

Lightbulb Moments

Insights into Emotional Intelligence (No. 1 in a series of 25)



What is Emotional Intelligence?

Your emotional intelligence is the way that you combine your thinking with your feelings to make good, quality decisions and build authentic relationships.

Your emotional intelligence influences your ability to understand and control your emotions, and to recognise and influence the emotions of other people in ordinary and challenging circumstances.



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Insights into Emotional Intelligence (No. 2 in a series of 25)

Why is Emotional Intelligence Important?

Your emotional intelligence impacts upon

- 💡 your performance at work
- 💡 your mental and physical health
- 💡 your relationships

Emotional intelligence is becoming accepted as a crucial component of management, leadership and teamwork.

Competencies underpinned by emotional states are now considered as important as competencies involving technical abilities.



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Insights into Emotional Intelligence (No. 3 in a series of 25)

The Advantages of Emotional Intelligence

- 💡 Improves your relationships
- 💡 Helps you to maintain control
- 💡 Lowers stress levels
- 💡 Maintains motivation
- 💡 Enables good communication and your ability to influence others without conflict
- 💡 Enhances your reputation inside and outside of work



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The Neuroscience of Emotional Intelligence

Neuroscientific research has established that the prefrontal cortex, the amygdala and the hippocampus are all involved in the awareness, expression and management of emotions. These parts of the brain have the ability to change and adapt as a result of experience, known as plasticity.



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Emotional Intelligence can be Practised and Learnt

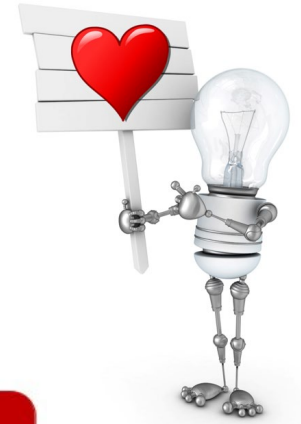
1. I am responsible for my own feelings.
2. I am responsible for my own behaviour.
3. I always have choices about how I respond to situations, events and people.
4. No-one can make me upset, angry, happy etc., unless I choose to allow them to.
5. Identifying my choices empowers me to take a fresh look at my behaviour.
6. Recognising my range of choices is an excellent way to start changing my behaviour for the better.
7. I can practise and learn new and more effective behaviours.



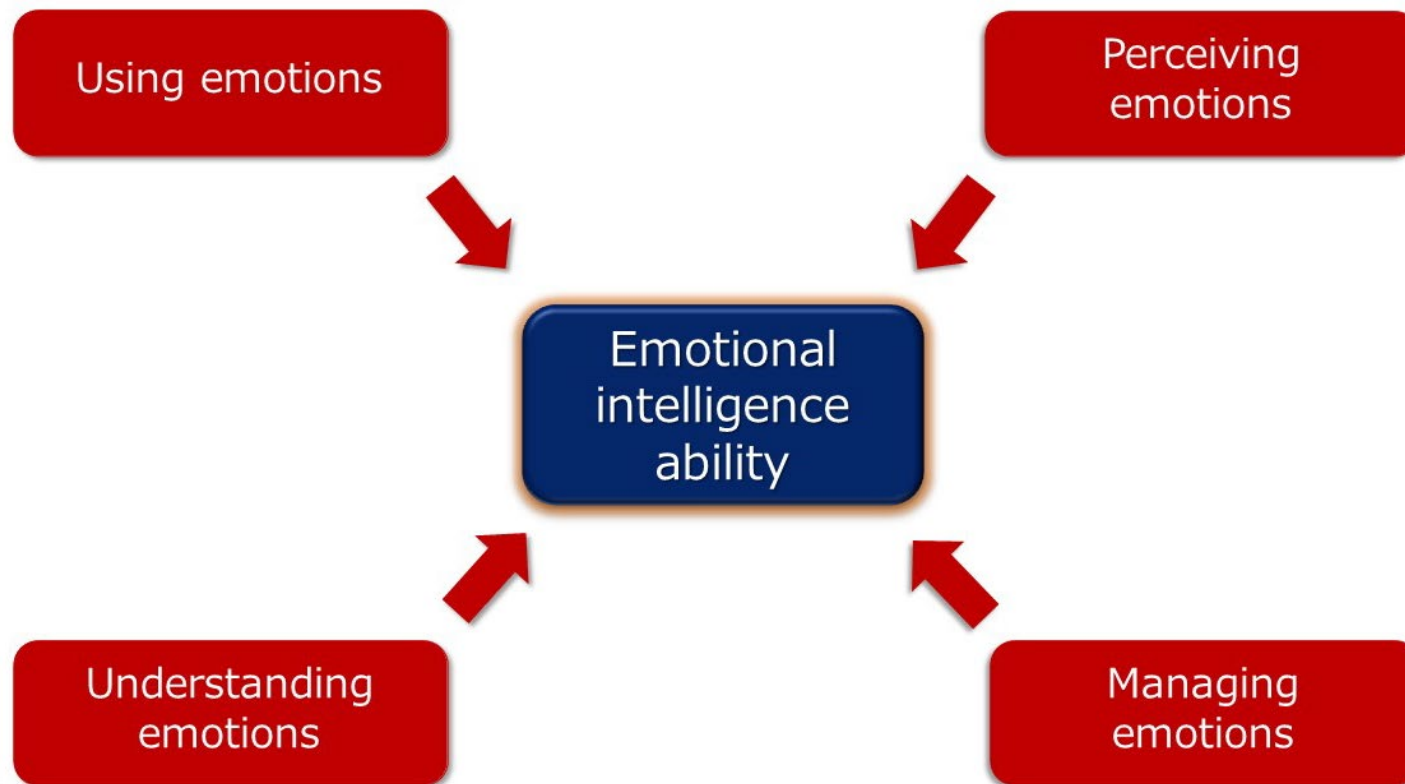
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Emotional Intelligence as an Ability

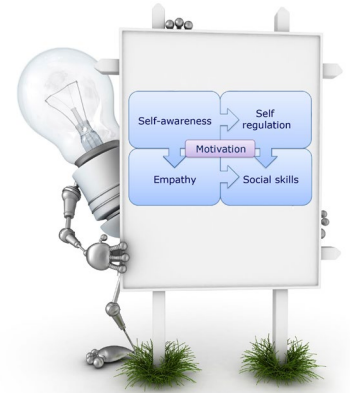


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Insights into Emotional Intelligence (No. 7 in a series of 25)

Daniel Goleman's Emotional Intelligence Framework



1. **Motivation** - the drive to work and succeed
2. **Self-awareness** – understanding yourself, your strengths and weaknesses and how you appear to others
3. **Self-regulation** – the ability to control your emotions and think before you act
4. **Empathy** – how well you understand other people's viewpoints
5. **Social skills** – communicating and relating to others individually, in small groups or large teams

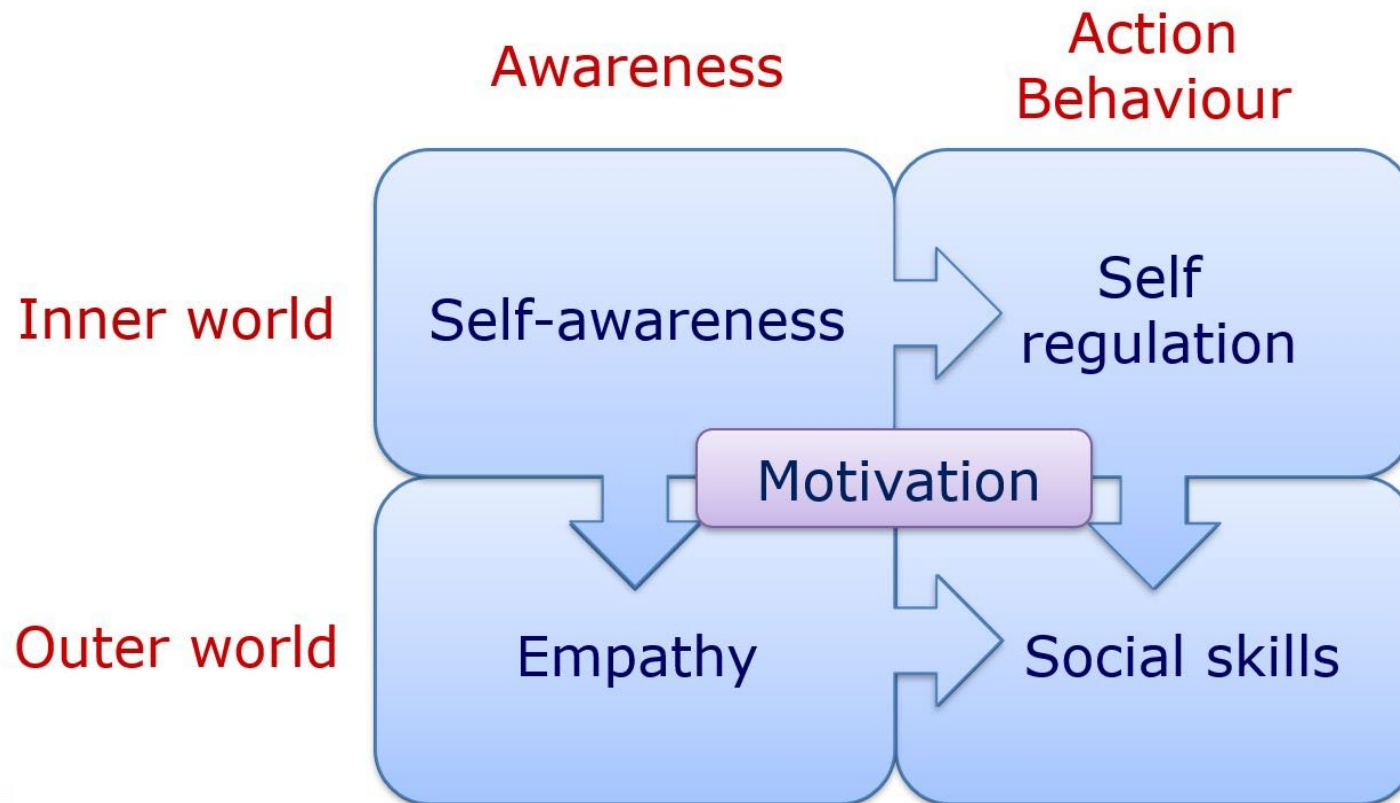
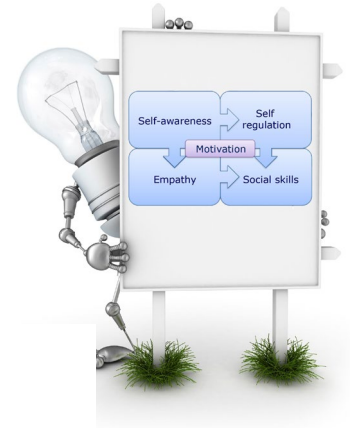


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Insights into Emotional Intelligence (No. 8 in a series of 25)

Daniel Goleman's Emotional Intelligence Framework



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Insights into Emotional Intelligence (No. 9 in a series of 25)

Ways to Show Emotional Intelligence as a Leader

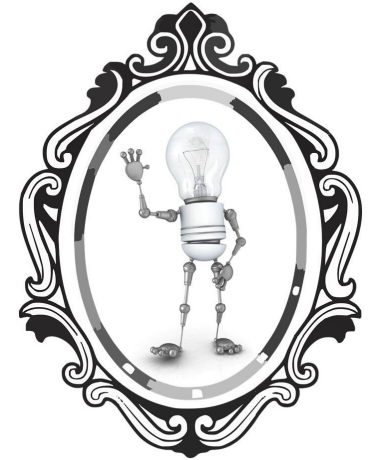
- 💡 Manage your emotions so that you don't vent your frustrations on other people (**self-regulation**)
- 💡 Improve your **awareness** about your real, not perceived, strengths and weaknesses
- 💡 Develop your ability to **motivate** others as well as yourself
- 💡 Build good working relationships (**empathy**)
- 💡 Encourage others and communicate effectively (**social skills**)
- 💡 Counsel or coach others in many situations (**social skills**)



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Self-Awareness

Self-awareness is your ability to recognise and understand your personal moods, emotions and drives, as well as the effect they have on other people.

Good levels of self-awareness includes self-confidence, a realistic self-assessment of your strengths and limitations, an understanding of how you appear to others and a self-deprecating sense of humour.



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Self Awareness – *Accurate self-assessment: knowing your inner resources, abilities and limits.*



You show good levels of self-awareness when

- 💡 you are aware of your strengths and weaknesses and their impact
- 💡 you are reflective and continually learn from experience
- 💡 you are open to self-development through candid feedback and different perspectives
- 💡 you are able to show a sense of humour and perspective about themselves



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Self Regulation / Emotional Management

Self-regulation is your capacity to recognise your emotions and the impact your feelings have on your behaviour.

- 💡 With high levels of emotional control, you can recognise your emotions and manage them to select the emotional state that will maximize your results.
- 💡 With low levels of emotional control, you have your life controlled by your moods, which are triggered by external events. Your feelings, thoughts, behaviours and performance are often perceived as being beyond your control.



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Self Regulation - *Managing your internal states, impulses and resources.*



You show good levels of self regulation, when

- 💡 you are capable of keeping disruptive emotions and impulses in check
- 💡 you are trustworthy by maintaining standards of honesty and integrity
- 💡 you are conscientious by taking responsibility for personal performance
- 💡 you are adaptable and innovative being comfortable with change, novel ideas, fresh approaches and new information



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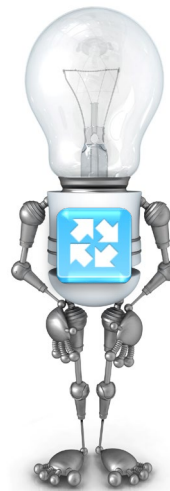
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Motivation

Motivation involves the pursuit of goals with energy, commitment and persistence. Motivation is the strong drive to achieve and to remain optimistic even in the face of failure.

Internal motivation is a passion driven by an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity.



External motivation is driven by external factors such as money and status.



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Motivation - *Emotional tendencies that guide or facilitate reaching goals*



You show good levels of motivation when

- 💡 you are driven to improve or meet a standard of excellence
- 💡 you are ready to take the initiative and act upon opportunities
- 💡 you remain optimistic despite obstacles or setbacks
- 💡 you are committed to align your goals to a group or to an organisation



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Empathy

Empathy is

- 💡 the ability to understand your own emotional range and response
- 💡 the ability to read the behaviours and actions of others in order to understand that person's emotional state

When you have empathy you are able to appreciate the differences between other people in terms of their emotional responses.



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Insights into Emotional Intelligence (No. 17 in a series of 25)

Empathy - *Awareness of other's feelings, needs and concerns*



You show good levels of empathy when

- 💡 you can anticipate, recognise and meet the needs of others
- 💡 you can sense other's feelings and perspectives in order to understand them
- 💡 you encourage their abilities and developmental needs
- 💡 you proactively encourage diversity from different kinds of people
- 💡 you are politically astute reading and interpreting emotional currents and power relationships



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Social skills

Social skills include your ability to communicate authentically, to find common ground and to build rapport with people on a one-to-one basis, in small groups or in large, multi-disciplinary teams.

Hallmarks of effective social skills include your effectiveness in leading change, your influence and persuasiveness, and your expertise in building and leading teams. Proficient use of these skills helps to manage relationships and build networks.



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Social skills - *Adeptness at inducing desirable responses in others*

You show good levels of social skills when you

- 💡 build bonds and nurture key relationships
- 💡 guide in ways that inspire individuals and groups
- 💡 can influence and employ persuasive tactics
- 💡 collaborate, cooperate and create synergy to achieve goals
- 💡 negotiate and resolve conflict effectively
- 💡 initiate or manage change



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Communicating at a Deep Level

- 💡 Let the other person know that you want to hear them
- 💡 Direct your complete attention towards the other person
- 💡 Listen intuitively
- 💡 Seek to get to the essence of what is being said
- 💡 Have compassion for the other person giving them time to express themselves
- 💡 Feel appreciation for the other person as an individual so that you gain a fuller perspective, not just a limited view created by the specific message or a past memory
- 💡 Resist any temptation to react defensively



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Insights into Emotional Intelligence (No. 21 in a series of 25)

Team Work – Mapping Minds

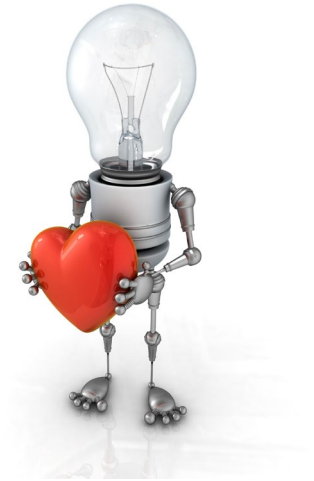
1. Build effective leadership
2. Establish common goals, identify targets and timetables and have a sense of urgency
3. Pay attention to building teams
4. Ensure the team is made up of the right people with the right mix of skills
5. Assign specific responsibilities to team members
6. Identify resources available to team
7. Run meetings effectively
8. Improve communication
9. Identify key information for sharing
10. Establish rewards and incentives for all team members
11. Identify win-win solutions
12. Be competent; have clarity
13. Trust team members
14. Deliver results
15. Celebrate success and have fun



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Team Work – Mapping Hearts

1. Promote friendship and camaraderie
2. Place importance on appreciation and understanding
3. Help each other through individual coaching
4. Promote a sense of togetherness
5. Learn and evolve together
6. Promote harmony
7. Reward openness
8. Pay attention to team chemistry
9. Celebrate often and put value on a positive atmosphere
10. Identify and work from the team's spirit and soul



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The One Percent Solution

When you are making changes in your emotional intelligence you may assume an all-or-nothing mindset; either a dramatic change in your behaviour or stay as you are.

However, there is an alternative:

the one percent solution



Identify something that would constitute a very small, but slight improvement. Make a commitment to (a minimum of) 20 second's concentrated effort at least three times a day. Work to make it an unconscious habit.

You will make considerable progress in just a few days.



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Negative thoughts and unpleasant feelings can prevent you from achieving your goals.

Write down these negative thoughts in one column. (TICK)

Identify any irrationality and overreaction.

For each negative thought substitute a positive alternative in another column. (TOCK)

Negatives in the Tick (or Tock) column can be addressed by:

- 💡 breaking down a negative step into smaller chunks.
- 💡 comparing each smaller negative chunk with your core purpose and asking yourself *"Will I let this tiny negative stop me from achieving my purpose?"*



Tick-Tock (From "Thinkertoys" by M. Michalko)

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Do's and Don'ts around Emotional Intelligence

Don't...

- 💡 assume that your emotions don't impact on the way that you work
- 💡 think that emotional intelligence is not relevant for your job
- 💡 think that your emotional intelligence needs no further development

Do...

- 💡 observe your emotional reactions to other people
- 💡 consider how you might test and develop your emotional intelligence
- 💡 ask yourself honestly how well you react to the concerns of others



Enjoy working with your emotional intelligence!

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Providing Tools 4 Change

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