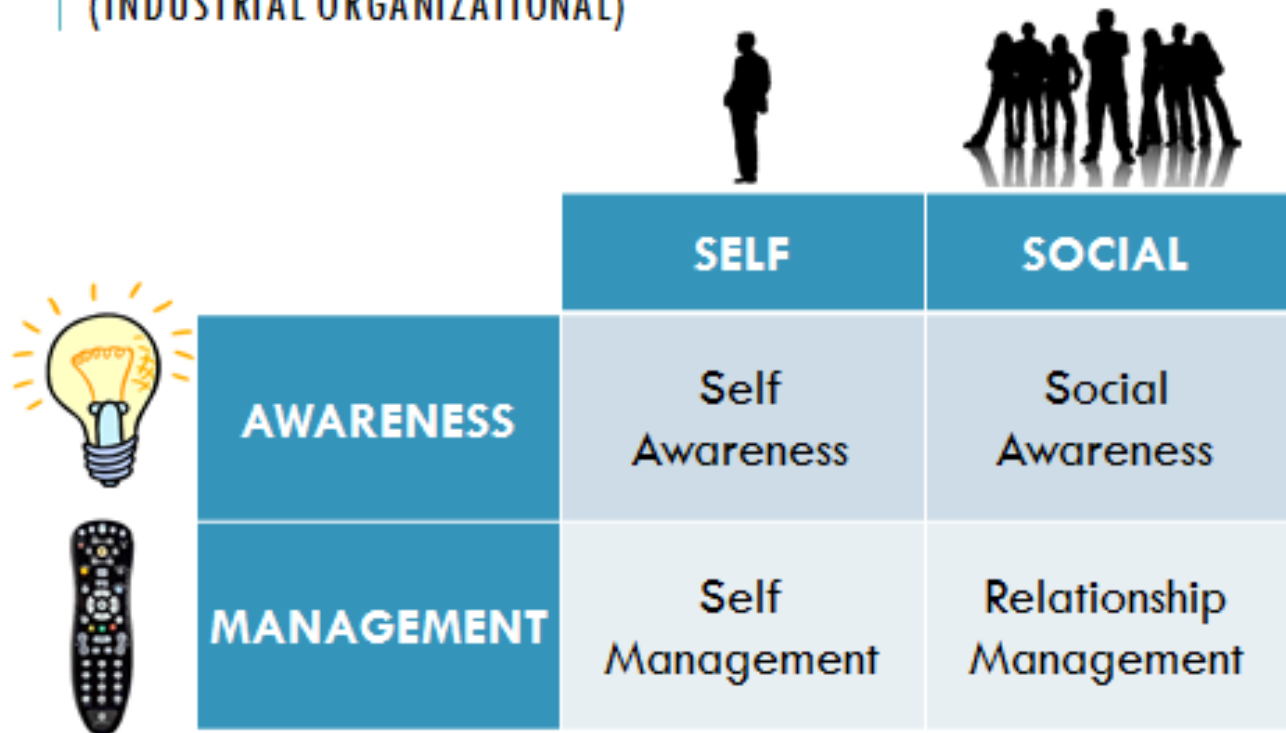


Emotional Intelligence Workshop

November 2014

WHAT IS EMOTIONAL INTELLIGENCE? (INDUSTRIAL ORGANIZATIONAL)



Self Awareness: The ability to know your own internal resources, to be aware of your own emotional states, to know your strengths and limitations

Self Management: The ability to control impulses and manage your internal resources effectively

Social Awareness: The ability to read social cues in others

Relationship Management: How we induce desirable behaviors in others; relates to conflict management and leadership

Values Awareness Exercise

Read through the following list and identify the 10 most important values in your life. Then, identify the 10 values that are least important to you. If there is anything you feel is missing, feel free to add it to the list.

- | | | |
|---|---|---|
| <input type="checkbox"/> Achievement | <input type="checkbox"/> Friendship | <input type="checkbox"/> Power/Authority |
| <input type="checkbox"/> Adventure | <input type="checkbox"/> Gratitude | <input type="checkbox"/> Pragmatism |
| <input type="checkbox"/> Affection | <input type="checkbox"/> Growth | <input type="checkbox"/> Punctuality |
| <input type="checkbox"/> Altruism/Benevolence | <input type="checkbox"/> Honesty | <input type="checkbox"/> Recognition |
| <input type="checkbox"/> Arts/Creativity | <input type="checkbox"/> Independence | <input type="checkbox"/> Religion |
| <input type="checkbox"/> Belonging | <input type="checkbox"/> Inner peace | <input type="checkbox"/> Respect |
| <input type="checkbox"/> Challenge | <input type="checkbox"/> Intelligence | <input type="checkbox"/> Sacrifice |
| <input type="checkbox"/> Change and variety | <input type="checkbox"/> Intimacy | <input type="checkbox"/> Security |
| <input type="checkbox"/> Community | <input type="checkbox"/> Justice/Fairness | <input type="checkbox"/> Self-awareness/Insight |
| <input type="checkbox"/> Compassion | <input type="checkbox"/> Leadership | <input type="checkbox"/> Self-reliance |
| <input type="checkbox"/> Competence | <input type="checkbox"/> Loyalty | <input type="checkbox"/> Sincerity/Genuineness |
| <input type="checkbox"/> Competition | <input type="checkbox"/> Nature | <input type="checkbox"/> Solitude |
| <input type="checkbox"/> Control | <input type="checkbox"/> Obedience | <input type="checkbox"/> Spontaneity |
| <input type="checkbox"/> Cooperation | <input type="checkbox"/> Order/Stability | <input type="checkbox"/> Status |
| <input type="checkbox"/> Courage | <input type="checkbox"/> Organization | <input type="checkbox"/> Strength |
| <input type="checkbox"/> Democracy | <input type="checkbox"/> Perfection | <input type="checkbox"/> Teamwork |
| <input type="checkbox"/> Discipline | <input type="checkbox"/> Perseverance | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Excellence/Mastery | <input type="checkbox"/> Physical challenge | <input type="checkbox"/> Truth |
| <input type="checkbox"/> Fame | <input type="checkbox"/> Playfulness | <input type="checkbox"/> Warmth |
| <input type="checkbox"/> Family | <input type="checkbox"/> Pleasure | <input type="checkbox"/> Wealth |
| <input type="checkbox"/> Freedom | | |

What was the process of selecting or eliminating these values like for you? Was it easy? Difficult? Stressful? Relaxing? Something else? What do you suppose made it that way for you?

If you had to narrow the list to the 5 most important values in your life, which 5 would you select?

- 1.
- 2.
- 3.
- 4.
- 5.

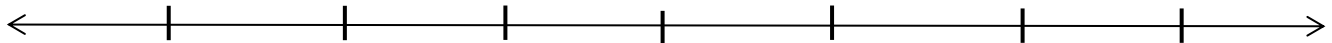
In what ways do you feel your life is lived in accordance with your values? How do you feel about this?

In what way, if any, do you feel your life or decisions are discordant with your values? How do you feel about this?

How important is it to you that you surround yourself with others that share your values?

Not At All Important

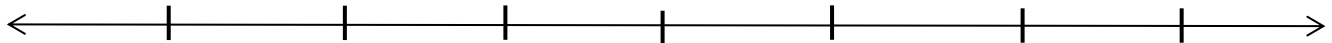
Very Important



How important is it to you that you surround yourself with others that do *not* share your values?

Not At All Important

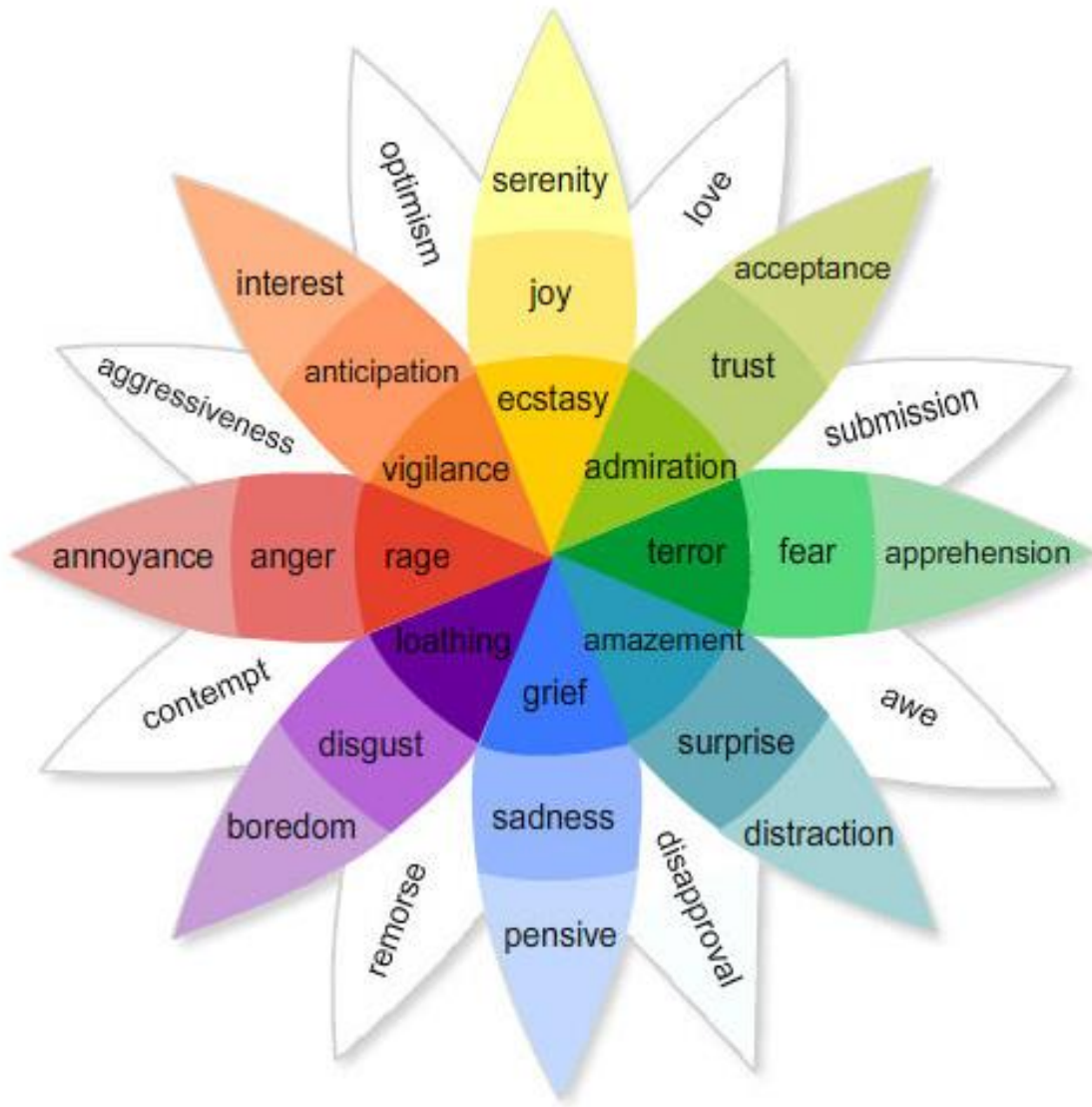
Very Important



What thoughts or feelings do you have about people who have different values (i.e., regarding legitimacy, traits that may be associated with them, etc...)?

How might you manage relationships with individuals who do not share your values? What conflict do you imagine could arise, and how do you think you could effectively manage that conflict?

Identifying and Labeling Emotions



What triggers the following emotions for you in your workplace?

MAD	SAD	GLAD	SCARED

The more aware you are of your triggers, the less control they have over you.

Strengthening Your Emotional Vocabulary

- Afraid:** abandoned, agitated, alarmed, anxious, apprehensive, bothered, cautious, concerned, desperate, distraught, disturbed, edgy, fearful, frightened, hesitant, horrified, hysterical, jumpy, nervous, panicked, perturbed, petrified, scared, shocked, threatened, terrified, timid, uneasy, unnerved, worried
- Angry:** apathetic, bitter, contemptuous, cross, cruel, defiant, disobedient, enraged, fed up, fuming, furious, hateful, heated, hostile, incensed, indignant, infuriated, irate, jealous, livid, mad, mean, outraged, raging, rancorous, raving, resentful, seething, spiteful, stubborn, ticked off, unforgiving, vengeful
- Confident:** affirmative, amazed, ambitious, bright, brave, buoyant, calm, certain, cheerful, converted, convinced, courageous, definite, determined, empowered, encouraged, enthusiastic, exhilarated, helpful, hopeful, independent, loyal, optimistic, persuaded, positive, proud, respectful, sanguine, secure, sure, strong, triumphant, trusting, upbeat
- Doubtful:** arbitrary, bewildered, bored, capricious, cautious, changeable, confused, cynical, despairing, disbelieving, distant, distrustful, dithering, dubious, hesitant, erratic, evasive, fickle, impulsive, inconsistent, indecisive, indifferent, insecure, irresolute, powerless, preoccupied, puzzled, shy, skeptical, suspicious, timid, torn, uncertain, unconvinced, undetermined, uninformed, unpredictable, unreliable, unsure, vacillating, variable, volatile, wavering, weak
- Happy:** blissful, calm, carefree, cheerful, comfortable, complacent, contented, delighted, ecstatic, elated, enthusiastic, exalted, excited, exultant, fantastic, festive, glad, grateful, inspired, joyful, joyous, jubilant, lighthearted, optimistic, peaceful, playful, pleased, pleasant, relaxed, relieved, satisfied, serene, tranquil, thrilled
- Hurt:** abandoned, broken, crushed, damaged, disappointed, disillusioned, disregarded, harmed, heartbroken, helpless, impaired, injured, marred, messed up, misunderstood, offended, rejected, shocked, spoiled, tarnished, unnoticed, unwanted, wounded
- Interested:** absorbed, amazed, ambitious, attracted, awed, captivated, concerned, curious, eager, earnest, enchanted, engaged, engrossed, enraptured, enthralled, enthusiastic, excited, fascinated, gripped, held, immersed, involved, inquisitive, intent, intrigued, mesmerized, obsessed, pitying, preoccupied, rapt, spellbound, sympathetic, wrapped up
- Irritated:** aggravated, annoyed, bothered, cross, displeased, distressed, exasperated, frustrated, grumpy, impatient, offended, overwrought, peeved, provoked, strained, tense, troubled, uncomfortable, upset
- Loving:** accepting, admiring, adoring, affectionate, amorous, awed, caring, close, compassionate, considerate, delicate, devoted, doting, fond, friendly, humble, kind, open, passionate, pitying, sharing, tender, understanding, warm
- Sad:** bleak, cheerless, defeated, depressed, despairing, disappointed, discouraged, disheartened, dismal, dour, dreary, dull, gloomy, grieving, grim, heartbroken, helpless, hopeless, lonely, low, melancholic, miserable, moody, murky, ominous, pessimistic, poignant, regretful, remorseful, somber, sorrowful, sulky, uninviting
- Shamed:** affronted, ashamed, besmirched, corrupted, disgraced, debased, degraded, defiled, desecrated, despoiled, dirtied, dishonored, embarrassed, fouled, helpless, humiliated, mortified, offended, regretful, remorseful, ruined, shown up, soiled, spoiled, stupid, sullied, tainted, tarnished, ugly, violated

SELF MANAGEMENT

What are the ways in which you manage your emotions?

- When you become angry, do you withdrawn? Become aggressive? Assert yourself?
- When you feel overwhelmed, do you exercise? Or have a drink?

Make a 10 list of things you do when you get activated emotionally and how you take care of yourself emotionally.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

REFLECTION EXERCISE

1. How well do you manage your emotions at work? Which emotions that you express help you to be more effective in your role? Which emotions do the greatest damage to your effectiveness and your relationships?
2. Are you willing to ask people for feedback to uncover blind spots (i.e., behaviors that unintentionally have a negative effect on your relationships at work)? If not, what are you afraid you might learn about yourself?

Partially derived from: Wall, Bob. Coaching for Emotional Intelligence: The Secret to Developing the Star Potential in Your Employees (2007)

The Johari Window

Often, others know us better than we know ourselves. Consequently, it may be important to elicit feedback about yourself from others in order to enhance self-knowledge. The Johari Window is a communication model that helps guide feedback and development planning.

	Known By Self	Unknown By Self
Known By Others	Public Area	Blind Spot
Unknown By Others	Private Area	Unknown Area

The Johari Window is broken up into four quadrants: Public, Private, Blind, and Unknown, referring to the four types of knowledge about a person by the person him/herself and outsider observers.

The general purpose is to expand the public area by disclosing pertinent information about yourself to others and be more open with communication (i.e. not always holding your cards close to the chest), and by seeking feedback from others to learn things about yourself that others perceive but you do not. The net benefit is to uncover information about yourself from the hidden potential area (unknown) as you gain knowledge and experience.

Many believe that disclosure should precede feedback solicitation. It is effectively a matter of trust: in order to receive honest feedback, you must be willing to share information from your private area.

1. **Public.** What are some things that would be in this window for you in your organization?
2. **Private.** What are some examples here (things you know about yourself that others do not)? Under what circumstances would it be appropriate or helpful to share of these attributes/characteristics/experiences with others? Remember that disclosure builds trust.
3. **Blind.** This will require some deep insight and/or inquiry of trusted others: What are some examples of things others know about you that you may not know about yourself?
4. **Unknown.** This is an area of mutual discovery, collaboration and surprise. This window will shrink as you become more self-aware.

Questions to think about:

- Think of someone in your workgroup that you don't know well or with whom you'd like to build a deeper relationship. What is something in your "hidden" window that you're willing to share to build trust with that person?
- What is some feedback about yourself that you'd like to have? From whom do you want it? Make a commitment to have this conversation.

SOCIAL AWARENESS

Reflection

1. On a scale of 1-10, how capable do you feel in your ability to build relationships at work? If you rated yourself anything less than 10, how might you make improvements?

1 2 3 4 5 6 7 8 9 10

2. Make a list of all the people who are important to you in accomplishing your work. Rate each relationship on a scale of 1-10. What do you need to do differently to improve the quality of each relationships?

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

Partially derived from: Wall, Bob. Coaching for Emotional Intelligence: The Secret to Developing the Star Potential in Your Employees (2007)

Quick Tips:

- Challenge yourself to think more about others than you think about yourself.
 - o Look for situations in which you can make an exercise out of this. A big place is in meetings: group or one-on-one. Eliminate distractions. A lot of us having distractions we don't think of as distractions (e.g., taking notes at meetings, thinking about what we're going to say next). At your next meeting, spend all your time (when you aren't speaking) focusing on everybody else. Think about what they're experiencing that's influencing the interaction. If you force yourself to do this enough times, you'll start to do it naturally.
- Increase your interactions with other people.
 - o This will help you build relationships with others and practice your social awareness and relationship management skills.
- Inquire.
 - o People like it when you show an interest in them and ask questions. It may be helpful to have some "back pocket" questions at the ready. Have some good questions that you're prepared to ask to get a conversation going. That will allow people to open up and let you know what they're going through.
 - o Suggested topics: What they think about what's going on in the industry, organization, or customers; what they're working on.

Active Listening

10 Steps To Effective Listening

FORBES, by Dianne Schilling

In today's high-tech, high-speed, high-stress world, communication is more important than ever, yet we seem to devote less and less time to really listening to one another. Genuine listening has become a rare gift—the gift of time. It helps build relationships, solve problems, ensure understanding, resolve conflicts, and improve accuracy. At work, effective listening means fewer errors and less wasted time. At home, it helps develop resourceful, self-reliant kids who can solve their own problems. Listening builds friendships and careers. It saves money and marriages.

Here are 10 tips to help you develop effective listening skills.

Step 1: Face the speaker and maintain eye contact.

Talking to someone while they scan the room, study a computer screen, or gaze out the window is like trying to hit a moving target. How much of the person's divided attention you are actually getting? Fifty percent? Five percent? If the person were your child you might demand, "Look at me when I'm talking to you," but that's not the sort of thing we say to a lover, friend or colleague.

In most Western cultures, eye contact is considered a basic ingredient of effective communication. When we talk, we look each other in the eye. That doesn't mean that you can't carry on a conversation from across the room, or from another room, but if the conversation continues for any length of time, you (or the other person) will get up and move. The desire for better communication pulls you together.

Do your conversational partners the courtesy of turning to face them. Put aside papers, books, the phone and other distractions. Look at them, even if they don't look at you. Shyness, uncertainty, shame, guilt, or other emotions, along with cultural taboos, can inhibit eye contact in some people under some circumstances. Excuse the other guy, but stay focused yourself.

Step 2: Be attentive, but relaxed.

Now that you've made eye contact, relax. You don't have to stare fixedly at the other person. You can look away now and then and carry on like a normal person. The important thing is to be attentive. The dictionary says that to "attend" another person means to:

- be present
- give attention
- apply or direct yourself
- pay attention
- remain ready to serve

Mentally screen out distractions, like background activity and noise. In addition, try not to focus on the speaker's accent or speech mannerisms to the point where they become distractions. Finally, don't be distracted by your own thoughts, feelings, or biases.

Step 3: Keep an open mind.

Listen without judging the other person or mentally criticizing the things she tells you. If what she says alarms you, go ahead and feel alarmed, but don't say to yourself, "Well, that was a stupid move." As soon as you indulge in judgmental bemusements, you've compromised your effectiveness as a listener.

Listen without jumping to conclusions. Remember that the speaker is using language to represent the thoughts and feelings inside her brain. You don't know what those thoughts and feelings are and the only way you'll find out is by listening.

Don't be a sentence-grabber. Occasionally my partner can't slow his mental pace enough to listen effectively, so he tries to speed up mine by interrupting and finishing my sentences. This usually lands him way off base, because he is following his own train of thought and doesn't learn where my thoughts are headed. After a couple of rounds of this, I usually ask, "Do you want to have this conversation by yourself, or do you want to hear what I have to say?" I wouldn't do that with everyone, but it works with him.

Step 4: Listen to the words and try to picture what the speaker is saying.

Allow your mind to create a mental model of the information being communicated. Whether a literal picture, or an arrangement of abstract concepts, your brain will do the necessary work if you stay focused, with senses fully alert. When listening for long stretches, concentrate on, and remember, key words and phrases.

When it's your turn to listen, don't spend the time planning what to say next. You can't rehearse and listen at the same time. Think only about what the other person is saying.

Finally, concentrate on what is being said, even if it bores you. If your thoughts start to wander, immediately force yourself to refocus.

Step 5: Don't interrupt and don't impose your "solutions."

Children used to be taught that it's rude to interrupt. I'm not sure that message is getting across anymore. Certainly the opposite is being modeled on the majority of talk shows and reality programs, where loud, aggressive, in-your-face behavior is condoned, if not encouraged.

Interrupting sends a variety of messages. It says:

- "I'm more important than you are."
- "What I have to say is more interesting, accurate or relevant."
- "I don't really care what you think."
- "I don't have time for your opinion."
- "This isn't a conversation, it's a contest, and I'm going to win."

We all think and speak at different rates. If you are a quick thinker and an agile talker, the burden is on *you* to relax your pace for the slower, more thoughtful communicator—or for the guy who has trouble expressing himself. When listening to someone talk about a problem, refrain from suggesting solutions. Most of us don't want your advice anyway. If we do, we'll ask for it. Most of us prefer to figure out our own solutions. We need you to listen and help us do that. Somewhere way down the line, if you are absolutely bursting with a brilliant solution, at least get the speaker's permission. Ask, "Would you like to hear my ideas?"

Step 6: Wait for the speaker to pause to ask clarifying questions.

When you don't understand something, of course you should ask the speaker to explain it to you. But rather than interrupt, wait until the speaker pauses. Then say something like, "Back up a second. I didn't understand what you just said about..."

Step 7: Ask questions only to ensure understanding.

At lunch, a colleague is excitedly telling you about her trip to Vermont and all the wonderful things she did and saw. In the course of this chronicle, she mentions that she spent some time with a mutual friend. You

jump in with, “Oh, I haven’t heard from Alice in ages. How is she?” and, just like that, discussion shifts to Alice and her divorce, and the poor kids, which leads to a comparison of custody laws, and before you know it an hour is gone and Vermont is a distant memory. This particular conversational affront happens all the time. Our questions lead people in directions that have nothing to do with where *they* thought they were going. Sometimes we work our way back to the original topic, but very often we don’t. When you notice that your question has led the speaker astray, take responsibility for getting the conversation back on track by saying something like, “It was great to hear about Alice, but tell me more about your adventure in Vermont.”

Step 8: Try to feel what the speaker is feeling.

If you feel sad when the person with whom you are talking expresses sadness, joyful when she expresses joy, fearful when she describes her fears—and convey those feelings through your facial expressions and words—then your effectiveness as a listener is assured. Empathy is the heart and soul of good listening. To experience empathy, you have to put yourself in the other person’s place and allow yourself to feel what it is like to *be her* at that moment. This is not an easy thing to do. It takes energy and concentration. But it is a generous and helpful thing to do, and it facilitates communication like nothing else does.

Step 9: Give the speaker regular feedback.

Show that you understand where the speaker is coming from by reflecting the speaker’s feelings. “You must be thrilled!” “What a terrible ordeal for you.” “I can see that you are confused.” If the speaker’s feelings are hidden or unclear, then occasionally paraphrase the content of the message. Or just nod and show your understanding through appropriate facial expressions and an occasional well-timed “hmmm” or “uh huh.”

Source: <http://www.forbes.com/sites/womensmedia/2012/11/09/10-steps-to-effective-listening/>

Active Listening: Activity

Get into groups of three. You will alternate among the roles of speaker, active listener, and observer. The speaker will create a scenario (or use one of the scenarios below) as a basis for his/her discussion. It will be important that the speaker truly embrace his/her role and carry the conversation beyond what is on paper, in order to create a more realistic discussion. The active listener should practice active listening skills. The observer will pay attention to how well the active listener is employing active listening techniques.

SCENARIO #1: You’re talking to your friend about your spouse, whom you are angry at because he/she is consumed with work, is always at the office and has missed several important outings with you and the family. You’re feeling somewhat embarrassed and don’t really wish to “air your laundry” in public, but, at the same time you feel a real need to talk about it.

SCENARIO #2: You’re talking to your supervisor who called you in to ask if you were okay. You have been tired and worn out for the last several weeks. You just don’t feel enthused about anything and each day is not something you look forward to. You feel like you’re just going through the motions on everything you do.

SCENARIO #3: You’re talking to your supervisor who just walked in after you got off the phone with yet another irate caller who really pushed all your buttons. You’re feeling guilty because you snapped back at him a couple of times, but you’re afraid to say anything because you don’t want to get into trouble. At the same time, you want to vent!

SCENARIO #4: You’re talking to your co-worker. You are very excited because you are planning your first vacation in five years. You leave next week. The only thing that you worry about is the cost, because money has been tight recently.

