can carry you. Somewhere out there is someone who is self-aware and motivated that is bound to appreciate a respectful relationship with an emotionally mature adult such as yourself.

CHAPTER 8:

Emotional Intelligence at Work

Emotional intelligence can make a real difference in the workplace. Choices that we make, even in business, can be fueled by emotion. Following your “gut instinct” means that you’re in tune with your emotions. Understanding where those emotions are coming from helps us connect and cooperate better with other members of our team.

In the 21st century, business is global. It’s more important than ever to be emotionally intelligent, because the interactions we have with other people are complex. If you’re working with people from various cultures, it is essential that you understand and accurately express your emotions. It makes a difference when it’s time to solve problems under pressure.

When we’re self-aware, we understand our own needs. We’re also adept at anticipating reactions to events, and emotional intelligence allows us to explore alternate solutions. Emotional intelligence begins with you; it’s impossible to enhance the well-being of others until you truly understand how your emotional self operates.

Leaders stand out because the skills that come with their emotional intelligence allow them to build a productive, efficient workplace. If you consider Daniel Goleman’s tenets of emotional intelligence, you can see how valuable these traits are for employees.

- *Self-awareness.* It’s essential to recognize and understand your own strengths and weaknesses. Self-awareness is also quite helpful when it’s time to receive constructive feedback from others.
- *Self-regulation.* We all know that emotional outbursts at work are highly inappropriate, but self-regulation extends past that. If you are able to successfully self-regulate, it means that you utilize tact and diplomacy when expressing yourself and communicating with others.
- *Motivation.* If you’re emotionally intelligent, your motivation is intrinsic. You work hard because you feel pride and fulfillment when you accomplish things. Self-driven people are extremely valuable in the workplace.

- *Empathy.* If you show empathy, you're more likely to have people trust you and follow your lead. It's important to understand how others feel and perceive the world; being open to others' perspectives makes collaborative work happen much more smoothly.
- *Social skills.* You want coworkers to trust you, and having a positive rapport is important. Think of social skills as the act of putting the other four pillars to use. Emotional intelligent people with great social skills are able to show others that they're empathetic, self-aware, self-regulatory, and motivated.

Strategies for Using Emotional Intelligence at Work

Employees with emotional intelligence are an asset to any organization and tapping into that advantage can really help a company set itself apart from its competitors. There are three strategies that you can use that will help you maximize the benefits of emotional intelligence.

1. *Make emotional intelligence a priority.* It's not necessary - or even a good idea - to "turn off" your emotions when you go to work. For a business leader, it's important to approach situations with an emotionally intelligent perspective. Employees want to have a relationship that includes respect and trust; if they're not provided that, they'll find an employer who will give it to them. Emotional intelligence is correlated with good health - both physical and mental. If a leader utilized emotional intelligence to improve interpersonal relations at work, employees will most likely remain loyal and hardworking. Considering this, business leaders should seek emotionally intelligent people for hire and promotion. Additionally, it serves everyone if they also help to increase current employees' emotional intelligence. A successful professional has a balanced combination of work ethic, skill, and emotional intelligence.
2. *Foster an emotionally intelligent culture.* Emotional intelligence is a skill, and it's worth practicing. Organizations should develop an environment that is conducive to practicing the different tenets of emotional intelligence. This is important for everyone, including employees and managers. An organization can do this by showing

employees that emotional intelligence is a core value. Employees should see that their well-being matters, and that they're seen as individuals. Getting employees to follow is a complex skill that leaders must possess, so it's important to gain emotional support. Genuine emotional intelligence means that a leader appeals to employees' emotions, rather than just deliver commands.

3. *Set emotional intelligence goals.* A leader doesn't stop once he or she is able to get employees on board; he or she works to continually increase emotional intelligence in the team. This can be accomplished through things like constructive feedback and open communication. The next step is to set goals at different levels (for example, organization, team, and individual). There should be goals for each of the five pillars of emotional intelligence. Goals might resemble things like:

- *Ask a coworker for feedback on a task to show that you are approachable.*
- *Eat lunch with a coworker you don't know very well.*
- *Write down your emotional triggers and share them with the team.*
- *Ask a coworker what motivates him or her, and genuinely listen to the answer.*

Once the goals are set, coworkers should openly discuss them, even if it feels awkward. Following up is just as important as setting the goals, and with some practice, everyone will grow accustomed to the entire process.

The Importance of Emotional Intelligence in the Workplace

Of all the reasons that emotional intelligence is valuable in the workplace, there are two that are of paramount importance: job satisfaction and job performance.

High emotional intelligence is correlated with increased job satisfaction. This includes employees whose coworkers and managers have high emotional intelligence. If an employee has high emotional intelligence (especially self-awareness), he or she has a low risk of burnout. Overall, emotionally intelligent people tend to find more satisfaction and happiness in their jobs.

High emotional intelligence also fuels job performance. Employees who

receive training in emotional intelligence are likely to be productive members of a team. In particular, those with great self-regulation skills tend to perform quite well at work. Emotional intelligence impacts job performance in seven ways:

1. ability to combine reason and emotion, empathize with other people, and express emotions
2. cognition
3. conscientious behavior
4. emotional stability
5. extroversion
6. self-efficacy
7. self-evaluations

Examples of Emotional Intelligence at Work

It's important to see what high (and low) emotional intelligence in the workplace looks like. Here are some examples.

1. Your office is making a change, and everyone will be using brand new software. If the workplace has an environment of high emotional intelligence, the change will likely be met by employees who take it seriously and are eager to learn. In contrast, a workplace with low emotional intelligence will resist the change. Employees won't want to put in the effort to see it through. If the initiative itself isn't well-planned with consideration and thought, it's an indication that management lacks emotional intelligence and doesn't understand how big changes impact the employees.
2. A new work schedule has some employees upset. The abrupt change, made without their input, has affected many of their lives outside of work. An emotionally intelligent employee, who is adept at appropriately expressing his or her thoughts and emotions, will tactfully speak up and genuinely listen during the conversation. Conversely, an employee with low emotional intelligence might keep the emotions bottled up or complain to anyone nearby without any suggestions for a resolution.
3. An employee is having issues at home, and his overall mood is affected by the situation. A coworker or manager with high

emotional intelligence will recognize that something's amiss, and compassionately offer a listening ear if he's so inclined. On the other hand, someone with low emotional intelligence will get annoyed at him, criticize him, or aggravate the situation.

4. Several employees in an office have young children, and therefore very busy home lives. An executive with high emotional intelligence will recognize and understand that his or her employees are people who have families. He or she will show flexibility, utilizing options such as the ability to work from home one day a week, knowing that it benefits everyone. In contrast, a supervisor with low emotional intelligence will not recognize (or care about) his or her employees' lives and responsibilities outside the workplace. Inflexibility is a sign of low emotional intelligence.
5. Meetings in your workplace don't always go smoothly. It becomes quite obvious which employees have high emotional intelligence, and which employees have low emotional intelligence. The former will attentively listen, keep everyone on task, and ensure that everyone has the opportunity to be heard. The latter, however, will offer no input, talk over his or her peers, zone out, or get into a heated argument.
6. Of course, it's not necessary to be best friends with your coworkers. A workplace that cultivated an environment of high emotional intelligence, though, is a place where employees enjoy spending time together. They might eat lunch together, go out together after work, or enjoy meeting up for social activities. Conversely, a workplace with low emotional intelligence is an environment where employees do not see value in building relationships.
7. Your restaurant has decided to completely redesign the menu, from entree choices to layout to graphics. If it's a workplace with high emotional intelligence, you might give the employees a chance to show their creativity and offer suggestions. It makes a team feel valued, supported, and heard; additionally, the employees can stretch their creative legs a bit. These employees feel invested in their work. Conversely, a workplace with low emotional intelligence always strictly adheres to the same policies it always has, even if the logic behind them is archaic and obsolete.

Management in an emotionally unintelligent workplace is not concerned with employee input.

CHAPTER 9:

Emotional Intelligence in Managing Relationships

“A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.”

- Jim Rohn

Positive Communication

In addition to motivational skills, positive communication skills are essential tools for anyone’s toolbox. It would be great to be positive all the time. However, positive communication is about much more than simply avoiding conflict and saying nice things.

It can be broken down into several elements that are both difficult to do and straightforward; therefore, practice is essential.

Elements Of Positive Communication

Some of the elements of positive communication include:

Offering to Help - Offering to help others demonstrates problem-solving, non-biased support, especially when one phrases it as a question. Simply asking, “How can I help?” can go a long way when it comes to generating ideas and improving communication.

Making an Understanding Statement - People feel better when they find empathy. The more they believe that one understands why they are behaving the way they are, the more likely they are to hear one’s advice and oblige and the less defensive they will be. In addition, trying to understand another person’s perspective can help build a stronger relationship with him/her.

Being Brief - Sometimes, when angry or nervous, most people tend to say more than is necessary, especially when they have not planned what to say in advance.

In order to have positive communication, people should try to think about their main request in advance and stick to it. They should script, rehearse, and edit what they need to say as carefully as possible. Irrelevant words often drown out the main message.

Being Positive – Being positive in this case means communicating that which someone wants, instead of what he or she does not want. This relates to positive reinforcement and shifts the communication from complaining and critical to doable and supportive. It is easier to reward people for doing a concrete thing than for failing to do something.

Therefore, being positive builds motivation and decreases rebellion and defensiveness. For example, it is better to tell one's son or daughter to come home by 10pm than to tell him/her to stop coming home late.

Being Specific - Unclear requests are often difficult to translate and easy to understand and ignore. On the other hand, communicating specific things instead of feelings or thoughts makes change reinforceable, measurable, and observable.

For example, parents should specify to their kids a behavior they want to see more of instead of simply telling them to be more responsible.

Labeling Feelings - A clear description of one's feelings about a situation or problem can go a long way in eliciting consideration and understanding from others; however, one should keep it brief and in proportion.

Ideally, people should state their feelings in a non-judgmental and calm manner while toning down intense feelings. For instance, if one is feeling terrified and angry, one should say worried and frustrated.

Taking Partial Responsibility - In order to communicate effectively and positively, one should take partial responsibility and share in a problem. This promotes collaboration and limits defensiveness while showing others that one is interested in solving difficult situations, not blaming.

Sharing a piece of the problem does not mean one is admitting fault or taking the blame; rather, it shows that one is ready to stand in solidarity with the affected person.

Traps To Positive Communication

In addition to following these elements of effective communication, one should also recognize and avoid certain conversational traps. Some of the most common communication traps include:

Lecturing - The lecture trap is a form of information trap, and one should recognize it a mile away. Common signs that one has fallen for this trap

include:

- Talking “at” others about what they should do rather than talking “with” them
- Telling others what their problems are
- Lecturing others about what went wrong and what they did wrong

The Information Trap - Information is useful as long as it fills a gap. However, it is less helpful when one uses it to tell others something they already knew. When one receives fresh information, one should offer it in a humble, patient, and understanding way in order to maximize the likelihood that it gets across to others.

Blaming - When many people are sad, frustrated, or worried, they tend to blame others. When one blames others, it shuts down positive communication and backs the other person’s motivation into a corner.

In addition, when one takes one side of a conversation and sticks to it, it drives others to take another side. Therefore, instead of taking one side against the other, one should consider different options and take the side of constructive communication.

Other common communication traps include using labels and using closed questions that steer conversations to a negative exchange. An individual may have amazing ideas, but if he or she is unable to get them across, they cannot bear fruit or help anyone. Positive communication is essential at home, in the workplace, and anywhere people interact. With a bit of intuition and some practice, anyone can learn positive communication skills to use in their workplace, home, and beyond.

Motivate People

Nothing is a better predictor of success than motivation. In fact, according to national surveys, it is a more important component in predicting success than income, ability, persuasion, leadership, or intelligence. However, while it is highly associated with success, the source of motivation may vary greatly among people. Kids, spouses, employees, and friends need the motivation to get them to give their best.

People rarely ever accomplish their best because someone nagged them. Rather, they are encouraged and engaged by *why* they do things more than

what they do. Research actually proves that motivation works. For example, managers who are good at motivating people to meet their organizations' goals smoothly and faster than those who are not. Great motivational strategies such as Martin Luther King Junior's "I Have A Dream" and Apple's marketing start with "Why."

Some Of The Best Ways Of Motivating People To Include:

1. Avoid Bribing

Many managers take self-interest on the part of employees as the most important factor in predicting enthusiasm towards work. For example, when actors and actresses would ask Alfred Hitchcock what their motivation was, he would tell them that their salary was their motivation. However, this assumption is flawed.

According to many researchers, the rewards people believe are at stake simply motivate them to get more rewards, and when such rewards go away, they stop doing their best. This form of motivation can actually backfire. Therefore, employers who want more than basic human labor need to understand the importance of purpose, mastery, and autonomy.

2. Create A Story

Stories give life meaning. They cultivate morale, unity, and give work meaning. One of the reasons President Lincoln was so successful and admired was because he could tell a great story. In addition, most of the largest corporations and organizations have one thing in common, i.e., a cult-like culture.

In the book "Built to Last" by Jim Collins, readers are advised to think about how they can be provocative enough to encourage others to change what they do every day. Organizations that can create a compelling corporate legacy often cultivate a special kind of loyalty among employees, which directly affects their success. Stories, therefore, are the most potent weapon in a person's or organization's literary arsenal.

3. Make People Feel Something

Jealousy, passion, fear, and revenge can motivate people to do anything and have one thing in common. I.e., they are all strong feelings. The human brain's structure and the constitution allow it to act on things that an individual feels. In fact, people rarely act on anything they do not feel.

Knowing something is not enough to make people act or cause change.

In order to motivate people and cause change, one needs to focus on emotions and make them feel something. Some managers view the workplace as a serious, formal, and less emotional environment. This is a bad point of view as far as motivating people to go. According to research, the best way to transform people's behavior is by addressing their feelings.

4. Highlight Achievement

Few things motivate people more than progress and achievement. Motivating people in the workplace can be as simple as using small wins to ignite creativity, engagement, loyalty, and joy at work. This is what experts refer to as the progress principle. Of all the things that influence people at work, the single most significant is progress. On the other hand, setbacks in meaningful work often damage motivation and success. Therefore, managers should facilitate progress to motivate employees and influence inner work life.

In addition, a steady amount of small wins produces more joy than infrequently bagging a huge success. According to Orlick, satisfaction in life is 22% more likely for those with a consistent stream of small successes than those who only chase after massive wins. Progress is a powerful motivator; therefore, in order to motivate people, one should encourage them to think about the far they have come and the admirable work they have done.

Other Scientifically Proven Motivational Tactics Include:

1. Being the change one wants to inspire
2. Appealing to people's value system
3. Challenging people to do better
4. Trusting people to do the right thing
5. Channeling people's thoughts in the desired direction
6. Rewarding idea generation
7. Using motivational coaching

These days, leaders and employers cannot expect people to do what they want by simply ordering them around. More than ever before, leaders need to win their subordinates' cooperation, and they can only accomplish this by motivating and inspiring them. These two words mean different things, depending on what one needs to achieve.

Motivating people is all about moving them to do things that achieve an

immediate and specific goal. When one is motivating people to act in a way they may not necessarily want to act, one needs to offer them something they need in return. Essentially, one needs to have an unbiased, clear grasp of the situation at hand, set reasonable goals, and a deep insight into human nature at both group and individual levels.

Teamwork

What Is Teamwork?

Teamwork is simply defined as the ability of a group of people to work together in order to achieve a common goal. This means that these key components should be present. There must be an assignment, a process for completing the task, some input from a group of people and finally the output that shows the people's effort.

A good demonstration of teamwork is coworkers work on a project together. Having understood the purpose of the group, the coworkers must combine their ideas and skills, work out a delivery plan and assess their progress as they move along and again at the end.

How To Go About Teamwork

Communication is very important in a team. At first, the purpose of the group should be clearly spelled out and defined by the team leaders. Once this is clear to every team member, the team must come up with a strategy on how they will complete the task ahead of them.

The team leader can assign each team player with a subtask which if successfully delivered contributes to the success of the final project. The cooperation of every member on this is critical for the group to achieve their shared goal. At this point, identifying the strengths and weaknesses of each team member before assigning roles is important. This avoids under-delivery by a team member.

Gaps realized at this step should also be taken care of. Once everyone has been assigned their role, the team members must interact and coordinate their activities until the task assigned comes to a complete. Any issues or challenges that come up along the way by anyone or the team, in general, should also be addressed accordingly to avoid interfering with delivery.

Why Is Teamwork Important?

Teamwork has proven to be necessary for the efficient and successful completion of tasks and projects and this is why:

1. Teamwork reduces the pressure on an individual to deliver an entire project on their own
2. If a task is assigned to a team rather than an individual, chances are it will be completed sooner than if it was assigned to the single person
3. If team players do not agree on something, this more often than not leads to a debate. Healthy debates among team players can push for better solutions to be found
4. Working with other diverse minds also creates a learning opportunity for team members. Once members begin sharing their different ideas, they unknowingly begin educating one another
5. Teamwork yields better results. Assigning different roles ensures that people carry out their specific task thoroughly and to completion thus creating even better outcomes
6. Teamwork also keeps the project momentum going. Members can encourage one another and hold one another accountable thus ensuring that a project does not stall
7. It also encourages responsiveness to change

How to foster teamwork

Every team in most cases has a team leader and it is up to him or her to steer the people towards their goal and continuously encourage and foster the team spirit by doing the following:

1. Having the group establish and set up clear rules on how the group will carry out their function
2. Getting a team to develop a relationship outside the office is a great thing to do. Sharing a meal or going for a trip or participating in team-building exercises can be a good icebreaker for the members of a team. All these encourage communication amongst team members thus making them more familiar with one another. Such times also give an opportunity for conflicts to be resolved. A good practice is to carry these exercises on a regular basis
3. Setting clear timelines on when subtasks should be completed so

that each individual can deliver on time

4. Providing the team with all the necessary resources required to carry out their work
5. Allowing the group to take breaks in between their assignment in order to recharge
6. Rewarding and recognizing team members for their effort and hard work by giving gift certificates, days off or a bonus. Doing this is likely to motivate members of a team to deliver even better results the next time that they are assigned a task
7. Encouraging the team to celebrate major achievements
8. Swiftly resolving conflicts among team members as soon as possible

In conclusion, a team should continuously assess itself to determine progression and afterward realign itself where necessary. There is no point of establishing a team and having it fail at its job. If a team is able to deliver its assigned task successfully by the agreed time and within the provided resources, then the teamwork, in this case, is said to have been effective. However, if the team fails or slugs at its job then redesigning of the teams' framework and training of the members as well as reminding its members of the expected end game might be necessary.

Group Leading

People like most animals function well in groups. Almost every person is in a group, be it a study group, a club, a family group or a social group. Although some people like working alone, they must also learn how to survive in a group set-up because eventually they can encounter a group or be required to join one. Whenever groups of people gather, they must select one person to lead the group towards the desired result.

Definition Of Group Leading

Group leading is the action of guiding, directing or influencing a group of people or organization to accomplish a certain objective. While doing so, the leader should inspire the team to pursue the same vision and share in the effort towards meeting the set goal.

Group leading requires one to balance power, participation, and problem-solving. However, there are leaders who command and use their power rather

than influence the group by example. Whichever the case, the concept of leadership involves these three parameters:

- There must be a group of people
- The group must have some common goal they want to achieve
- Thirdly, there must be a person to steer the group towards a certain direction

Importance Of Group Leadership

For a group to achieve its objective, more often than not, it must assign a group leader because of the following:

1. Team leaders ensure that the vision of the group is executed
2. They guide the group by instructing, correcting, training and disciplining members
3. Group leaders keep the people focused and motivated towards their goal
4. They encourage creativity by making sure every member contributes and participates in the group
5. Leaders also coordinate activities in the group
6. And foster a conducive environment for the group to thrive in

Qualities Of A Group Leader

There are people who are born leaders and there are those who have to learn to become leaders. Both are required to improve their skills through training and practice. Either way, both types of leaders should possess important qualities such as:

Knowledgeable - A group leader must be experts in their area and be more knowledgeable in order to guide the group. Their expertise can come through theoretical knowledge or years of experience in a particular domain.

Confident - An effective leader must exude confidence in his or her decision and be assertive as well.

Communicate effectively - Any good leader should be exceptional at communicating both verbally and in writing so that they are able to communicate a group's vision and layout strategies.

Able to make decisions - A great leader should be quick in decision-making. Whatever decisions he or she makes should be beneficial to the group. A well able leader should also stand by his or her decisions.

Trustworthy - Leaders must be honest and have integrity. Members of a group should be able to count on their leader's word and respect him or her.

Accountable - A leader should be accountable for his actions and those of his group.

Inspirational - By setting a good example, a leader can motivate other people to follow his or her example.

Committed - A leader that is not committed to the groups cause should not be leading the group in the first place. Chances are that if a leader is committed, the members will follow suit.

Innovative - A person with unique ideas stands out from the crowd. Creative thinking can propel a group to great heights.

Manage time well - A group leader should also be good at managing time. He or she should be able to assign time and effort to a cause and know when to retract and focus on something else.

Group Leading Styles

Despite group leaders possessing almost the same qualities, they lead differently. This is because they have different sets of skills, attitudes, philosophies, and expertise, which all contribute to their leadership style. There are leaders who will follow only one leadership style while others will make use of the different styles in different situations or use more than one at the same time. Some of the common leadership styles include:

Autocratic style - An autocratic leader acts more like a boss. His work is to give orders and make all the decisions without consulting anyone. This leader expects his instructions to be followed without question.

Democratic style - A democratic leader expects members of the group to participate in making decisions. Communication in this set up is both upward and downwards. This type of leader is more of a moderator for the group rather than a commander.

Free Rein style - Free rein leaders are also referred to as Laissez-Faire leaders, which is French and means 'let them do'. This kind of leader lets the

group do as they please and barely supervises them, which makes members more creative and innovative.

Paternalistic style - As the name suggests, paternalistic leaders act like fathers and perceives members of the group as family. He provides everything necessary for them to thrive.

Regardless of what type of set up a group leader is appointed, the person must take the task bestowed upon him or her with the utmost seriousness it deserves and leads the group towards its primary objective.

CHAPTER 10:

Primal Leadership

Leadership comes in many different forms. We see leaders in politics, the military, and business. At its core, leadership means devising a plan to guide a team to victory. It involves establishing direction, constructing and sharing a clear vision, and inspiring others to join in the quest. Leadership always requires efficient management skills.

Constructing a Vision

A vision is more than just the picture that an individual has in his or her mind to depict success. It provides a finish line of sorts, that indicates the achievement of set goals. A vision must be realistic, but it's also utilized to inspire others and convince them that the goal is worthwhile. It sets the tone and makes priorities clear for anyone involved. A vision means that you're not quite satisfied with the status quo; you're proactively looking ahead.

It's a leader's job to make his or her vision fascinating, appealing, and convincing. The goal is to compel others by having them embrace your vision. As a leader, you'll inspire people by supplying them with a vivid picture of how the future will look once your objectives have been met. It's important to appeal to people in a way that makes your vision relatable to them.

Inspiration and Motivation

A vision is the essential start, but it will only get you so far. The next step in leadership is inspiring and motivating a team of people to work together to achieve a common goal: actualizing your vision.

Just as it gets challenging to motivate yourself once the novelty has worn off, motivating others also gets difficult over time. Enthusiasm fades. An effective leader anticipates this, and diligently works to continue the encouragement throughout the duration of the project. You'll need to continue to find ways to connect with your team, keep your vision at the forefront of their minds, and inspire them to keep pushing.

You can appeal to people's motivation in different ways. Efficient and

effective leaders utilize both intrinsic and extrinsic motivators. For example, take a look at the following chain reaction:



Hard work yields positive results, which then produce a reward. This mentality appeal to team members' internal motivation (wanting to do a good job) and external motivation (wanting a reward).

Leaders often have power of some sort. For example, you might be in a position to issue paychecks or assign personnel changes. A good leader doesn't rely too heavily on these things when he or she is working to motivate others.

Management of the Vision

Part of your leadership role obviously entails management, but you're not merely managing people. For a goal to be successfully achieved, actualizing the vision requires work, and it needs to be managed. In order to achieve this, specific goals need to be set.

Any member of a team that is working on delivering your vision will need clear performance goals. These goals must correlate to your vision. You must also efficiently manage any change that is necessary, so that things run smoothly for everyone involved.

Coaching and Teamwork

As a leader, you're the coach of your team. Your job is not just to supervise; rather, you must make sure that everyone is equipped with the skills and strategies that are needed to fulfill your vision. A team dynamic means that development and training are key. Ensuring that all team members are fully capable happens through coaching, assessment, and feedback.

A leader always looks for leadership potential in members of his or her team. If you develop these skills in-house, you're creating sustainability, and the

success of your team will continue into the future.

Leadership Skills

Leaders should always concern themselves with building the necessary competencies to be successful. There are numerous valuable skills involved in leadership, let's explore six of them.

1. Emotional intelligence is, as we know, to be in tune with your emotions and the emotions of others. A leader must be able to accurately read emotional situations and communicate with other people in a way that incorporates emotions. Building emotional intelligence involves practice. First, you can practice appropriately expressing and regulating your own emotions. You can also practice evaluating others' nonverbal communication. It's also important to expose yourself to different people and social environments so that you can practice engaging others and developing your perception. Put your listening skills to use and hone your communication abilities. Look at situations from the perspective of others.
2. Conflict management skills are absolutely essential for a leader. When others are in disagreement, a leader can be called upon to mediate. An effective leader is able to successfully resolve these conflicts. It's also essential that you're able to resolve (or, better yet, avoid) your own conflicts. It's important to be able to generate solutions that are either a compromise or a win-win cooperation.
3. Decision making is a skill that is essential for a leader. It entails making good choices and also leading the process of making good choices. A successful leader knows when it's an appropriate time to make a decision. Additionally, he or she knows when to consult others or hand the responsibility to someone else. The best way to practice effective decision making is to learn from your mistakes. It's helpful to keep a mental inventory of what was involved in decisions you've made in the past, and whether or not the outcome was a success.
4. A successful leader has fortitude. It's necessary to have courage when you're taking risks, even when they're based on reliable information. Having fortitude means that you're not afraid to stand

up for what's right. Developing fortitude involves supporting your team and standing by your principles.

5. Good judgment is necessary for successful leadership. When you're able to open your mind to others' perspectives and consider different points of view, you make prudent decisions. Practicing good judgment means that you ask questions, consider other people's opinions, and understand the scope of your actions.
6. Of course, a successful leader needs to be competent in his or her area of expertise. While this was once the most important trait of a leader, we now know that the best leader for a team might not be the one with the most technical knowledge. It is important, though, for a leader to build his or her industry expertise and realize that development is a long-term process. Successful leaders take every opportunity to learn as much as they can. This can happen through getting to know team members, studying the competition, and educating yourself.

CHAPTER 11:

Emotional Intelligence in Personal and Social

Personal life

Self-management and Relationship Management

Many men and women experience failed relationship after failed relationship, and they don't know why. A lot of times, this is a problem with communication, which is itself an important aspect of emotional intelligence and one that will be addressed shortly. But sometimes these problems that many people have with interaction are due to an inability to regulate our emotions and our behavior. We have seen how self-awareness alone is not enough as it can lead us to act in anger, frustration, or jealousy. One important way that EI can be used to improve our lives is by regulating our thoughts (managing our emotions better) and behaviors.

Doing this does require that we be conscious of our thoughts and understand how our behaviors are related. But as we have seen repeatedly, good EI skills means that the emotions of others are just as important as our own. Indeed, an entire book can be written on how people in the present focus a lot on self-awareness and how this can lead to behaving narcissistically, but this is a story for another time. What you need to do (or what you should do) is to learn how to manage your emotion-behavior connection. If you are more conscious of how your emotions and behaviors are linked, and you learn to care more about the emotions of others, you will see the dramatic way in which your relationships are changed.

Using Emotional Intelligence as a Guide in Decision Making

If you are using emotional intelligence correctly (and are truly motivated to infuse your life with EI), then EI skills should eventually start to impact all areas of your life. This means that EI not only helps you improve things about yourself that need improving, like having empathy or learning to regulate your emotions, but EI also should start to impact your behavior in various important ways. One of the more important of those ways is the realm of decision making.

As human beings, the actions we take are closely linked to our emotional state, even if we are not always conscious of this.

We do not always recognize that we decide to take this action or that, often thinking that certain courses of action are natural are inevitable. As you get stronger in your EI skills, you will come to recognize that emotional awareness and empathy can guide our decision making in powerful ways. And they do this to help us form better interactions with others. By allowing our EI to take on this role, we have made an important first step in improving our life.

Using Emotional Intelligence to Improve Your Communication

Like it or not, communication is an essential part of being human, whether you are talking about verbal communication or non-verbal communication. Humans are social creatures, which means that communication is not only important for us to convey information to one another, but it is also important as a way that we as humans bond with one another. Although people do communicate without awareness or sensitivity to the feelings of others, doing this usually leaves one party feeling like communication was not beneficial.

By learning to use our EI skills in communication, we improve our lives as well as the lives that those we interact with. What this means practically is being aware of the emotional state of others, feeling compassion for others, having empathy for them, and using our emotional awareness as a guide for our behavior with the other person. Therefore, when you communicate, you should not only be conscious of what communication is doing for you but what it may potentially do for the other person. This is an opportunity to show that you care, to engage in an exchange where both parties care about the other person, or to have empathy even if it is not obvious to the other person (though it often is).

Using Emotional Intelligence to Have Better Relationships with People

By following the communication steps that we just mentioned, you are well on your way to having better relationships with people. The idea, as we stated before, is that your interactions should be just as much about the other person as they are about you. This is not only a way of showing the other person that you care, but it also establishes an unspoken connection between the two of you as it allows emotional awareness to wiggle its way into the interaction. Therefore, all the ways that you behave with emotional awareness allow you to have better relationships with other people, which will certainly set you on

the course of life change.

Emotional Intelligence as an Important Tool for Connections in Healthcare

It may be difficult for some to immediately see the connection between EI skills and healthcare, but the industry is filled with patients who feel that their healthcare providers are insensitive to their needs or their feelings. Indeed, it is believed that many adverse healthcare outcomes can be attributed to providers who misdiagnose a patient or who do not obtain an appropriate history, and this may in part be due to the inability for providers to form effective connections with their patients.

Something as simple as expressing sympathy for a patient who is going through a trial may be enough to change the outcome for that person. This is true not only of doctors but of nurses. All in the industry can benefit from putting some effort into emotional intelligence. This will improve provider interactions with patients, which not only will improve outcomes for the patient but will provide great benefit to the provider.

Building Resilience with Emotional Intelligence

We spoke earlier about life being characterized by adversity. By practicing emotional intelligence skills and being sure to use them in all of our interactions, we can drastically impact the lives of others who may be experiencing hard times. But we ourselves may have our own hard times and may need to find a way to use EI for our own benefit. Emotional intelligence can help us to build resilience. EI can do this by combining self-awareness with self-regulation. By being conscious of our negative thoughts and how they impact our behaviors and interactions, we can then begin to regulate these thoughts. This is an essential part of being resilient. Practice this skill by adapting your negative thoughts into positive ones in order to improve your interactions with others, improve your ability to withstand the trials in your path, and improve your life.

Professional life

Compassionate Ear

Not every day is a good day – some days are bad, sometimes even worse. Employees get upset, argue, have bad moods, get irritated – it's just one of

those bad days! Dealing with such a situation says a lot about your emotional intelligence. How do you handle such employees? Do you pretend that it isn't happening? Do you criticize them? Do you snap at them, asking them to get over it?

Remember, one who is upset looks for a compassionate ear. Understanding and compassion is a major point when it comes to emotional intelligence. Being sentient to other's emotions and responding to them with empathy is important. It shows that every person does experience strong emotions and the feelings of each person matter.

But if some employees make it a practice to display negative emotions and almost follow it as a regular behavioral pattern, they will need to dedicated attention. It might mean that they have some deep-rooted issues, or they might require some form of counseling, or they might be attention-seekers.

More Listening, Less Talking

Have you been in a meeting where everyone does the talking? It may seem like they are all talking over each other, trying their best to get the last or loudest word. Ego and lack of respect for others seem to be the major issue here. It is essential for people to listen to each other before they respond – especially in meetings or conference calls. When people listen only to talk back, they are demonstrating a lack of emotional intelligence.

What is a good sign of emotional intelligence in such scenarios? People should listen and allow others to voice their opinion. This demonstrates mutual respect between the parties. This helps them to arrive at a constructive conclusion in conference calls or meetings.

Confidence to speak out openly

When people can express their thoughts openly, the air is filled with EQ. Exchanging their viewpoints, speaking out their minds and openly expressing their emotions will mean emotional intelligence is demonstrated effectively. On the contrary, a workplace filled with employees who have bottled up emotions, opinions and thoughts are housing live ticking time bombs that can explode at any time.

People with high emotional intelligence don't get upset when opinions of others do not match with their own as long as the exchange of views is done with respect. They celebrate diversity, as they are open to new people and

new ideas. They hold the opinion that people should be comfortable in expressing their thoughts more freely as they aren't machines.

Change is important

Change is unavoidable in the workplace. Change initiatives are common in most workplaces and the way the leadership team manages it says a lot about their management capabilities. When the employees accept change with an open mind, most change initiatives work. This tells a lot about the relationship between the employees and its top executive team.

If change is constantly resisted in an organization, it means there is a severe lack of understanding of the company's intention among the employees and vice-versa. Bringing emotional intelligence into the following areas will result in the successful introduction of new initiatives. Planning, Introduction of the change initiative, Response expected on the change

Flexibility

You will hear this word flexibility used more than often in the corporate field – it has become THE buzzword. The mandatory question for every candidate to answer in his or her selection process will be – Are you flexible? But how many organizations provide flexibility to their employees? Building flexibility in a way people can work happily and effectively is crucial as it is the only differentiating factor for them to retain their best talent from drifting out the door. Flexibility is important for today's generation, as the millennials have placed a high value on lifestyle.

Leaders with high emotional intelligence are quick enough to grab this concept and provide flexibility to their team members instead of being strict in imposing restrictions on how they are expected to work. These leaders can tune in with the changing demands and are ready to work with them in their style. They provide flexible work hours as long as they receive the intended and desired outcome from their team. They aren't too stringent when it comes to working hours, policies, working models, etc.

Social Life

Your level of emotional intelligence will have a huge impact on your social skills. Developing your social skills will gradually help you create meaningful relationships with other people. That's not all, you will also

garner a fulfilling feeling knowing very well that people love to be around you. As such, improving how you socialize not only helps those around you, but you also stand to benefit.

Improve on Verbal Communication

People will gain varying perceptions about you just from the way in which you express yourself verbally. For instance, folks will jump to the conclusion that you are shy simply because of your low voice tone. Conversely, others will quickly see the confidence in you from the high-pitched tone you have. Therefore, for you to improve on your social skills, you have to work on your verbal communication.

Additionally, you should also know how to initiate conversations. You cannot ambush people with topics they are not interested in. Learn how to initiate talks in a smart way and you will attract more people in your social circle. There are certain topics you should never talk about if at all if the person you are talking to isn't already close to you. For example, a topic on religion or politics could easily anger your listener.

Tweak Your Non-Verbal Communication

Besides learning how to verbally express yourself, you should also know how your body language can communicate to other people. To guarantee that you initiate conversations in the right way, always strive to use the right non-verbal cues.

Improving your nonverbal communication skills will also depend on how well you learn from other people. Learning from other people can help you a lot in knowing whether there are certain areas you need to improve to communicate effectively.

If you have not been smiling when talking to new people you meet, you need to improve on this. A smile is a smart way of proving to other people that you are social. Smiling when talking to new people will help them relax and feel comfortable talking to you.

Connect with the Real World

Connecting with the real world will give you an easier way of improving your social skills. For instance, when you go out to the gym, it would be easier to make friends than talking to strangers in the streets. This happens because you already share something in common. The same case applies to

joining groups that have shared interests. Participating in community events, for instance, will increase your likelihood of making new friends. As you can see, it is all about positioning yourself strategically.

Practice Makes Perfect

Developing your social skills will also depend on how frequent you practice. If you are not good with people, you shouldn't lock yourself indoors. Practice makes perfect. Go out to social places and mingle with people who have similar interests. Do it more often than you can imagine and expect better results to come your way. Keep in mind that there are times when people will brush you off. In such cases, you should not allow negative emotions get the best of you. Rather, have it in mind that not everyone can like you. It is natural not to be liked by all the people around you.

CHAPTER 12:

Recognizing and Managing Your Own Emotions

It is crucial for one to understand why it is essential to understand one's feelings and at the same time understanding those emotions of other people. It is also essential for one to identify and understand their own emotions and why they are strong at some point in our life. You will get to learn ways in which you as a person you can manage your own emotions for you to use them and harness them.

Before you start the process of recognizing and managing your feelings, you need to ask yourself the following two questions:

- How do you feel?
- How do you know?

As you are taking time to be aware of your feelings, also take time to be aware of other people's emotions.

How do other people around you feel and how do you get to know?

There are several ways in which you can tell how other people are feeling, this can be possible by you observing what they say and their behavior at that particular time, this is possible when you observe their body language. Most research has it that most of the human communication is non-verbal; this suggests that it comes from facial expression and body language.

The Brain and Emotions

Our emotions are not consciously directed. The limbic system in our body is responsible for controlling and anything that deals with our emotions. This system in our brain has evolved in human history, making it quite primitive. This is an explanation as to why emotional response tends to be often straightforward, but also it is compelling. The responses are mainly based on the need to survive. Your emotions are mainly linked to your memory and the experiences you have had in the past. This explains why your emotional stimulus to a previous experience tends to be strong as compared to when the experience happened. Young ones feel emotions, but they can't necessarily reason out how they are feeling. This explains that our emotions are closely tied to our values: emotional response tells us when one of our key values has

been challenged.

When you get to understand the linkage between your memory and your values, it is when you will be able to manage your emotional response. An emotional response does not necessarily be linked to your current situation, but one can overcome the emotional response with reasoning and be aware and mindful of your reactions.

Learning to How to Manage Your Emotions

A person chooses how they want to feel. You cannot control other people's actions, but you can be able to control how you react to them. Most people get angry, which is an easy thing to do, but you being angry with the right person at the right time and at the right degree and with the right cause is one of the most difficult activity that human being finds it difficult to achieve. This not within every person's power and it is not easy.

Emotional Energy

1. High Positive energy. This kind of energy allows you to be at your best state, but one cannot be in this state forever. As time passes by, you need to reduce positive energy. You need to stay positive, and this will help you recover quickly. When you get yourself dipped into more negative feelings, you will feel the burning out sensation.
2. High Negative Energy. This can be quite an uncomfortable place you want to be as a person. You will always have the feeling that you are always fighting for survival all the time. This energy state will reach a point where you need to reduce the energy since the negative energy can lead to burning out when left to accumulate over some time.

Positive Actions that may help you to Manage Your Emotions

There are some positive actions or exercises that one can take part in that may help them to manage their emotions more positively. You may try the following activities and see whether they will work for you:

- Being kind to other people. By being kind to other people, you

will be able to help yourself but not worrying too much about yourself.

- Physical exercise. Daily exercises will help your body by releasing reward and pleasure chemicals such as the dopamine. This enzyme helps the body to be in a feel better state. When you perform the daily exercise, you will be fitter which will contribute to you being healthier. When a person is healthy, he/she can manage their emotions more positively.
- Talk to other people. Always enjoy being around people who you love. Spend time with them and enjoy their company.
- Always distract yourself. Some emotional response makes one feel very shallow. Distracting yourself will help you get your mind to think about other positive things rather than thinking of the negative event. For example, you can watch a bit of TV or surfing the internet, and this will probably help you forget that what is making you feel a bit down and shallow.
- Being open and always accept what is going on in your life. Appreciating what you are going through in your life will help you avoid excessive criticism.
- Always never give in to negative thinking. When you find yourself being in negative thoughts, try as much as possible not to let the negative thought take control of your actions, Hence the need to find evidence against the negative thoughts so as you can challenge them.
- Always be grateful. Be the kind of person who always appreciates any deed that has been for you no matter how small it may seem. Always remember the deeds.
- Spend some time outside. Having fresh air for yourself, especially around nature is very helpful for you since it calms your emotions.
- Always play to your emotions. This means you should always do things that you enjoy and also things that are good for you.

Application of Reasoning to Emotion

The most important thing is that you should be aware of your emotional responses also understanding what might be causing the emotional response. By doing so, you will be able to change how you are feeling. At this point, you may apply some reasoning to the situation and manage your emotions

appropriately.

In this case, you may find it very essential for you to ask yourself some of the questions that are listed below:

1. Is there any other person that you could ask about this situation who may help you out?
2. Is the action that you are doing fit your values?
3. If what you are doing is not okay. What else could you do that might fit you better?
4. What are the effects of your action to you and the other people?
5. What do you think you should do about the current situation?
6. How do you feel in person about the current situation?

You will find out that these questions will apply reason to an emotional response before you react to any situation.

Decision Making with Your Emotions

A person draws reason and emotion or a combination of reason and emotion when making decisions.

Emotional decision

Emotions play a bigger role in most second that we make; this is so that we may be aware of. Most people may argue that decision making is solely based on logic. Best decisions are mostly made using both emotion and logic. When you only use one, your decision may either not be balanced or may not have satisfied your emotional needs. It is therefore important to combine more rational considerations with your emotional response.

Combining rational consideration with an emotional response can be achieved by doing the following key steps:

- Always think how you will feel as a consequence of each of your actions to a certain situation.
- Always pause or stop before deciding; this allows you to think first before you react to any situation.
- When you feel there is no hurry in making a decision, always take some time out before making the decision.
- Weigh your decisions against your values, check whether your

decision fits perfectly to your values. If not, why not?

- You should always consider the consequence of your action and how your consequence will affect other people. Are you happy with the effects of your actions?
- Try and think about how someone who you respect would think about your decision. Would you be proud of your decision and it's an effect on you and other people around you?
- Lastly, you should think of the reputation if everyone would take similar action, if it will be a disaster, then there is no need for you to perform the action.

It is essential for you to be aware of your emotion and those of other people. People who have a high emotional intelligence level will always tend to think about others first before they react to any situation, they achieve this by their understanding and being aware of other people's emotion. You will learn that people will always forget what you said, they will always forget what you did to them, but they will never forget how you made them feel at a particular point in time.

EQ Quotes

When you give in to your emotions, you will lose yourself. Hence emotion can be one of your enemies with you knowing. A person must be in touch with their own emotions. This is because the body will follow where the mind goes. When you are yourself with Emotional intelligence quotes, you can fight against negative emotions that will tend to derail your process of success hence the need to arm yourself with emotional intelligence quotes. Quotes inspire a sense of courage to a person who feels like giving up on a situation.

Emotional Intelligence is a Difference That Makes a Difference

Having a low level or no EQ state is what challenges most people in their capacity to managing and regulating themselves, understanding and managing other people and even control some situations. You will realize people with a higher score of emotional intelligence tend to rise above any situation at their disposal. Such kinds of people do not allow other people to push their buttons; they also interact with other people more appropriately.

EQ is very vital for you to improve your effectiveness. It is the building block for one to deal with stress, deal with impulses and key in reacting versus

responding in a negative kind of behavior.

To make it easier for you to go through the Emotional Intelligence quotes I have arranged them for you in terms of categories or mainframe for you. For example, quotes to do with Self-management, self-awareness, what is Emotional Intelligence? Why emotional intelligence?

What is Emotional Intelligence?

1. It is important for you to get the correct perspective that emotional intelligence is not the contrast of intelligence, emotional intelligence is the triumph of the head over the heart, it is a unique intersection between the head and the heart.
2. Is the capacity to process emotional response, where it involves assimilation, perception, management, and understanding of a person's emotions?
3. An emotionally intelligent person is always skilled in four ways that are, identification of emotions, use of emotions, understanding emotions and regulation of emotions.
4. EQ is the capacity of a person to sense, understand and effectively use the strength and understanding of his/her feelings as a source of personal influence, connection, information, and energy.

Self-Awareness

1. Always cherish your emotions and never underrate them.
2. For new information about the heart, ask the face.
3. Experiencing one's inner being in a conscious way: having self-knowledge is vital in learning.
4. Emotional responses are not supposed to be logical. Harmful is the person who has rationalized his/her emotions.

Self-management

1. A joyful heart does good like a medicine.
2. Education is the capacity of a person to listen attentively to almost everything without them losing their temper or losing their self-confidence
3. Instead of you resisting an emotion, the best thing you can do is to

dispel the emotion fully by allowing entering, embracing it and seeing it through your resistance.

4. Never be fast to react to criticism emotionally. Always analyze yourself so as you can determine whether it is justified for you to react. If it is justified to react, correct yourself. If not, continue with your business.

Social Awareness

1. If you listen to another person with empathy, you give them psychological air.
2. Eyes have one language everywhere.
3. Adults always remain social animals: this is because they persist in requiring a source of stabilization outside their self. That gap means that in some specific critical ways, people cannot be stable on their being. Hence stability means finding a person who regulates you well and keeping them close to you always.

Why Emotional intelligence?

1. All learning processes have an emotional base.
2. Emotion is a critical source of information while learning.
3. Emotion is the glue that holds together the cells of an organism.
4. Emotions have thought people to reason.

Quotes that Ignite Your Smart Leadership Skills

1. "Before you are a leader, being successful is all about growing yourself as a person. When you now become a leader, success changes from you as a person but all about growing others." A lesson you should learn is that the task of a leader is to let others shine. Since your team is performing as required, your only work as the leader is to let them as a team to perform in their best way possible. You should allow your team to grow and also the individuals in it to also grow at their level.
2. "Holding on to negative emotional response for example anger is like you are grasping hot charcoal it's the intention of throwing it to someone else: without your knowledge you are the one who

ends up burning." It is logic for you as a person, and whenever you go somewhere, you should deal with yourself first. So, when you are angry at someone else, you will feel the anger first. When you continue to hold on to that anger, you are the person who will constantly suffer from that anger. While probably the other person who wronged you will feel a small portion of it. So, when next time you are angry, you should first and foremost try to forgive yourself, probably because what is causing that anger is you failing to end the perception of that anger at a personal level.

Emotional quotes are very important in our day to day life, when we are required to solve some negative emotional response situations. Emotional quotes help to boost our self-control, self-awareness, social skills, empathy, and motivation. All these mold us to become better individuals and leaders in the future.

CONCLUSION

Well done!

Reading through a book on emotional intelligence is often very exciting. The process is akin to looking in a mirror and watching yourself transform from the person you once were to the person you've always wanted to become.

Most people start reading with the assumption that they know what to expect, but while reading, they realize that there is still so much to unravel.

When dealing with people (even with yourself), you will realize something very striking: they never remain the same! This situation with people likened to a newly wedded lady who gets pregnant for the first time is hugely excited.

Then she gets into her first trimester, experiences severe bouts of morning sickness, and all that excitement dies down quickly. At this stage, she wants to be alright. When she gives birth to the baby, the excitement is back again! While raising the child, she will have a mix of emotional experiences, and that is precisely how a leader should think about people.

Never assume that you know the emotional state of everyone around you, people evolve, and so should you. This book has taught you the power of emotional intelligence, but the biggest takeaway is emotional awareness!

Some people do not take emotional intelligence seriously. They often say they learned all about it but didn't get any positive results. The truth is that they read a book or listened to a podcast, and that was it!

They assumed that reading or learning about the subject was enough. If you are dealing with something abstract, then reading will be enough, but we are working with people with feelings. For you to remain emotionally intelligent daily, you must be emotionally aware.

Don't handle tasks based on the details alone or the parameters of the business, family, or organization. Always look beyond the circumstances and seek emotional clarity from those around you.

More importantly, do not forget to be emotionally aware of how you feel. Sometimes we try to play tough by ignoring our emotional state because we focus on the idea of success.

Listen, you have to confront your emotional realities if you are to influence

and inspire others. Emotions do not disappear, they may not be palpable at all times, but they are within the recesses of your mind. So don't ignore your feelings and those of others.

Don't wait until it becomes so bad before addressing it, which is why you must be emotionally aware! Learning is good but being practical with what you've learned is the best approach to retaining knowledge long term.

With everything you've learned, you can be the kind of leader you want to become and surpass your expectations. Constantly renew the lessons by being aware of how to set emotional intelligence in motion.

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