

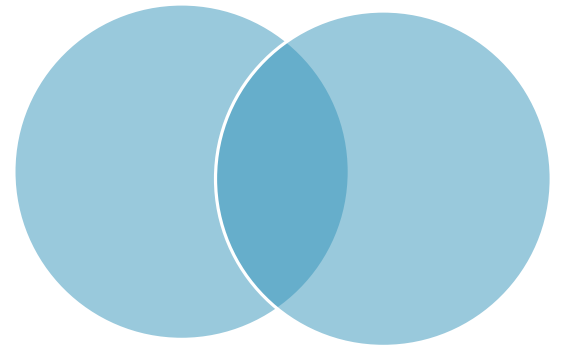
# **EMOTIONAL INTELLIGENCE**

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# 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**

**STABLE**

**Motivation**

**Emotional  
Intelligence**

**Cognitive  
Ability (IQ)**



# 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)



	SELF	SOCIAL
AWARENESS	Self Awareness	Social Awareness
MANAGEMENT	Self Management	Relationship Management



# 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.
- Reciprocity.

## ■ **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

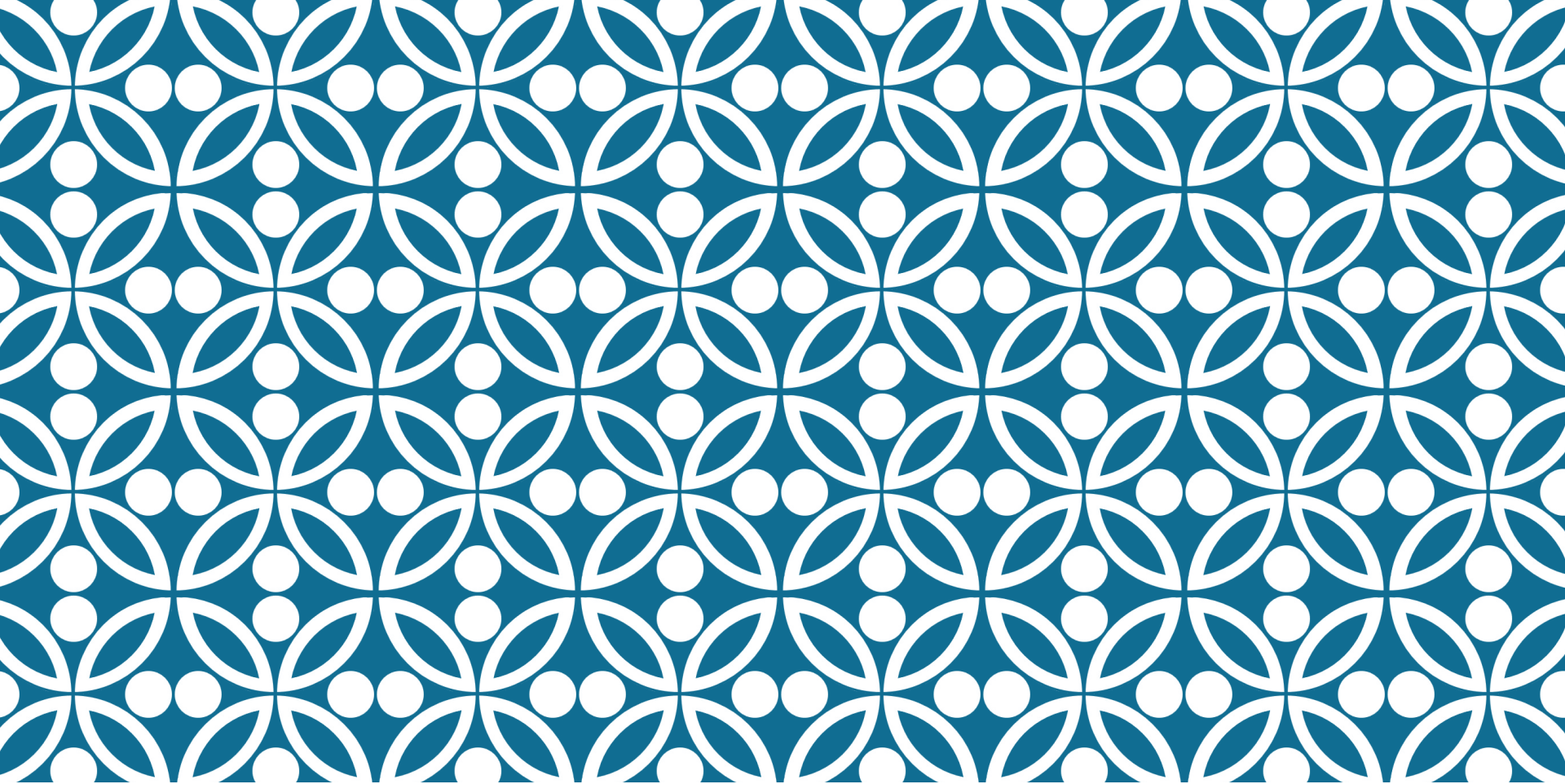
- Think of your last argument with someone.
  - What did he/she do to contribute to the argument?
  - What did you do to contribute to the argument?
  - How could you do something differently next time?

# 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.

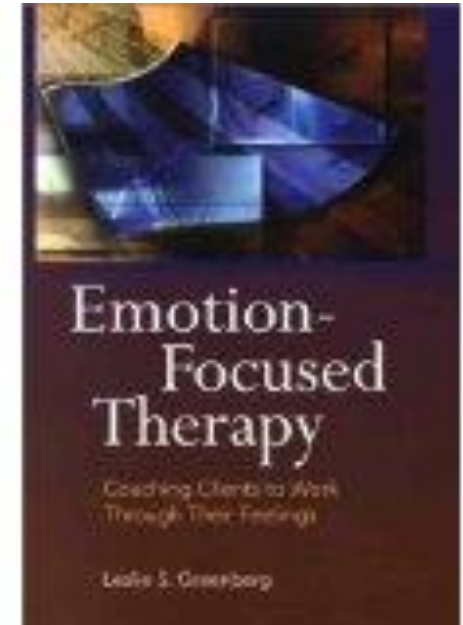
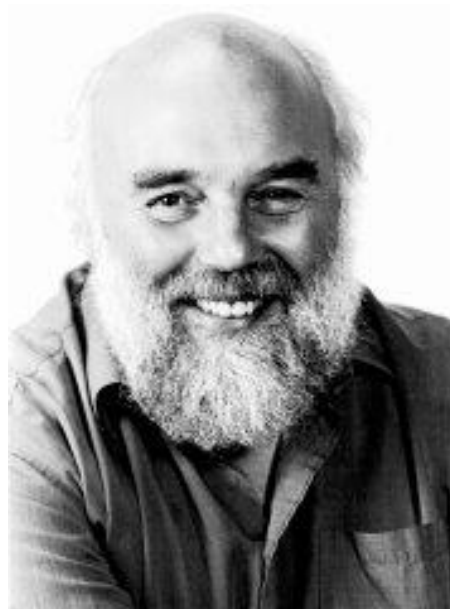


# **A CLINICAL PSYCHOLOGICAL PERSPECTIVE ON EMOTIONAL INTELLIGENCE**

# 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 → shrink back
- Anger → puff up
- Sadness → close down
- Interest → open up



**INFORMS ACTION**

# THE INTELLIGENCE OF EMOTIONS

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 → something wrong

Primary and secondary emotions

Physicality of emotions

Emotion regulation

# WHAT IS EMOTIONAL INTELLIGENCE?



**Emotion**

**Reason**

**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, overwhelms, 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.**



# CONTACT INFORMATION



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