

# Emotional Intelligence

“Emotions have taught mankind to reason.”

—Vauvenargues



# What Is Emotional Intelligence?

“Your ability to recognize and understand emotions, and your skill at using this awareness to manage yourself and your relationships with others.”

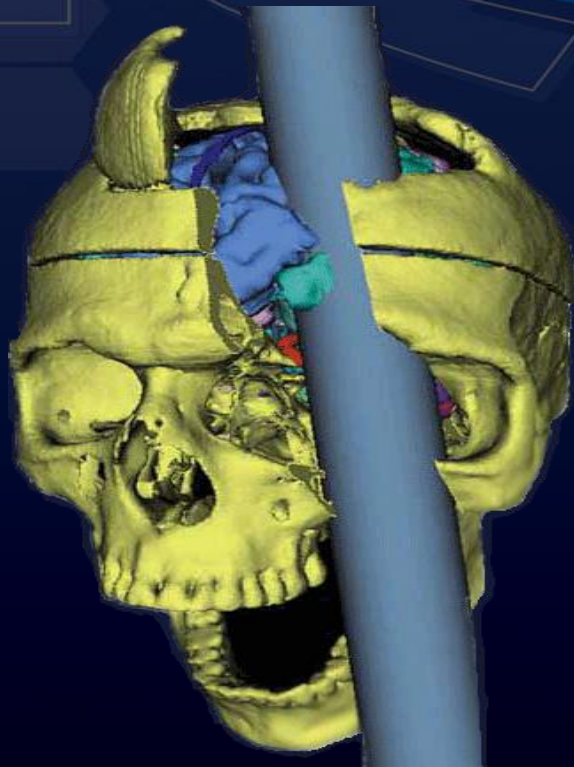
Drs. Travis Bradberry and Jean Greaves,  
authors of *Emotional Intelligence 2.0*



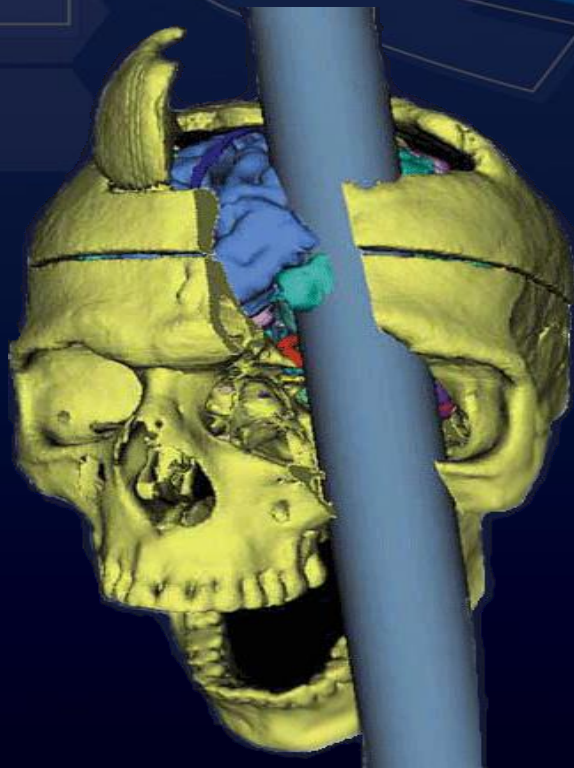
# Phineas Gage



# Phineas Gage



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# What is EQ Physically?



## What is EQ Physically?



# What is EQ Physically?



We feel it first...





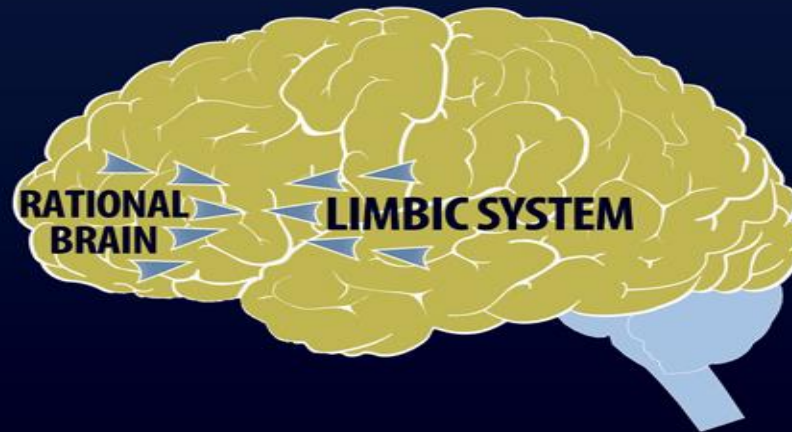
# What is EQ Physically?

...then we assign meaning



# What is EQ Physically?

## EQ Combines the Two



# Why Do We Need Emotional Intelligence?



For a better start in life  
start **COLA** earlier!

How soon is too soon?

Not soon enough. Laboratory tests over the last few years have proven that babies who start drinking soda during that early formative period have a much higher chance of gaining acceptance and "fitting in" during those awkward pre-teen and teen years. So, do yourself a favor. Do your child a favor. Start them on a strict regimen of sodas and other sugary carbonated beverages right now, for a lifetime of guaranteed happiness.

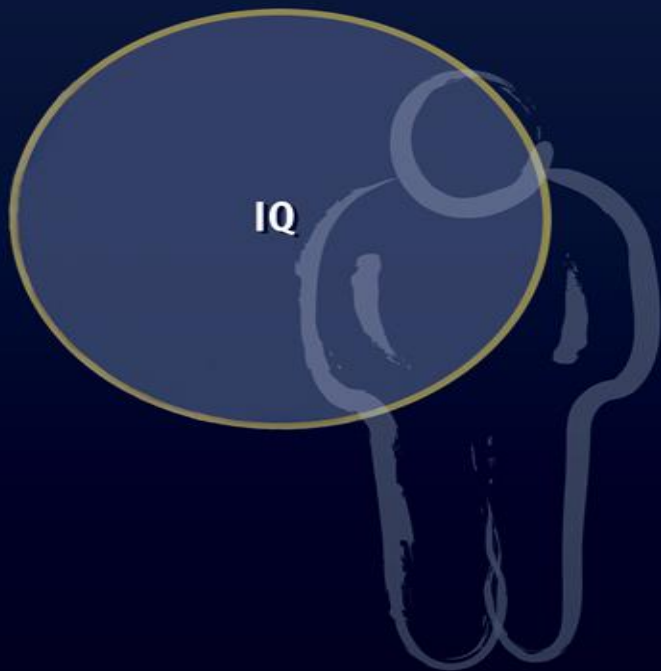
**The Soda Pop Board of America**  
1515 W. Hart Ave. - Chicago, ILL.

- Promotes Active Lifestyle!
- Boosts Personality!
- Gives baby essential sugar!

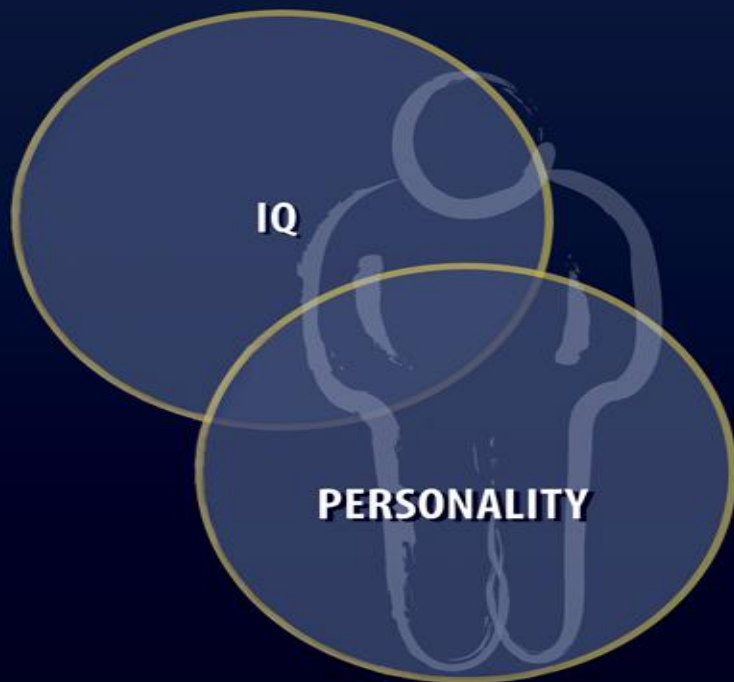
# What EQ Is Not



## What EQ Is Not

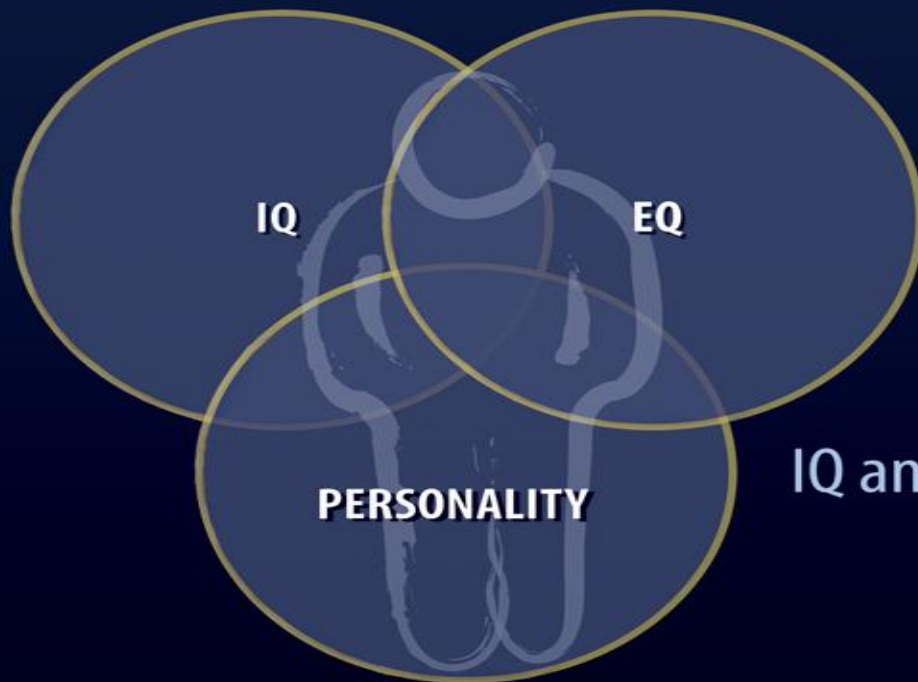


## What EQ Is Not





## What EQ Is Not



IQ and Personality

# The Four EQ Skills



# Self-Awareness is...

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**



## Self-Awareness is...

the ability to accurately recognize your emotions as they happen *and* understand your general tendencies for responding to different people and situations.

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**



## Self-Awareness Example

Watch how Danny discovers it's him, not them:



# Self-Management is...

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**





## Self-Management is...

using awareness of your emotions to choose what you say and do, in order to positively direct your behavior.

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

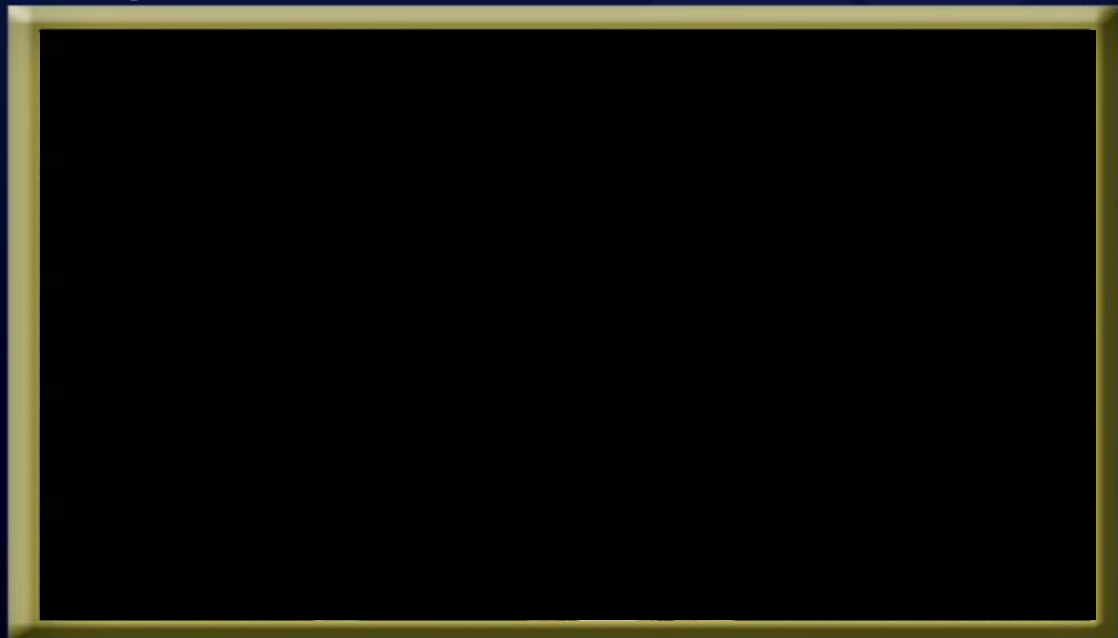
**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**



## Self-Management Example

Watch how Chris channels his anxiety into behaviors that help him:



# Social Awareness is...

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**



## Social Awareness is...

recognizing and understanding the emotions  
and perspectives of others.

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**

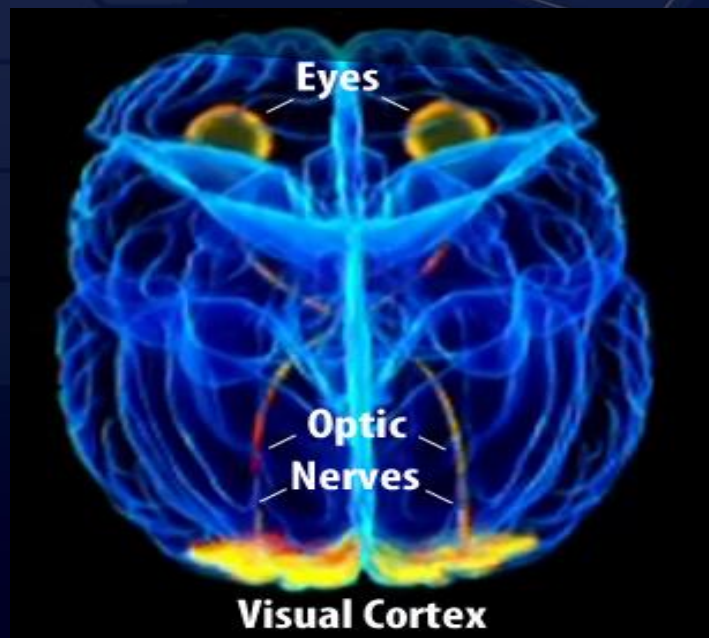


## Social Awareness Example

Watch how Jerry focuses more on Rob's perspective than his own:



## Dutch Study

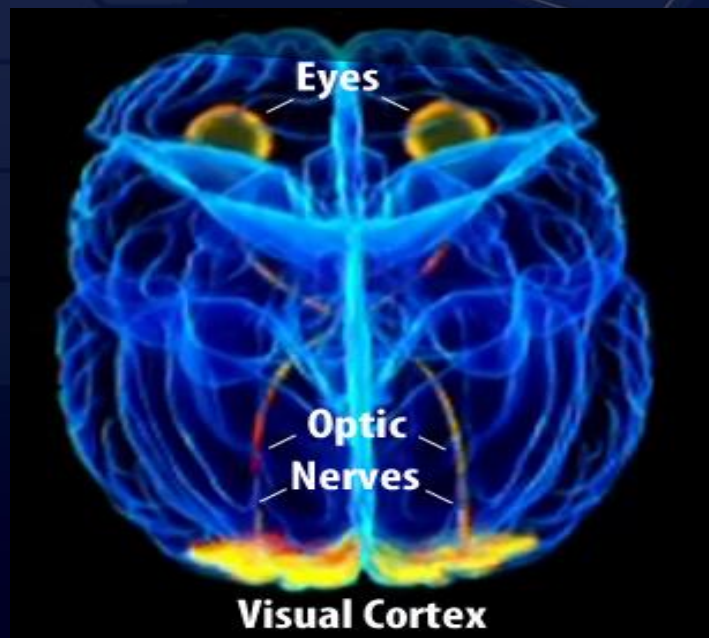




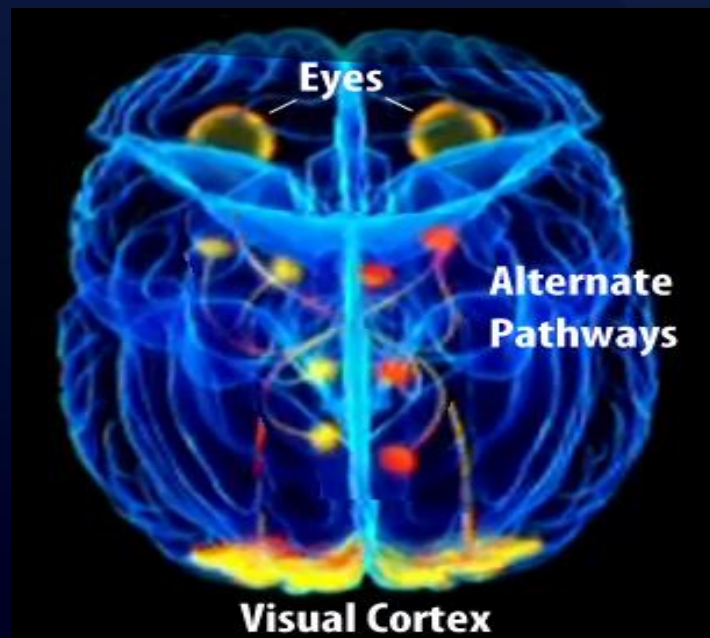
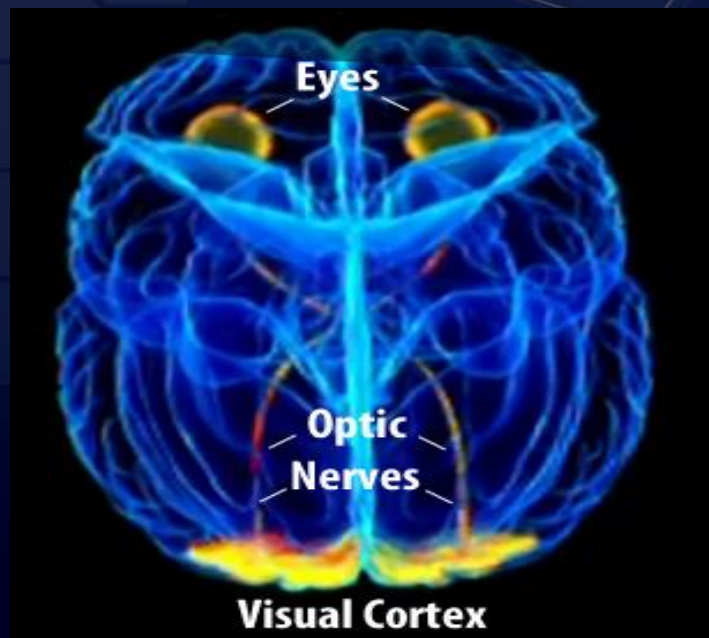
## Dutch Study



## Dutch Study



## Dutch Study



# Relationship Management is...

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**



## Relationship Management is...

using awareness of your emotions  
and the emotions of others to manage  
interactions successfully.

SELF-  
AWARENESS

SELF-  
MANAGEMENT

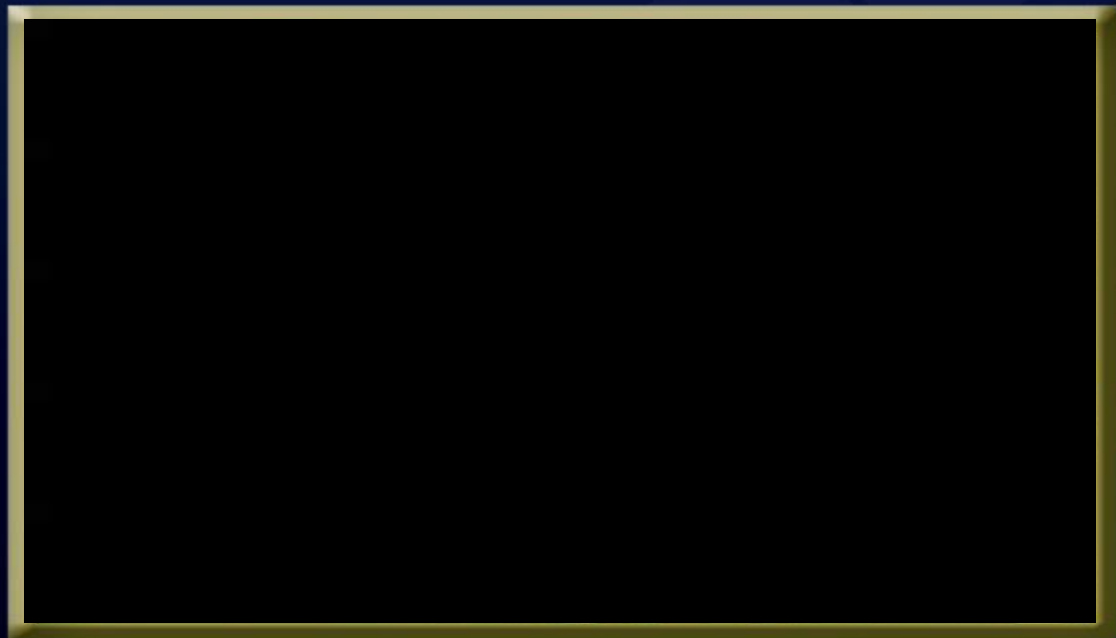
SOCIAL  
AWARENESS

RELATIONSHIP  
MANAGEMENT



## Relationship Management Example

Watch how Chris uses all three skills to connect with his son:





# What is EQ Conceptually?



EQ is the  
foundation  
for critical skills.

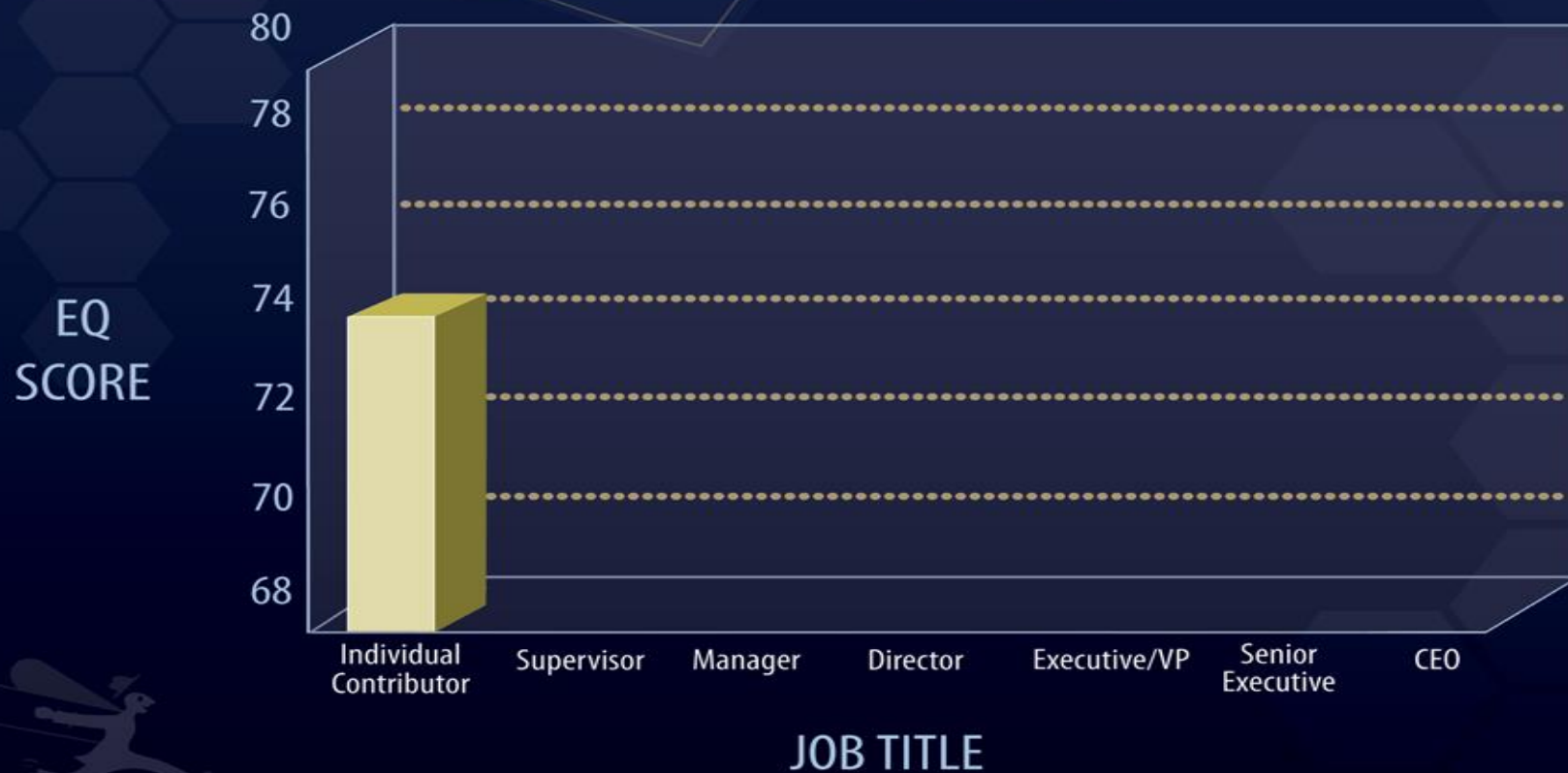
# What is EQ Conceptually?

A little effort grows a lot!

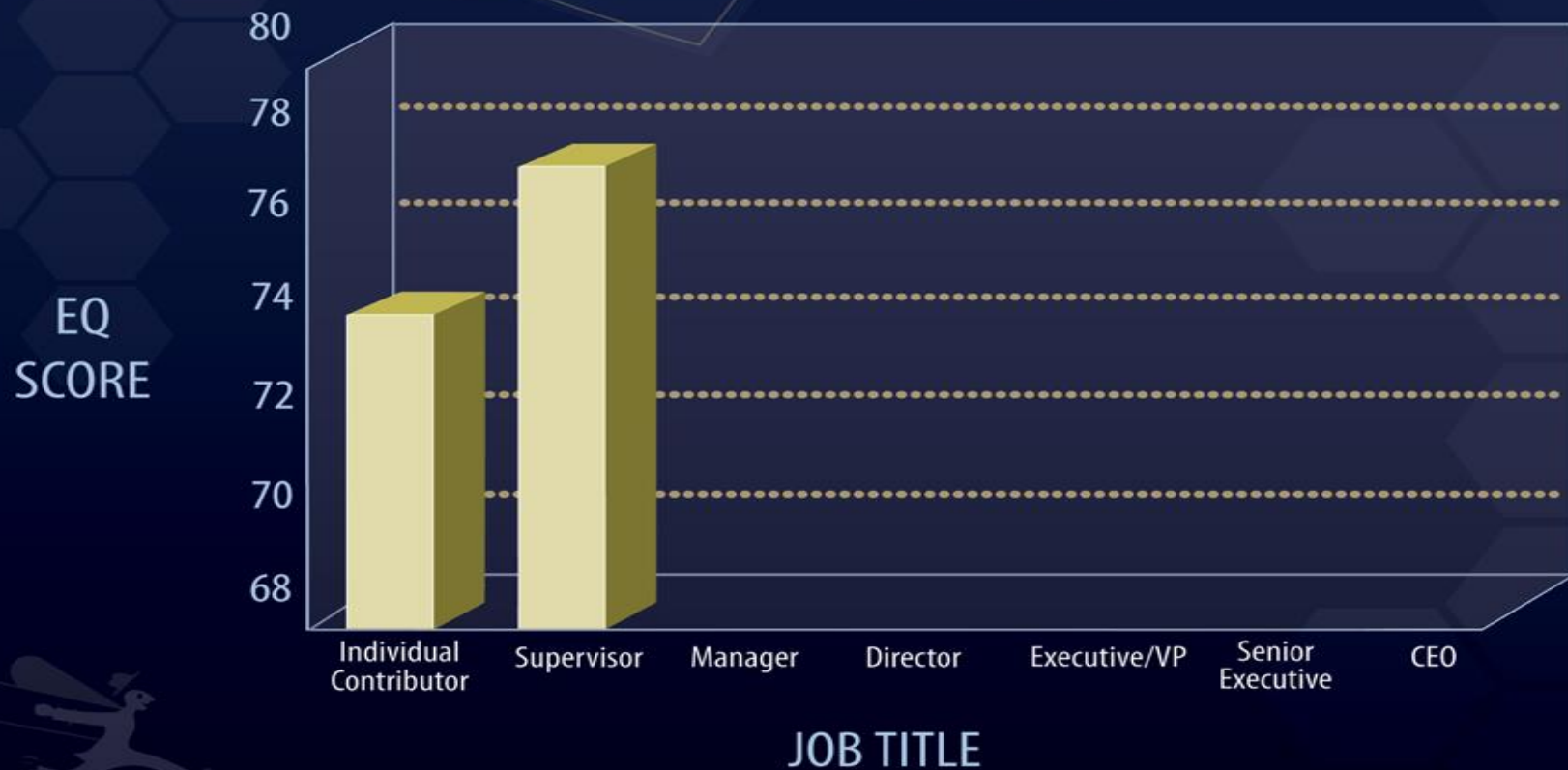


EQ is the  
foundation  
for critical skills.

## EQ and Job Title

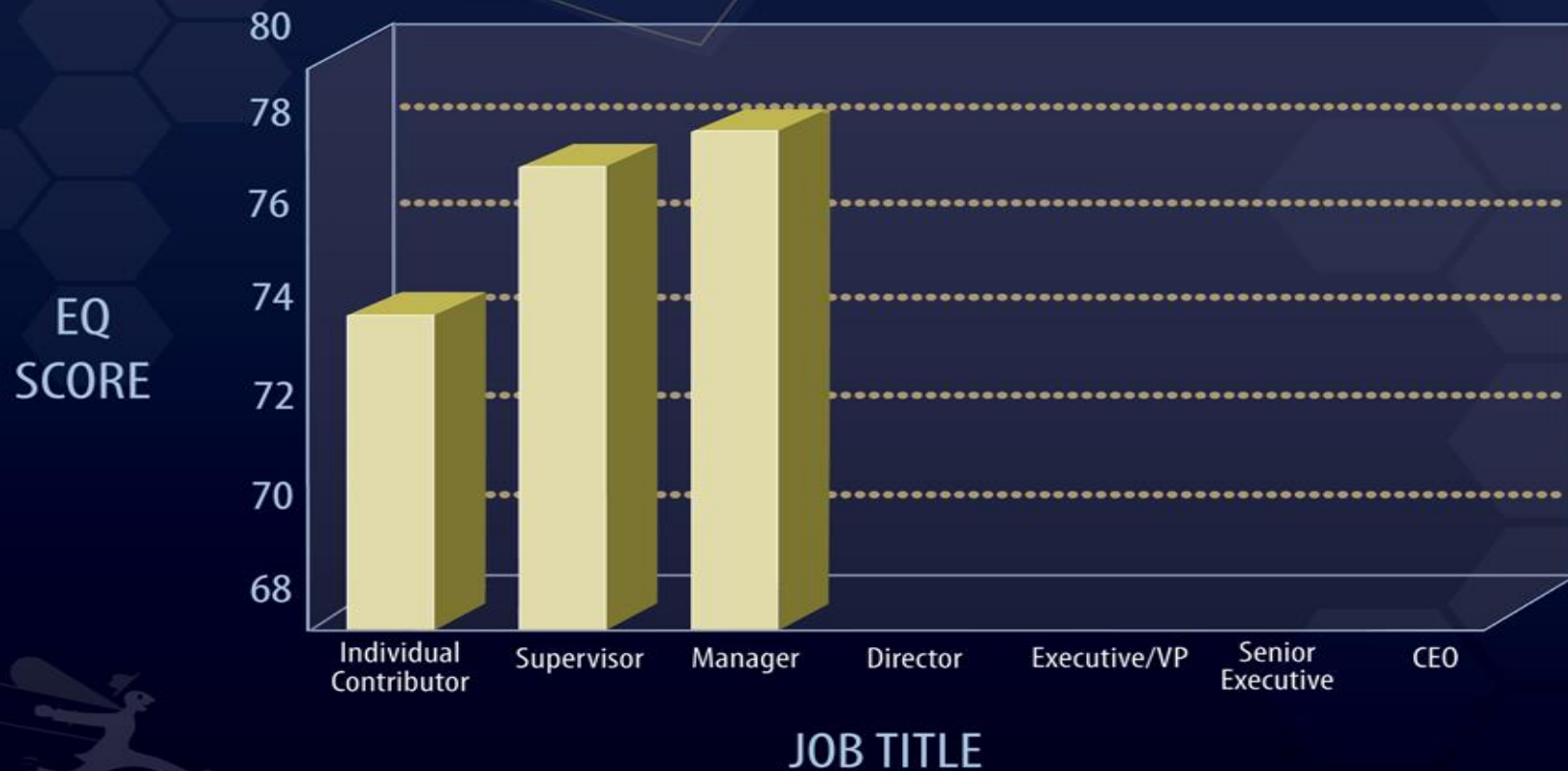


## EQ and Job Title

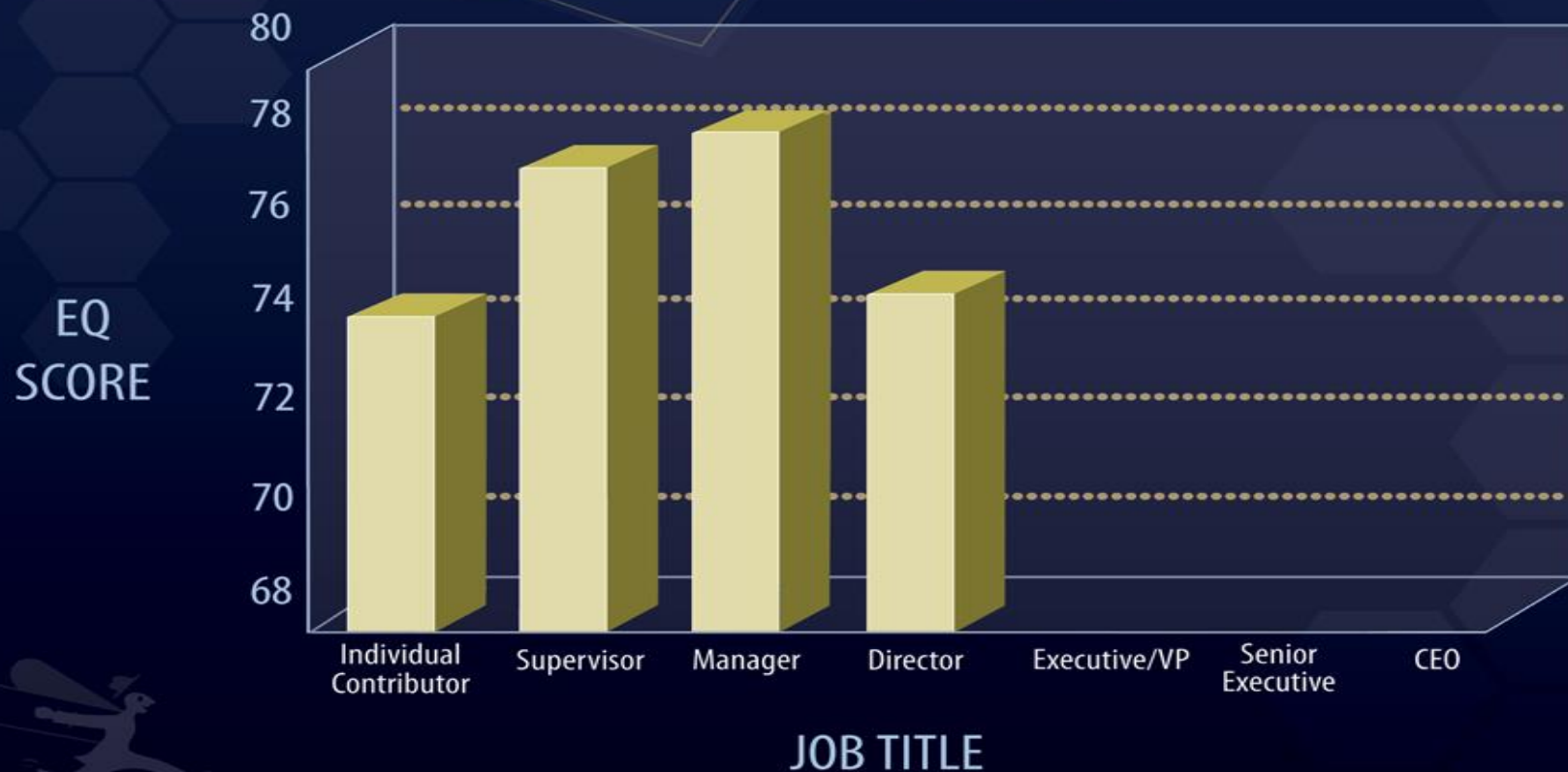




## EQ and Job Title

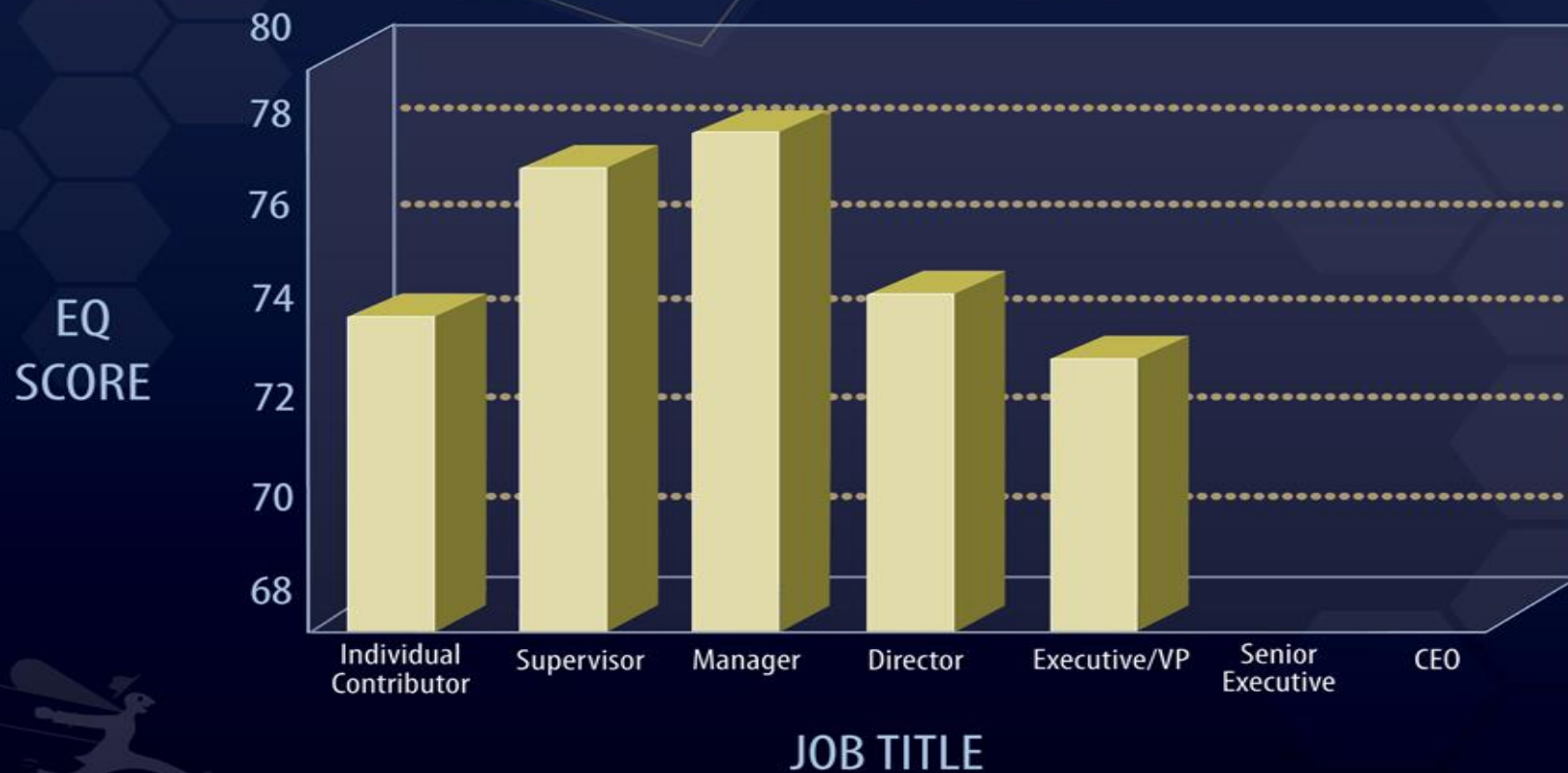


## EQ and Job Title

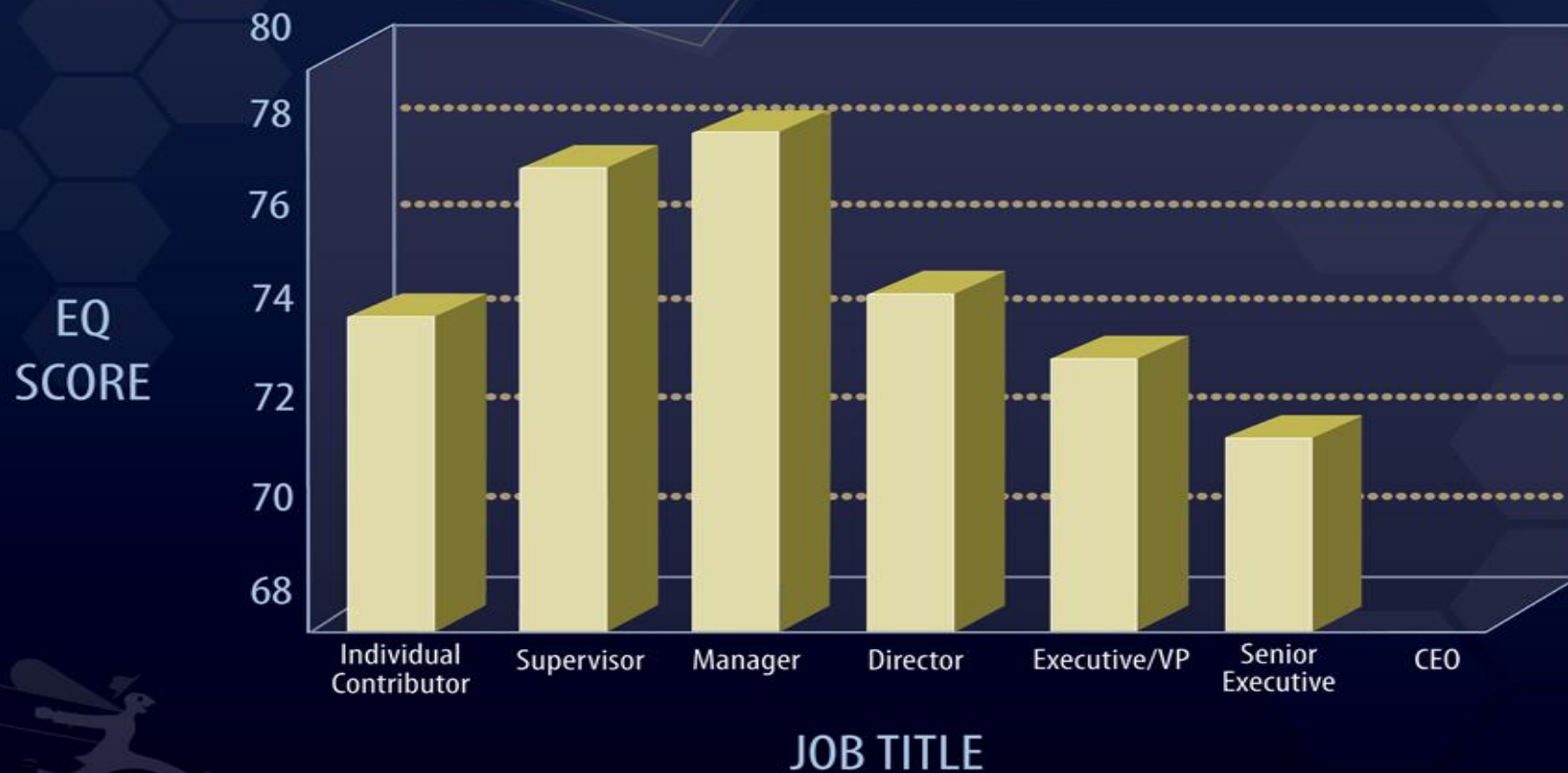




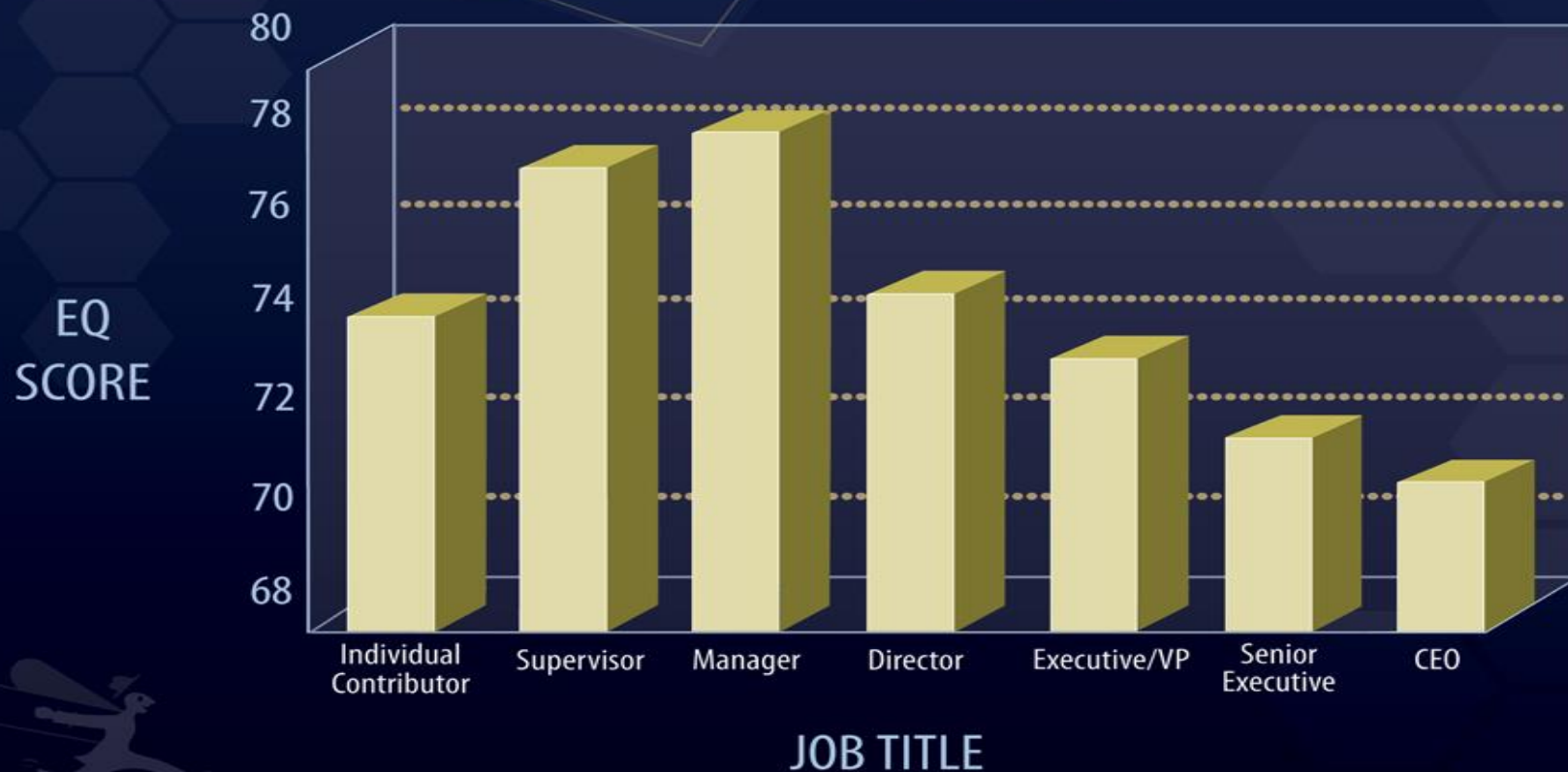
## EQ and Job Title



## EQ and Job Title



## EQ and Job Title





## Selecting for EQ

The Challenge ➤ Turning over 35% of recruiters annually





## Selecting for EQ

- The Challenge ➤ Turning over 35% of recruiters annually
- Method ➤ Began testing applicants for EQ





## Selecting for EQ

- The Challenge ➤ Turning over 35% of recruiters annually
- Method ➤ Began testing applicants for EQ
- Results ➤ Turnover reduced to less than 5%
- Annual cost savings of \$3 million





### The Challenge ➤

Division revenue projected to double  
in just 5 years



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Division revenue projected to double  
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## Method ➤

Online and in the classroom, test, teach  
and coach the EQ skills needed to  
support this change



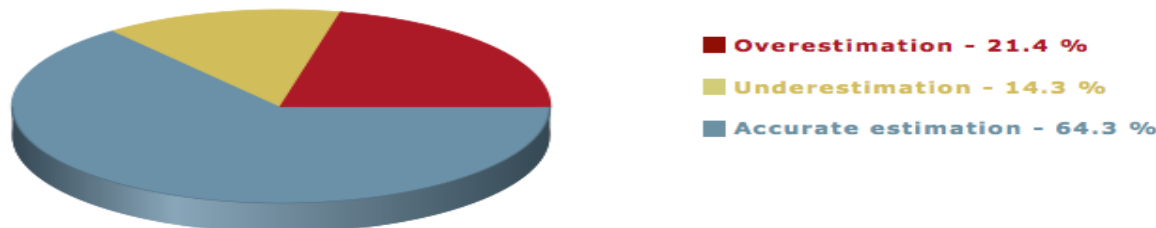
[Introduction](#)[Executive Summary](#)[Leadership Attributes](#)[Leadership Practices](#)[Leadership  
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## MY ACCURACY SCORES

Your responses were compared to the average responses of others to determine your accuracy scores. Your Accuracy Scores are a reflection of whether you tend to **Overestimate**, **Underestimate**, or **Accurately estimate** your skills. The pie chart below shows the percentage (%) of questions in your report that fall into each category. If your pie chart is predominantly one color, then this was your general tendency for these skills.

### Pie Chart

You can view which statements from your assessment fall into each of the three categories by clicking on the legend of your pie chart below.



**Overestimation** is when you rated yourself higher than others rated you by at least a 0.50 gap.

**Underestimation** is when you rated yourself lower than others rated you by at least a 0.50 gap.

**Accurate estimation** is when the difference between how you rated yourself and how others rated you is less than a 0.50 gap in either a positive or negative direction.



## SELF-AWARENESS LESSON 2: EMOTIONAL MISTAKES

Increasing your self-awareness isn't going to be a seamless process. There may be times when emotions slip past your awareness and get the better of you, but that's okay. Use those emotional "mistakes" as opportunities. The mistakes you make will help you get a clearer picture of your emotional tendencies and highlight the areas that you can change for the better.

The surprising thing about self-awareness is that just thinking about it will help you change, even when you are focusing on things you do "wrong". Ineffective emotional responses usually happen beneath our awareness. If you understand your tendencies you are more likely to choose a better response.

The following clip provides a good example of an emotional "mistakes". In *Nightmaster*, Amy (Nicole Kidman's character) demonstrates a lack of self-awareness during an important conversation. Amy approaches her high school teacher after class to take a stand, but her emotions get the better of her.



See if you can pick out which emotional "mistake" makes the conversation more successful?

\* Hover your mouse over the images below to see the



Is Amy mad or just strong?



The teacher seeks to understand




Amy's emotions take over



Her teacher tries to understand what Amy is saying, but Amy's anger makes it impossible to do so. Amy has a chance to become aware of her anger when her teacher says, "I'm sorry Amy I don't understand". Instead of taking the teacher's question as an indication that her message isn't coming through clearly, Amy continues unabated and eliminates any chance of her message being heard.

## CURRENT GOALS

[Set a New Goal](#)[View All Goals](#)[Edit Existing Goal](#)[Share All Goals](#)[Writing Goals Guide](#)[Help and Instructions](#) [Back To My  
Survey Report](#)

Goal 1					
Skill To Improve	Begin Date	Length of Focus	Expected Outcome	Overall Progress	Comments
Self Management	May 23rd	One quarter	Higher ratings from direct reports.	 VERY LITTLE PROGRESS	no comments <a href="#">Add Comment</a>

## Action Steps

1. Set aside time each day for problem-solving.
2. Plan and record different courses of action in response to change.
3. Let others finish speaking during difficult conversations.
4. Discover ways to make uninvited changes produce what I want.



## The Challenge ➤

Division revenue projected to double  
in just 5 years

## Method ➤

Online and in the classroom, test, teach  
and coach the EQ skills needed to  
support this change





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- Method** ➤ Online and in the classroom, test, teach and coach the EQ skills needed to support this change
- Results** ➤ 100% of leaders using all 3 methods increased their performance



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- Method** ➤ Online and in the classroom, test, teach and coach the EQ skills needed to support this change
- Results** ➤ 100% of leaders using all 3 methods increased their performance
- 71% using a single method increased performance

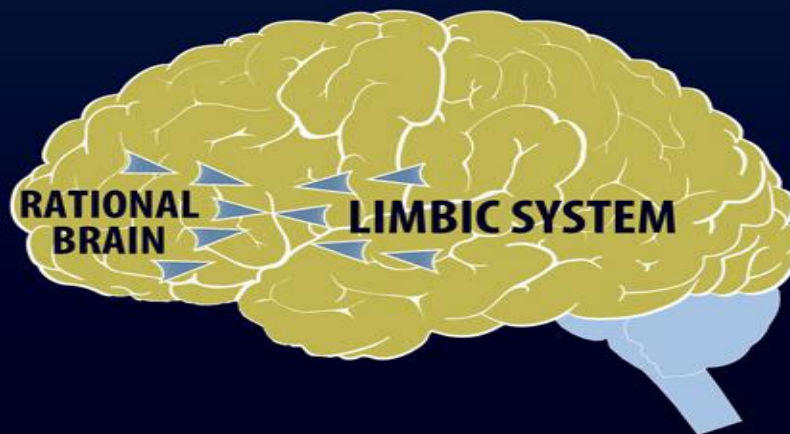


- The Challenge** ➤ Division revenue projected to double in just 5 years
- Method** ➤ Online and in the classroom, test, teach and coach the EQ skills needed to support this change
- Results**
- 100% of leaders using all 3 methods increased their performance
  - 71% using a single method increased performance
  - 82% of those who declined to participate had no increase in performance



# Building Neural Pathways

**EQ Combines the Two**



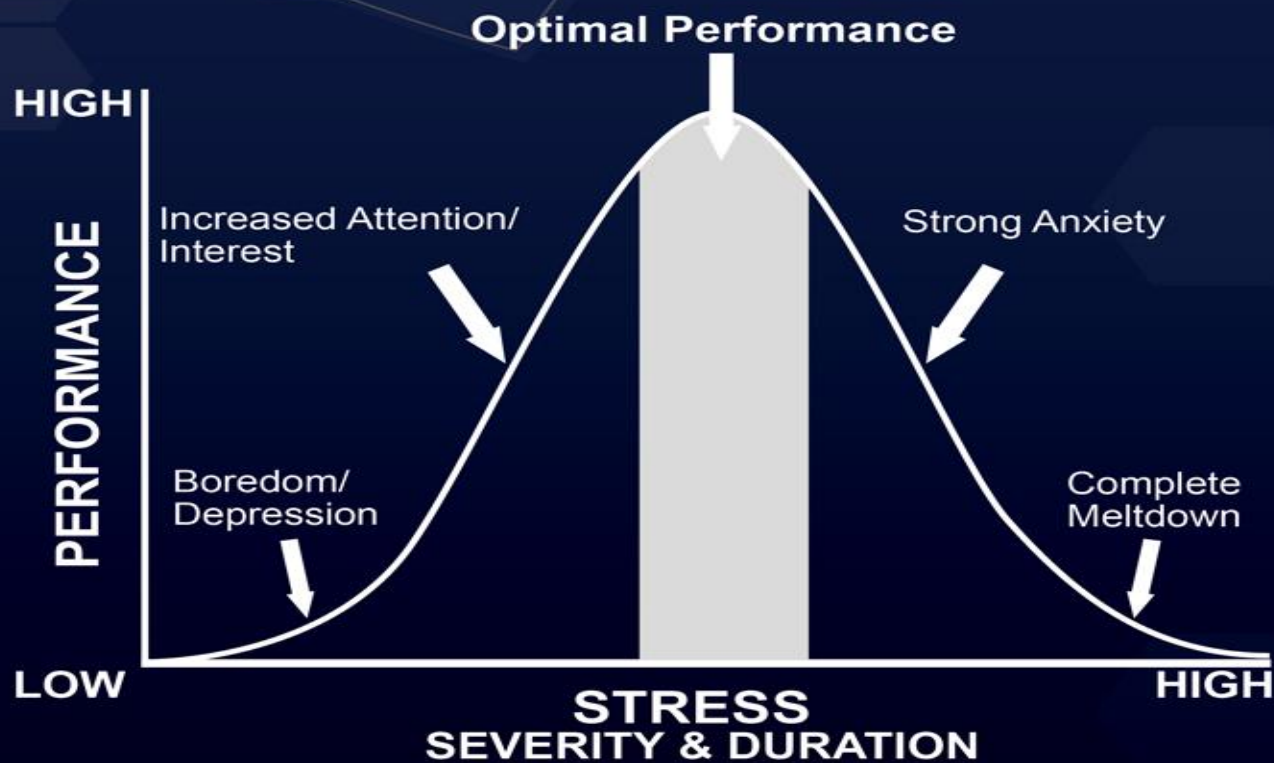
## Increasing your EQ requires...

- the understanding that self-awareness comes first
- the pursuit of feedback and knowledge of “mistakes”
- simple, every day practice
- leaning into discomfort
- a reminder system



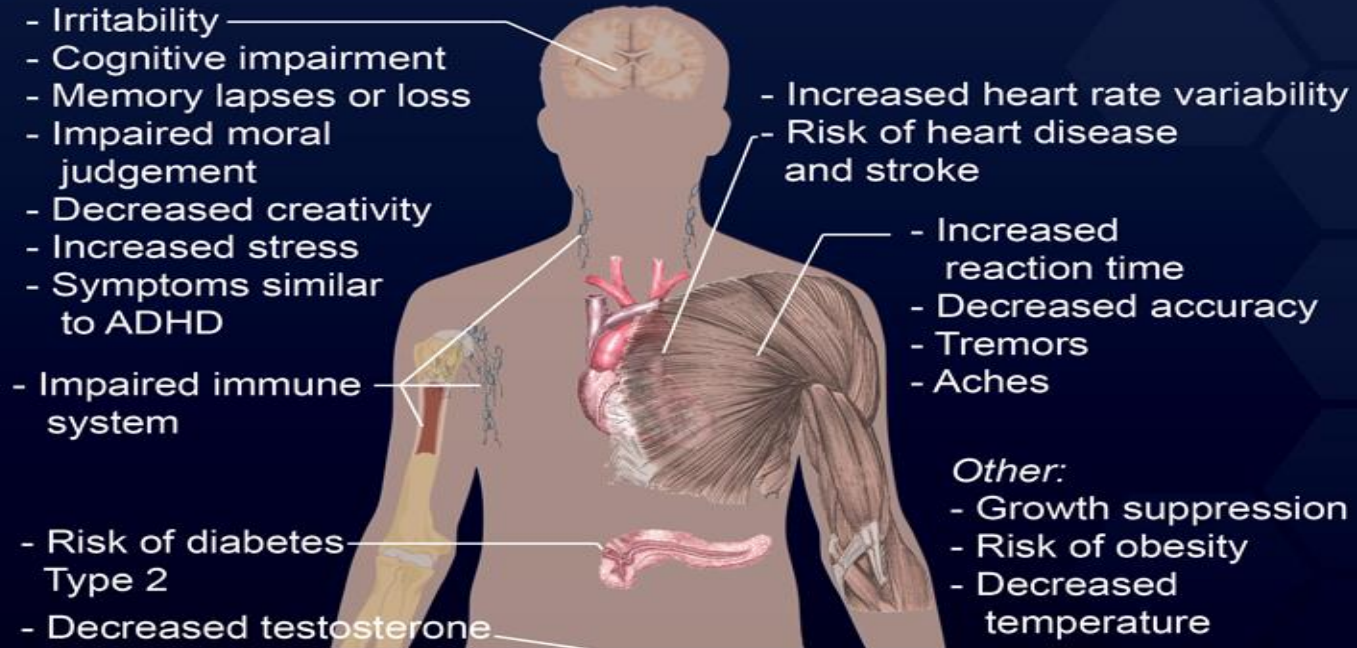


# Increasing Your EQ

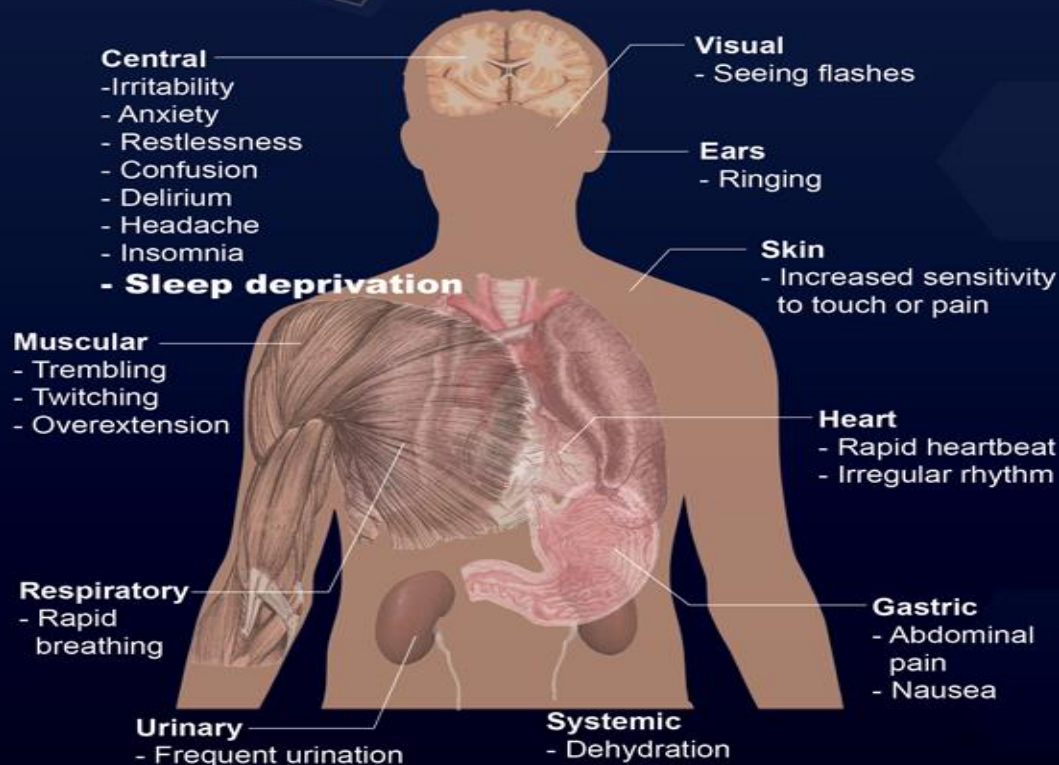




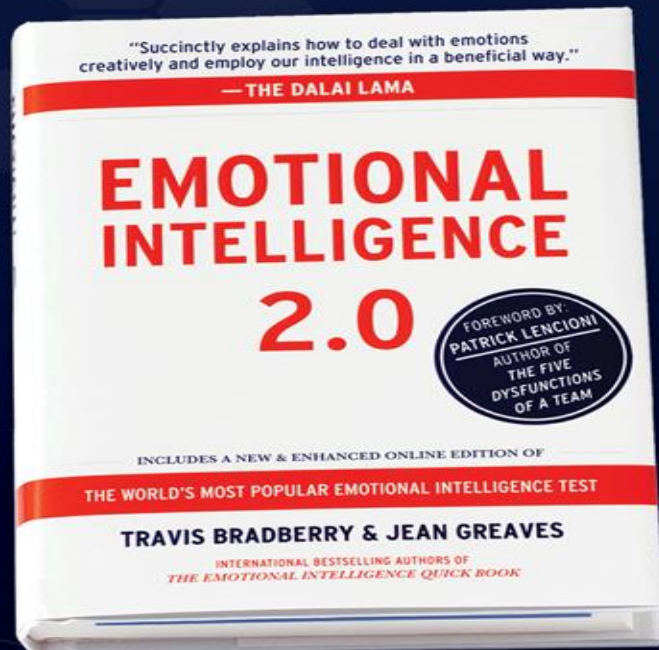
## SIDE EFFECTS FROM MISSING SLEEP



## SIDE EFFECTS OF CAFFEINE



## A Parting Thought...



"In order to be successful and fulfilled nowadays, you must learn to maximize your EQ skills, for those who blend reason and feeling achieve the greatest results."

Drs. Travis Bradberry and Jean Greaves,  
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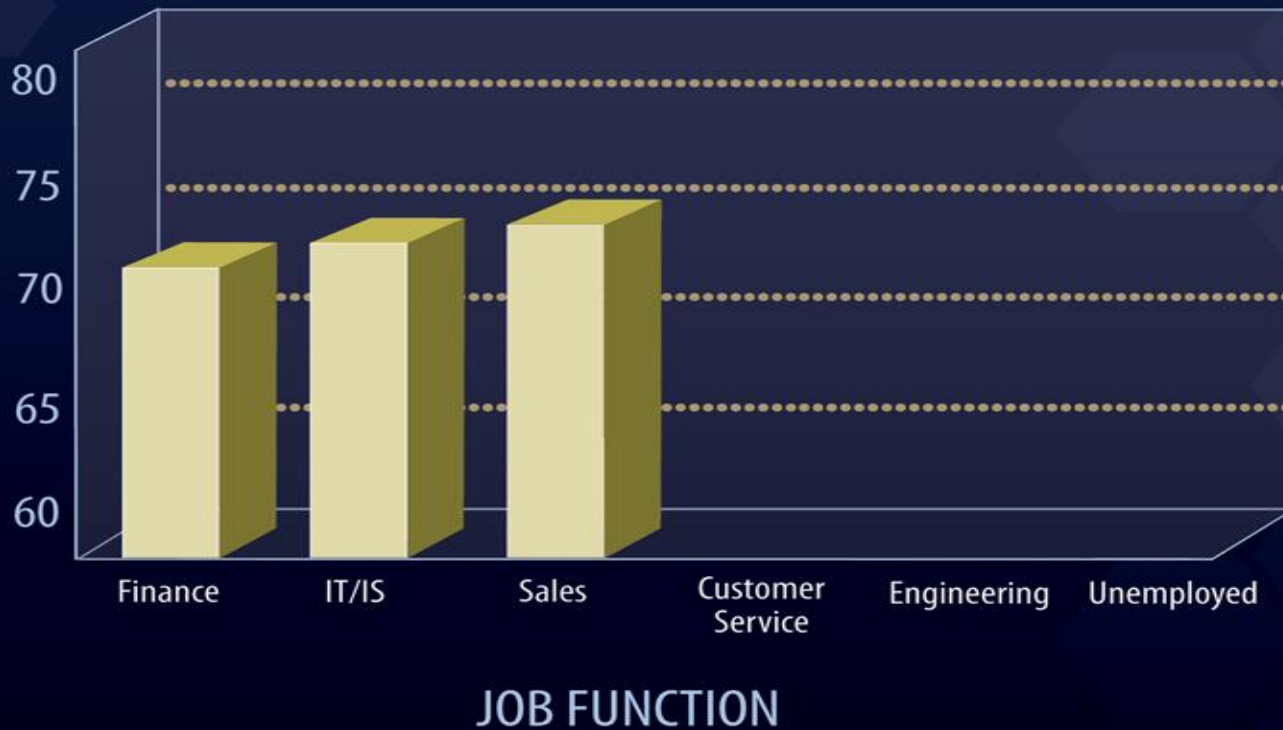
## EQ and Gender





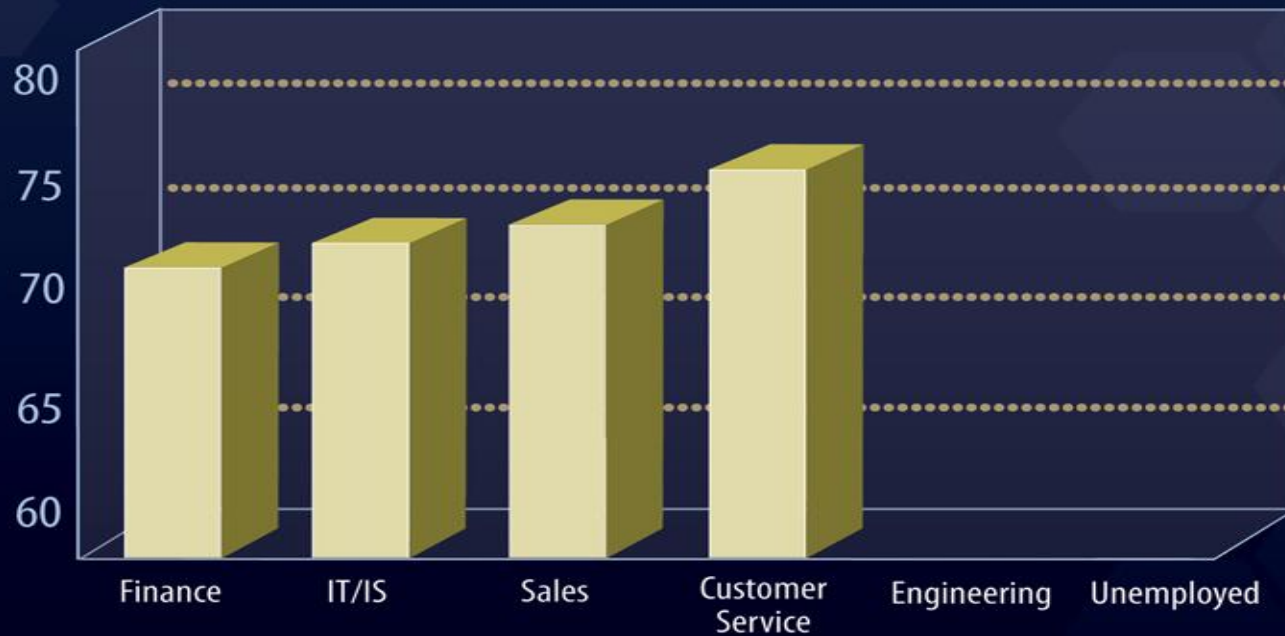
# EQ and Job Function

EQ  
SCORE



# EQ and Job Function

EQ  
SCORE



JOB FUNCTION





## EQ and Job Function

