Emotional Intelligence
THE NEW SCIENCE OF SUCCESS

Presented by:
Karl Mulle

Webinar Objectives

• Understand how our brain takes in and processes information emotionally and intentionally
• Learn how emotions and thoughts influence behaviors
• Define the four-domain model of emotional intelligence (EI)
• Explore the different emotional competencies that align with each domain
• Practice agile thinking, increasing self-awareness and intentional thinking
• Develop cognitive and behavioral strategies to manage emotions intelligently
• Explore empathy, the foundation of relationship effectiveness
• Manage defensiveness and develop collaborative intention

The Anatomy of an Emotion

Once upon a time, I was walking in the forest... and I came upon a Big, Bad...
The Anatomy of an Emotion

An emotion is a signal to take _______ Action_______

That’s why it is called an E-MOTION

When Emotions Get the Best of Us

Think of a real-life example in which your emotions took control of your behaviors and caused you to do something that you later regretted. Turn to the person next to you and answer the following:

1. What was the situation?
2. What were you feeling?
3. What did you do?
4. What were the consequences?
So, what this really means is…

We are sabre-toothed tigers with smartphones.

“The rules of work are changing. We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

—Daniel Goleman

*Working With Emotional Intelligence*

Emotional Intelligence Defined

Emotional intelligence is…

Using your emotions *intelligently* to gain the performance you wish to see within yourself, and *to achieve interpersonal effectiveness with others.*

—Jeff Feldman and Karl Mulle

*Put Emotional Intelligence to Work*
Emotional Intelligence Defined

Emotional intelligence at work is the capacity for:

- **Self-Awareness**—recognizing your feelings and behaviors
- **Self-Management**—managing your feelings and behaviors, and staying motivated in spite of setbacks and obstacles
- **Social Awareness**—understanding what others feel
- **Relationship Management**—building rapport and collaborating with others

The Four-Domain Model

<table>
<thead>
<tr>
<th>Recognition</th>
<th>Personal Competence</th>
<th>Social Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td></td>
<td>Social Awareness</td>
</tr>
<tr>
<td>Self-Management</td>
<td></td>
<td>Relationship Management</td>
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</table>

The 18 Competencies

**Self-Awareness**
- **Emotional Self-Awareness**: Reading one’s own emotions and recognizing their impact
- **Accurate Self-Assessment**: Knowing one’s strengths and limits
- **Self-Confidence**: A sound sense of one’s self-worth and capabilities
Two Brain Systems That Control Your Attention

<table>
<thead>
<tr>
<th>System 1 (Automatic System)</th>
<th>System 2 (Reflective System)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effortless, subconscious, skilled, associative, fast, impulsive, intuitive, instinctual, visceral</td>
<td>Factors abstraction, proactive, intentional, aware, conscious, effortful, deductive, cognitive, intellectual</td>
</tr>
<tr>
<td>Mental models, shortcuts, heuristics, framing biases, learned messages, and stereotypes</td>
<td>Weighs multiple options, chooses rationally, challenges assumptions and rules</td>
</tr>
</tbody>
</table>

Source: Daniel Kahneman, *Thinking Fast and Slow*

Discussion Activity

<table>
<thead>
<tr>
<th>When does this system serve you well?</th>
<th>System 1 Automatic System</th>
<th>System 2 Reflective System</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>When do you need to switch to the other system?</th>
<th>System 1 Automatic System</th>
<th>System 2 Reflective System</th>
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The 18 Competencies

Self-Management

- **Emotional Self-Control**: Keeping disruptive emotions and impulses under control
- **Transparency**: Displaying honesty and integrity; trustworthiness
- **Adaptability**: Flexibility in adapting to changing situations or overcoming obstacles
- **Achievement or Self-Motivation**: Drive to improve performance to meet inner standards of excellence
- **Initiative**: Readiness to act and seize opportunities
- **Optimism**: Seeing the upside in events
Agile Thinking

Self-Awareness
understanding how my thoughts and emotions impact my behaviors and outcomes

Self-Management
consciously adapting my thoughts in a way that is appropriate to the situation and my goals

Emotions, Thoughts, and Behaviors
A Holistic Model

Emotions, Thoughts, and Behaviors
Three Behavioral Principles

• Principle 1: Emotions and behaviors do not like to operate in ways that are incongruent with one another.
• Principle 2: Behaviors can lead emotions just as emotions can lead behaviors.
• Principle 3: It is often easier to control behaviors than emotions.
Behavioral Strategies Discussion

Emotions, Thoughts, and Behaviors

The ABCs of Life

Activating event
Belief or self-talk
Consequential emotional response
Dispute your thinking

EQuip Yourself for Success

1. Manage Your Expectations

Expectations

Reality
EQuip Yourself for Success

Managing Expectations Discussion

• What do you expect of yourself?
• What do you expect of me?
• What do I expect of myself?
• What do I expect of you?

2. Choose Your Battles

3. Practice Asking System 2 Questions

<table>
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<tr>
<th>System 1 Questions</th>
<th>System 2 Questions</th>
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<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Why are you so</td>
<td>What can I do</td>
</tr>
<tr>
<td>difficult?</td>
<td>to support you?</td>
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Source: Marilee Adams, *Change Your Questions, Change Your Life*
Practice System 2 Questions

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<tr>
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<td>What’s wrong?</td>
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<td>Who’s to blame?</td>
<td>What works?</td>
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<tr>
<td>How can I prove I’m right?</td>
<td>What I am responsible for?</td>
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<tr>
<td>What’s wrong with you?</td>
<td>What are the facts?</td>
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<tr>
<td>Why are you so difficult?</td>
<td>What do you want? What can we learn?</td>
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<tr>
<td>How can I protect my life?</td>
<td>How can I help you?</td>
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<td>How can I be in control?</td>
<td>What’s the big picture?</td>
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<td>How could I lose?</td>
<td>What’s useful about this?</td>
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<td>Why are you so incompetent?</td>
<td>How can I help you be successful?</td>
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<td>Why are you so clueless?</td>
<td>What do you feel, need, want?</td>
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<tr>
<td>Why bother?</td>
<td>What’s possible?</td>
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<td>Why… you…?</td>
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Switching Questions

- What do I want?
- What are my choices?
- What assumptions am I thinking?
- What am I responsible for?
- How else can I think about this?
- What is the other person thinking, feeling, needing, and wanting?
- What am I missing or avoiding?
- What can I learn?
- What questions should I ask myself or others?
- What action steps make the most sense?
- How can I turn this into a win-win?
- What is possible?
4. Reframe

Impatient  
Perfectionist  
Stubborn  
Worries too much  
Indecisive  
Manipulative  
Resistant to change  
Slow-paced  
Unrealistic  
Critical  
Unsociable  
Talks too much  
Overly Sensitive  
Attacks First

The 18 Competencies

Social Awareness

• **Empathy**: Sensing others' emotions, understanding their perspectives, and taking active interest in their concerns
• **Organizational Awareness**: Reading the currents, decision networks, and politics at the organizational level
• **Service**: Recognizing and meeting follower, client, or customer needs

The Competency of Empathy

Your Understanding  
Your view of the situation, your perspective, your intention, your needs and feelings, your behaviors

Their Understanding  
Their view of the situation, their perspectives, their intentions, their needs and feelings, their behaviors

Understanding Gap

On whose side of the gap do you start to build the bridge?
Effective Listening

Listening is…

Ensuring that what left your mind is what arrived in my heart and mind without distortion.

—John Powell [paraphrased]

Collaborative Intention

- I seek to understand first, then to be understood
- I seek deeper levels of understanding
- I am not easily threatened psychologically
- I want to build mutual success
- I seek solutions rather than blame
- I am firm but not rigid about my interests
- I am interested in other points of view
- I welcome and listen to feedback
- I talk calmly and directly about difficult issues
- I try to make team members look good
- I communicate a caring attitude
- I seek excellence rather than victory
- I use influence rather than force
- I look for creative win-win solutions
- I balance harmony with diversity
- I have a high level of trust
- I am cooperative and inclusive
- I seek to respond nondefensively

The 18 Competencies

Relationship Management

- **Inspirational Leadership:** Guiding and motivating with a compelling vision
- **Influence:** Wielding a range of tactics for persuasion
- **Developing Others:** Bolstering others’ abilities through feedback and guidance
- **Change Catalyst:** Initiating, managing, and leading in a new direction
- **Conflict Management:** Resolving disagreements
- **Teamwork and Collaboration:** Cooperation and team building

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