TOPICS

- Why does Emotional Intelligence (EI) matter?
- What is EI?
  - Industrial-Organizational Perspective
  - Clinical Perspective
- Q&A
WHY DOES EMOTIONAL INTELLIGENCE MATTER?

- 71% of employers report that they value EI over IQ.
- Emotional intelligence is the single biggest predictor of performance in the workplace.
  - People with average IQs outperform those with the highest IQs 70% of the time.
- 90% of top performers are high EI.
- 20% of bottom performers are high EI.
- High EI individuals make an average of $29,000 more per year than low EI individuals.

Why?

(Emotional Intelligence 2.0, Bradberry & Greaves, 2014)
WHY?

- Understanding and appropriately responding to the needs of employees and customers
- Staying calm under pressure
- Empathetic responses to team members
- If you can’t manage yourself, you can’t manage someone else (effectively).
- Leading by example
- Making thoughtful business decisions
- Admitting and learning from mistakes
- Utilizing emotion appropriately
- Taking criticism well
- Effective conflict resolution
“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou
EMOTIONAL INTELLIGENCE

VARIABLE
Motivation

Emotional Intelligence

Cognitive Ability (IQ)

STABLE
WHAT IS EMOTIONAL INTELLIGENCE?
TWO PERSPECTIVES

- **Industrial-Organizational Psychology**
  Study of human behavior in the workplace.

- **Clinical Psychology**
  Focused primarily on assessment, diagnosis, and treatment of psychologically based distress or dysfunction.
WHAT IS EMOTIONAL INTELLIGENCE?
(INDUSTRIAL ORGANIZATIONAL)

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SELF AWARENESS

- Perception
- Identification
- Meaning-making
- Expression
- Reflection

Process

Continued recognition and consideration of:
- Functions of emotion
- Patterns of emotion and behavior
SELF-AWARENESS: DEVELOPMENTAL RECOMMENDATION

Keep an emotion log.

- Date/Time
- Context/Situation
- Emotion
- Intensity (1-10)
- Physical sensations
- Thoughts
- Behavior
- Others’ responses

Collect data for at least a week.

Review information to identify patterns.
SELF AWARENESS: DEVELOPMENTAL RECOMMENDATIONS

- Get feedback.
  - Ask others for feedback on your verbal and nonverbal messages. Are you communicating what you intend to communicate? Are your verbal and nonverbal messages consistent?

- Practice.
  - Consider videotaping yourself delivering a speech or talking with another person. Analyze your presentation.
Self Management

- Use self-awareness to positively direct behavior

Skill attributes:
  - Self-control
  - Trustworthiness
  - Conscientiousness
  - Adaptability
  - Achievement orientation
  - Initiative
SELF MANAGEMENT: DEVELOPMENTAL RECOMMENDATIONS

- Stress regulation
  - Deep breathing
  - Counting
  - Taking a break from the conversation/situation
  - Exercising
  - Journaling

- Time management, organization strategies

- Remaining accountable
  - Tell a friend or colleague about your behavioral goals. Keep them in the loop re: progress.
SOCIAL AWARENESS

- Accurate recognition and interpretation of others’ emotions
- Empathy – Understanding others’ perspectives (not the same as agreement)
  - Relationship-building
  - Diffuse difficult situations
  - Gain level of respect
SOCIAL AWARENESS ACTIVITY:
EMOTIONAL RECOGNITION (PAUL EKMAN)
SOCIAL AWARENESS: DEVELOPMENTAL RECOMMENDATIONS

- **Listen.**
  - Remain present-focused.
  - Practice reflection.

- **Observe.**
  - Notice verbal and non-verbal communication (facial expression, posture, tone of voice, etc...). Are the two consistent?
  - Practice mirroring.

- **Ask.**
  - Get clarification.

- **Self-disclose.**
  - Can build closeness.

- **Be cross-culturally sensitive.**
RELATIONSHIP MANAGEMENT

- Builds upon first three emotional intelligence skills:
  - self-awareness,
  - self-management, and
  - social awareness.

- Successful management of interactions:
  - Clear communication
  - Effective handling of conflict
  - Building relationships
  - Teamwork
  - Diplomacy
  - Persuasion and influencing skills
RELATIONSHIP MANAGEMENT: DEVELOPMENTAL RECOMMENDATION

• Think of your last argument with someone.
• What did he/she do to contribute to the argument?
• What did you do to contribute to the argument?
• How could you do something differently next time?
RELATIONSHIP MANAGEMENT: DEVELOPMENTAL RECOMMENDATIONS

- Assume the best in others.
- Be genuinely interested in others.
- Identify what motivates others.
- Appreciate what makes each person unique.
- Keep confidences, uphold commitments, and be reliable.
- Be generous and do not attach strings.
- Recognize and reward others’ accomplishments.
RELATIONSHIP MANAGEMENT: DEVELOPMENTAL RECOMMENDATIONS

- Be tactful and considerate. Respect others’ emotional boundaries.

- Think through potentially emotional situations in advance. Plan a strategy and talking points, if necessary.

- Observe someone who is skilled in relationship management. Adopt some of his/her strategies to increase your skill in this area.
A CLINICAL PSYCHOLOGICAL PERSPECTIVE ON EMOTIONAL INTELLIGENCE
BACKGROUND

Leslie Greenberg, Ph.D.
Emotion-Focused Therapy (EFT)
WHAT IS EMOTION?

Brain phenomenon – neurochemical, physiological

Separate memory system from that of cognition

Innate, universal
  ▪ Anger, fear, sadness, disgust, surprise, happiness

Automatic, unconscious
  ▪ First evaluation of events (primacy of emotion)
  ▪ Not capable of reasoning
  ▪ Imprecise evaluations
THE INTELLIGENCE OF EMOTIONS

Emotion is a **signal** to oneself.

- Offers messages
  - Fear, in danger
  - Sadness, something important has been lost
  - Joy, a desirable goal has been reached
- Tells people when their needs or goals are being reached or frustrated
THE INTELLIGENCE OF EMOTIONS

Emotions evaluate whether things are going one’s way and organize one for action in response. Emotions respond to changing circumstance by changing the person:

- Fear $\rightarrow$ shrink back
- Anger $\rightarrow$ puff up
- Sadness $\rightarrow$ close down
- Interest $\rightarrow$ open up
Emotions monitor one’s relationships.

- Tell people whether relationships are being enhanced or disrupted or are in need of repair.

Emotions signal to others.

- Visible on one’s face and in one’s voice.
- Emotions rapidly communicate a person’s current state, needs, goals, and inclinations to others.

Enhance learning.
THE INTELLIGENCE OF EMOTIONS

People need to understand what their emotions indicate to them about the way they are conducting their lives.

- e.g. Unpleasant emotions $\rightarrow$ something wrong

Primary and secondary emotions

Physicality of emotions

Emotion regulation
WHAT IS EMOTIONAL INTELLIGENCE?

Integration leads to the greatest adaptive flexibility.
WHAT IS EMOTIONAL INTELLIGENCE?

“Anyone can become angry – this is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – this is not easy.”

- Aristotle

Awareness of emotion and the ability to enable emotion to inform reasoned action is what is necessary for emotional intelligence.
USEFUL STRATEGIES

Synthesize emotion and thought.
- Do not ignore emotions. Do not vent emotions.

Want appropriate balance of emotion and cognition as sources of information.
WORDS OF WISDOM

Know when to change emotions and when to be changed by emotions.

Not all emotions are helpful.

Need to differentiate between adaptive and maladaptive.

- Emotion that informs, opens someone up, promotes deeper exploration, or leads to something new is probably adaptive.

- Emotion that confuses, overwhelsms, or is repetitive and stuck is not adaptive.
WORDS OF WISDOM

- It may be right, but is it helpful?
- When you experience this, what do you need?
  - Connect emotions with needs.
- What does this feeling signal to you?
  - Connect emotions with informed action.
- Feelings are information, not conclusions.
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