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# EMOTIONAL INTELLIGENCE

## TRAINING BOOKLET

2nd Edition



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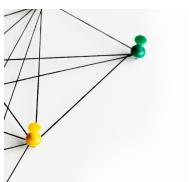
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# CLASS EXPECTATIONS

For everyone...

**Participation** - there's no such thing as a dumb question!

**Follow along**- Use your booklet to answer questions and for your small groups

**Respect** - You *will* disagree with others; do it in a respectful manner

**Go beyond the training** - Keep learning even after today's class by reading more literature on emotional intelligence

## LESSON 1

# WHAT IS EMOTIONAL INTELLIGENCE?

## TOPICS

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# ICE BREAKER

## Knowledge Check



*Instructions: Answer the questions below and be prepared to share your responses with a partner, in a small group or with the entire class.*

**1. What do you already know about *Emotional Intelligence*?**

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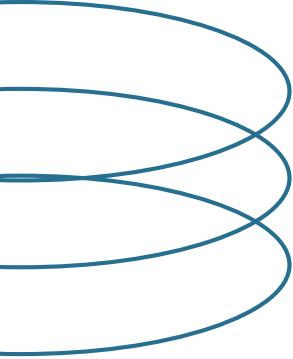
**2. What comes to mind when you hear the words *Emotional Intelligence*?**

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**3. What do you want to get out of this class?**

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# WHAT IS EMOTIONAL INTELLIGENCE?

## A Brief Overview

### WHAT IS EMOTIONAL INTELLIGENCE?

Emotional intelligence, also called EQ, is the ability to be aware of and to manage emotions and relationships. It's a pivotal factor in personal and professional success. IQ will get you in the door, but it is your EQ, your ability to connect with others and manage the emotions of yourself and others, that will determine how successful you are in life. We have all worked with and listened to brilliant people. Some of them were great and... well, some were not so great.

The mean and the meek and all those in between can teach us more than they realize. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ - their emotional intelligence. This one-day workshop will help you develop your emotional intelligence.

### THE IMPORTANCE OF EMOTIONAL INTELLIGENCE

Why should you care about whether your team members are self-aware and understand their impact on one another?

I'm sure you have heard and may even subscribe to the philosophy, "We're not here to like one another; we're here to get the job done." We're not proposing these activities so that people like one another. But the literature is filled with examples and research that support the fact that people's interaction skills translate to getting the job done. We can no longer ignore the fact that people's teamwork skills are an important part of the job.

Many individuals in organizations, however, don't realize that a whole set of skills related to teamwork is required in addition to their technical or job skills. Every manager, supervisor, or project leader can tell you that when people are working together to get the job done, rather than acting from their individual interests and needs, the workday goes smoother, and productivity and quality are enhanced. But these interaction skills that lead to good teamwork aren't included in the textbooks and the training manuals. Our training efforts focus on how to do a job, not how to do a job while working as part of a team.

# UNDERSTANDING EMOTIONAL INTELLIGENCE

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. Think about *communication skills*? What comes to mind when you hear someone say that they want to improve their *communication skills*?**

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**2. What skills belong under the "umbrella" of communication skills?**

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# DEFINING EMOTIONAL INTELLIGENCE AT WORK



**"IF YOU ARE TUNED OUT OF YOUR OWN  
EMOTIONS, YOU WILL BE POOR AT  
READING THEM IN OTHER PEOPLE"**

- *Daniel Goleman*

Prior to 1990, there were no talks about emotional intelligence. Leaders that lived before the 90s would have never heard this term before. Fast forward to 2022 and emotional intelligence is one of the hot topics to discuss among leaders and organizations. What is emotional intelligence and where did the term come from?

## **The history of Emotional Intelligence**

In 1990, the word *emotional intelligence* was first used in the publication of *Imagination, Cognition, and Personality*. The publication was researched and written by Peter Salavoy and John Mayer.

However, this term was not popularized until Dr. Daniel Goleman wrote the book, *Emotional Intelligence* in 1995, followed by a few publications in the Harvard Business Review a few years later. The book is now considered a classic among leaders who study the importance of emotional intelligence at work, and even led to the more popular book, *Emotional Intelligence 2.0*, which came out in 2009.

## **What is Emotional Intelligence?**

According to Dr. Daniel Goleman, Emotional intelligence (or sometimes called EQ or EI) is the ability to recognize, understand and manage our own emotions in order to recognize, understand and influence the emotions of others with our behavior.

It is now believed that emotional intelligence is one of the key characteristics that make up great leaders, allowing them to build relationships and prioritize more efficiently.



# EQ VS IQ

## What's the difference between EQ and IQ?



**"YOU DO CONTROL THE THOUGHTS THAT FOLLOW AN EMOTION, AND YOU HAVE A GREAT DEAL OF SAY IN HOW YOU REACT TO AN EMOTION—AS LONG AS YOU ARE AWARE OF IT."**

- Travis Bradberry  
*Emotional Intelligence 2.0*

The average IQ (a way to measure your intelligence) is about 100 and if you have an IQ above 140, you are considered a genius. Throughout history, there has been a fascination with intelligence and people lookup "who has the highest IQ" very frequently.

EQ (Emotional Intelligence), on the other hand, measure something different. Let's take at the differences between the two.

### Important things to know about IQ vs EQ

- Cognitive Intelligence or (IQ) is the accumulation of knowledge. EQ is the ability to connect with others.
- IQ deals with the brain. EQ deals more with the heart.
- IQ is associated with books and technology and critical thinking. EQ is associated with relationships, communication, and empathy.
- Some people can have a high IQ but a very low EQ.

The best leaders are not necessarily the smartest in the world, but they do have a strong EQ. In fact, I can guarantee that many of us know someone who is extremely smart but lacks some of the most basic social skills. For people in leadership positions, social skills is a must have, even if the person is more of an introvert. There's a difference between being social and having social skills. Social skills can be learned because they include the way we communicate with others, how we relate, listen and collaborate.

# WHY IS EQ IMPORTANT IN LEADERSHIP?

Written by Allen Aguilar

Much of what we know about emotional intelligence comes from two books: *Emotional Intelligence* (Goleman, 1995) and *Emotional intelligence 2.0* (Bradberry 2009). These two books have provided extensive research and studies on how emotional intelligence plays an important role in leaders.

"In a very real sense we have two minds, one that thinks and one that feels," says Dr. Daniel Goleman in his book *Emotional Intelligence: Why it can matter more than IQ*.

## Horrible Bosses

As much research has been done on "great leaders", I personally wonder why we have too few great leaders and why it seems like we have more horrible bosses. As the data confirms, great leaders have a high EQ, while horrible bosses have a low EQ. Here's what we need to question about our practices:

- Why do companies continue to place horrible people (with low EQ) in leadership positions?
- Why is EQ not a criterion for promotion or for hiring?

## It's Not About Being Nice

We have the tendency to think that emotional intelligence is about being "nice". Anytime we hear the words "feelings" or "emotions", we may think of a soft-spoken boss who lets people do what they want and can't seem to put his or her foot down. Emotional intelligence goes beyond

being nice or "nicer". Just because a leader is nice doesn't mean that this person is a great leader.

## Why Emotional Intelligence Matters

According to Travis Bradberry, the author of *Emotional Intelligence 2.0*, "in tests of important skills, it is found that EQ subsumes the majority of them, including time management, decision making and communication."

This means that EQ is the core foundation of the skills you need to do your day-to-day management and leadership. Furthermore, Bradberry says that "EQ is so critical to success that it accounts for 58% of performance in all types of jobs. It's the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence."

## Emotional Intelligence Can Be Developed

Did you know that your IQ does not really change at all from the time you're 15 to the time you're 50? According to Bradberry, some studies show that "your IQ, short of a traumatic event such as a brain injury, is fixed from birth."

Yet, anyone can improve and work towards a higher EQ, thus becoming a better leader. Yes, some people are naturally more emotionally intelligent than others, but this is a skill that can be learned and a part of our brain that can be developed.



# REFLECT: WHY IS EQ IMPORTANT IN LEADERSHIP?

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. What stood out to you the most about the article you read?**

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**2. Do you think that Emotional Intelligence is an important attribute for leaders to have?  
Why or why not?**

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**3. Do you personally know someone that may seem to have a high EQ? Describe that person.**

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LESSON 2

# THE 4 PILLARS OF EMOTIONAL INTELLIGENCE

## TOPICS

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**13** HOW EMOTIONALLY INTELLIGENT ARE YOU?

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**14** THE 4 PILLARS OF EMOTIONAL INTELLIGENCE

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# HOW EMOTIONALLY INTELLIGENT ARE YOU?



**"MOST PEOPLE ARE NOT READY TO RECEIVE HONEST FEEDBACK FROM THOSE AROUND THEM."**

- Allen Aguilar

There are many assessments out there that will test certain skills and even your personality. As mentioned previously, you can even take a test that will measure your IQ. What about EQ? Are there any assessments that will tell us if we have high or low EQ?

## Assessing your Emotional Intelligence

There are simple EQ assessments out there, like the one created by Mind Tools, and others that go in-depth and are very costly. There are even assessments that require you to receive honest, blunt, direct feedback from your peers. Regardless of the assessment tool you use to measure your EQ, one thing is important: you need to understand what to do with the results.

Remember, EQ is comprised of various skills so although your EQ may be fine, there are still some skills that you may need to improve.

## Do you need to measure your EQ level?

One question that comes often is about testing EQ levels. Is it worth the cost? Do people really need to know their EQ level? The short answer is no. Taking an assessment is a good starting point but understanding the four pillars will help you self-assess in areas that you can work on.

If you take an EQ assessment, that's great. If you don't, that's fine too. The most important thing is not the assessment or the class you take on Emotional Intelligence. The most important thing is your next step. How will you take this information and use it to improve the way you work, communicate, lead or build relationships?

1

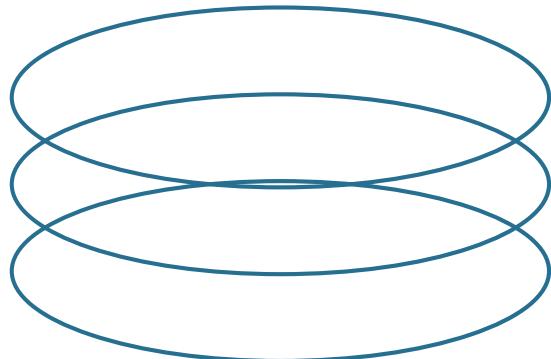
## SELF-AWARENESS

The core of Emotional Intelligence is self-awareness. Self-awareness is comprised of three competencies; emotional self-awareness, where you are able to read and understand your emotions as well as recognize their impact on work performance and relationships; accurate self-assessment, where you are able to give a realistic evaluation of your strengths and limitations; and self-confidence, where you have a positive and strong sense of one's self-worth. The starting point and key in these areas is the ability to be critically self-reflective.

2

## SELF-MANAGEMENT

Self-management is comprised of five competencies; Self-control, which is keeping disruptive emotions and impulses under control; transparency, which is maintaining standards of honesty and integrity, managing yourself and responsibilities; and adaptability, which is the flexibility in adapting to changing situations and overcoming obstacles; achievement orientation, which is the guiding drive to meet an internal standard of excellence; and initiative, which is the readiness to seize opportunities and act.



# EMOTIONAL INTELLIGENCE

## THE 4 PILLARS

3

## SOCIAL AWARENESS

Social Awareness is comprised of three competencies; empathy, which is understanding others and taking an active interest in their concerns; organizational awareness, which is the ability to read the currents of organizational life, build decision networks and navigate politics; and service orientation, which is recognizing and meeting customer's needs. The adaptable, success-oriented type.

4

## RELATIONSHIP MANAGEMENT

The Social cluster of Relationship Management is comprised of seven competencies; visionary leadership, which is inspiring and guiding groups and individuals; developing others, which is the propensity to strengthen and support the abilities of others through feedback and guidance; influence, which is the ability to exercise a wide range of persuasive strategies with integrity, and also includes listening and sending clear, convincing and well-tuned messages; change catalyst, which is the proficiency in initiating new ideas and leading people in a new direction; conflict management, which is resolving disagreements and collaboratively developing resolutions; building bonds, which is building and maintaining relationships with others; and teamwork and collaboration, which is the promotion of cooperation and building of teams



# REFLECT: THE 4 PILLARS OF EQ

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. What stood out to you the most from the 4 pillars of Emotional Intelligence?**

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**2. Which of these four pillars do you think is the most difficult to build, learn or improve?  
Why?**

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**3. In what ways do you see a correlations between having a high EQ and a strong performance at work?**

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## LESSON 3

# SELF-AWARENESS

## TOPICS

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**17** REFLECT: WHAT DOES IT MEAN TO BE SELF-AWARE?

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**18** ARE WE TRULY SELF-AWARE?

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**20** SELF-AWARENESS REMINDERS

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**21** TIPS TO IMPROVE SELF-AWARENESS

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**22** NEXT STEPS

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# REFLECT: WHAT DOES IT MEAN TO BE SELF-AWARE?

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. How would you define the word Self-Awareness? What words come to mind when you hear the word Self-Awareness?**

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**2. What are some characteristics of someone who is very self-aware? What are some characteristics of someone who lacks self-awareness?**

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**3. In what ways can someone grow in their self-awareness?**

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# ARE WE TRULY SELF-AWARE?

Written by Allen Aguilar

Many years ago I used to ask a final question when interviewing candidates for a manager position. At the end of each interview I would ask, *If you could change one thing about this interview, what would it be?* I asked this question to try to measure the self-awareness of the candidates.

One day, a gentleman arrived 15 minutes late to his interview. Despite his tardiness, I decided to interview him in hopes that he would bring something special to the interview that would lead me to forget that he was late. At the end of the interview, I asked my final question: *If you could change one thing about this interview, what would it be?* His answer: "Nothing. My interview was perfect."

For years I have pondered the following question: can you teach someone to become more self-aware? I think you can but it is a difficult task, especially if you are trying to transform someone who lacks self-awareness.

## We Are Not As Self-Aware As We Think

Tasha Eurich, a recognized organizational psychologist and author has studied and researched thousands of people in search for the "magic sauce" that makes someone emotionally intelligent. During her studies, she discovered something interesting. It turns out that 95% of people in her studies believed that they were self-aware but only 10-15% of those people were. This was one of the most intriguing parts of her Ted Talk that has been viewed more than 4 million times.

## Why Are We Not Self-Aware?

I have a theory about our lack of self-awareness. My theory hasn't been proven but it has led me to a handful of research that suggests I may be on to something. I think that we may not be as self-aware as we think because many of us haven't developed the habit of self-reflection. How often do we look back at what we have accomplished for the week? How often do we ask ourselves how we could have handled things differently? How often do we count our blessings or think about areas where we need to grow?

If we don't possess the habit of self-reflection, it will be difficult to truly become more self-aware.

## Improving Self-Awareness

Let's go back to Tasha Eurich's study. What did the 10-15% of the people have that the others did not? The answer has to do with the type of questions we ask ourselves. Many of us get stuck on the word "why". Why is this happening to me? Why did I deserve this? Why am I not good enough? Why did he get the promotion and I didn't? Why am I always a victim?

Those that demonstrate a high-level of self-awareness begin their questions with the word what. What can I do to change my situation? What can I do to get the promotion the next time? What can I change about my thinking? Self-awareness and self-reflection begins with the right questions.



# REFLECT: ARE WE TRULY SELF-AWARE?

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. What stood out the most about the article you read? Why?**

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**2. Can you provide an example of an instance in which the way other perceived you was different from the way you view yourself?**

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**3. How can asking "what" help us become more self-aware?**

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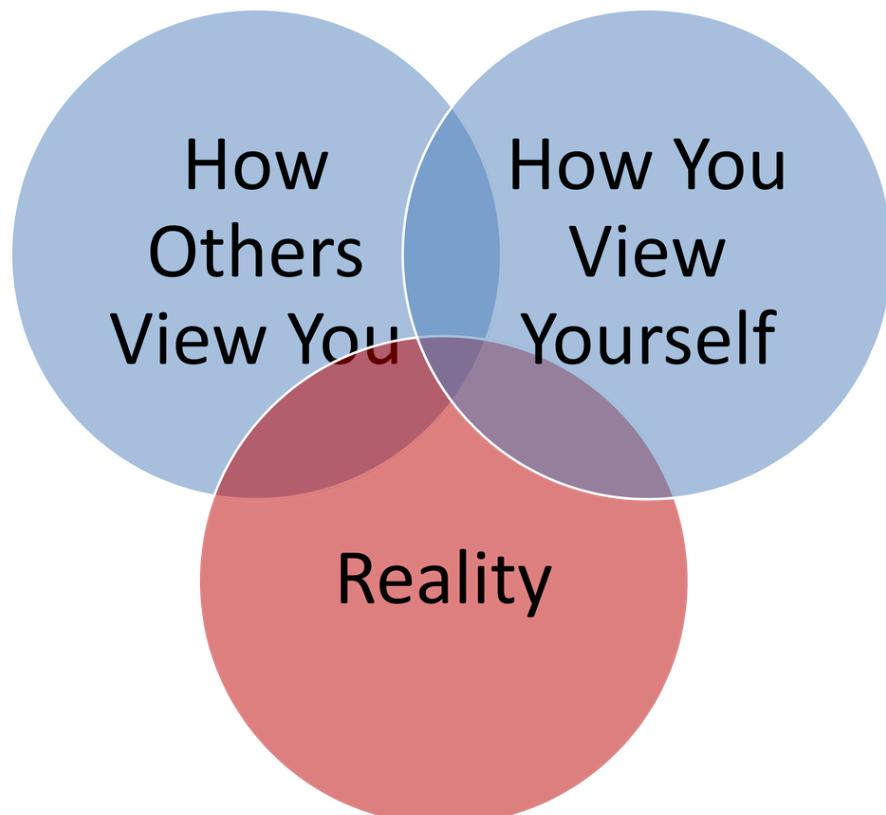
# Self-Awareness Reminders

## How others view you vs How you view yourself

When someone views you differently than how you view yourself, is that good or bad? Well, it really depends. Sometimes, people view us in negative way due to jealousy, envy or it may be that they simply don't know much about us or we gave the wrong first impression.

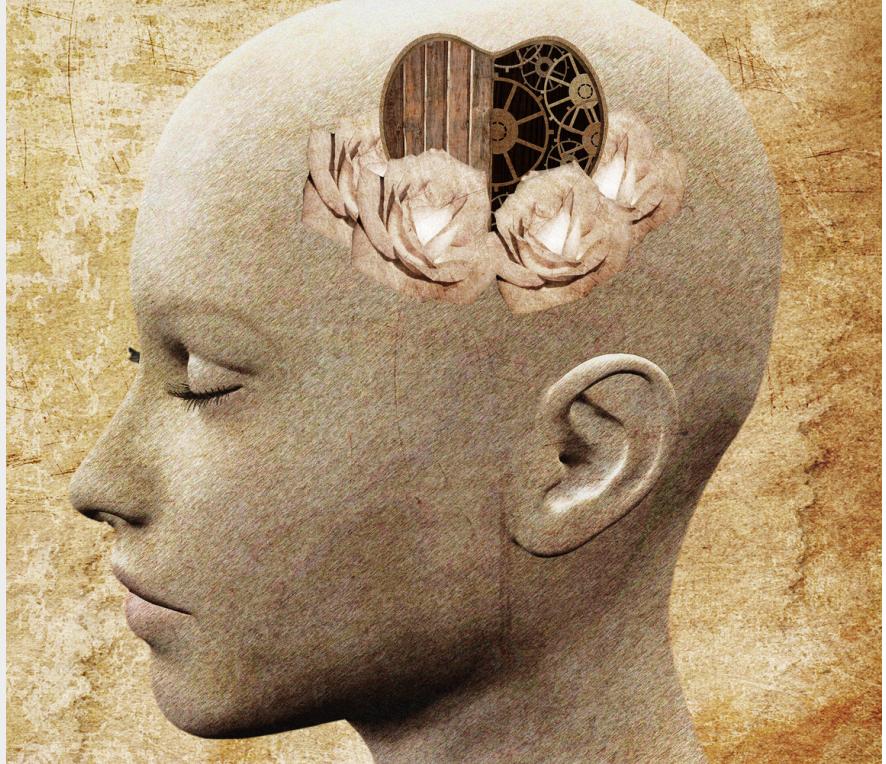
Our modern world pressures us to show a side of us that may not be real. Social media plays a huge part in forcing our hand to add filters and show the world how we are extremely happy although we may be depressed inside. Just like others may view ourselves differently, we may also have a view of ourselves that may not be real.

It is these self-perceived beliefs about ourselves that sometimes hold us back. For example, believing that we are bad with names becomes an excuse to not remember someone's name. Another example may be believing that we are not "a morning person" so we give up productivity early in the day. Once we get passed these ideas about ourselves can we truly reflect and believe that we can become a better version.



# TIPS FOR IMPROVING YOUR SELF-AWARENESS

Self-awareness is the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others



## 6 TIPS TO IMPROVE EQ

- 1 Check your body language and tone**  
Be aware of the message your non-verbal cues give to others.
- 2 Know what triggers your emotions**  
Is there someone or something that pushes your buttons? Think about why this is the case and what happens when those buttons are triggered.
- 3 Analyze your emotional state frequently**  
Throughout the day, self-reflect on your emotions. How did you feel after that long meeting? Did anything make you feel negative? What increases your energy level?
- 4 Reflect daily or weekly**  
Make it a habit to self-reflect on your day and think about your interactions with others.
- 5 Take care of your mental health**  
Do you need a break? How do you unplug from the chaos, from the stress? Mental health plays a huge role in self-awareness.
- 6 Grow in humility**  
Humble yourself. Check your ego. Observe when you may be more self-interested. Decide that you will be a student of life today.

# NEXT STEPS

Become more self-aware



*Instructions: Answer the questions below and be prepared to share your responses with a partner, in a small group or with the entire class.*

**1.What did you learn about self-awareness during this session?**

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**2.What is one thing you can implement immediately to help you grow in your self-awareness?**

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## LESSON 4

# SELF- MANAGEMENT

## TOPICS

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**24** THE CEO WHO FIRED 900 EMPLOYEES VIA ZOOM

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**27** WHAT IS SELF-MANAGEMENT?

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**28** EQ SWOT ANALYSIS

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**29** NEXT STEPS

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# THE CEO WHO FIRED 900 EMPLOYEES VIA ZOOM

**THE FOLLOWING ASSIGNMENT IS AN ARTICLE THAT APPEARED IN INC.COM IN DECEMBER OF 2021 WRITTEN BY BY JASON ATEN, TECH COLUMNIST**

Earlier this month, Better.com CEO Vishal Garg told 900 employees to join him on a Zoom meeting, during which he told them they no longer had jobs at the company. It was all apparently part of his effort to create a "leaner, meaner, hungrier workforce," at the online mortgage company. Garg later told other employees that some of those who were let go were "stealing" from the company by only working two hours a day.

The move to fire 900 employees via Zoom generated a considerable amount of criticism both inside and outside the company. Despite the fact that Garg later issued an apology- sort of- several of the company's executives resigned, including its head of communications and head of marketing.

"I want to apologize for the way I handled the layoffs last week," Garg wrote in a blog post. "I failed to show the appropriate amount of respect

and appreciation for the individuals who were affected and for their contributions to Better." Now, Garg himself is out--at least for now.

An email to employees from the board of directors that was first reported by Vice said that Garg is "taking time off effective immediately." The company's CFO, Kevin Ryan, will manage the day-to-day operations and report to the board.

In its email, the board said the company was taking steps to "build a long-term sustainable and positive culture at Better." We'll come back to that in a minute because it's important. First, it's worth mentioning that this isn't the first time that Garg has shown a lack of people management skills. Last year, Forbes obtained an email from Garg to employees that said: "You are TOO DAMN SLOW. You are a bunch of DUMB DOLPHINS and... DUMB DOLPHINS get caught in nets and eaten by sharks. SO STOP IT. STOP IT. STOP IT RIGHT NOW. YOU ARE EMBARRASSING ME."

Previously, Garg had threatened to set a former business partner on fire, and engaged in hostile exchanges with investors, calling one "sewage" and demanding he divest from the company. All of this comes as Better.com has been preparing to become publicly traded through a SPAC merger. Earlier this month, the company announced it had received an early cash infusion of \$750 million, half of what it expected to raise from the deal from SoftBank and Aurora Acquisition Corp.

On the one hand, it's understandable that the CEO of a company getting ready to go public would take steps to shore up the company's balance sheet and cut unnecessary expenses. That might even include laying off unproductive employees. That isn't the problem.

Garg may well be a visionary with an incredible idea and the skills to execute that idea. He may have founded the most innovative consumer mortgage firm in the history of real estate. I have no idea, and I don't know enough about him or his company to really get into it.

What should be painfully obvious to anyone watching this series of events is that Garg has a people management problem. That means the company has a people management problem, which is evidenced by the number of employees who have spoken about its toxic culture.

Better.com's board says it has hired an outside firm to do an assessment and provide recommendations to help it improve its culture, but if the

first recommendation isn't to find a new CEO, anything else it might suggest is a waste of time and money. Why? Because culture flows out of the integrity and character of the person at the top.

The most important thing you do as a leader isn't setting a strategy or communicating the vision--it's leading people. That's the number one job. Obviously, a CEO with thousands of employees can't directly lead every employee, but they set the tone by their words and their actions.

Unfortunately, leaders are often rewarded for results won without regard for the impact they have on real people. That's especially true when a company is private and founder-led. Often, no one is willing to tell a leader in that position that they're wrong.

In this case, that problem appears to be made worse by the fact that Garg's response to any kind of challenge is to lash out. Eventually, people start to avoid any kind of confrontation, even on really important issues. It's just not worth it if you know you're going to get attacked.

For a company getting ready to go public, that can be fatal. If no one is willing to speak up because they're afraid of the boss's wrath, all kinds of things start to fall through the cracks. Those things might be small now, but things tend to accumulate in those cracks, and eventually they become big issues.

Source:

<https://www.inc.com/video/how-soulcycles-co-founders-launched->

# REFLECT: THE CEO WHO FIRED 900 EMPLOYEES VIA ZOOM

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. What stood out the most about the article you read? Why?**

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**2. Why do you think that companies continue to place bad bosses (or people with low EQ) in leadership roles?**

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**3. How can companies make sure that more emotionally intelligent people are placed in leadership positions?**

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# WHAT IS SELF-MANAGEMENT?

Self-management is comprised of five competencies; Self-control, which is keeping disruptive emotions and impulses under control; transparency, which is maintaining standards of honesty and integrity, managing yourself and responsibilities; and adaptability, which is the flexibility in adapting to changing situations and overcoming obstacles; achievement orientation, which is the guiding drive to meet an internal standard of excellence; and initiative, which is the readiness to seize opportunities and act.



## 5 Competencies of Self-Management

- 1 Self-Control**  
keeping disruptive emotions and impulses under control
- 2 Transparency**  
maintaining standards of honesty and integrity; managing yourself and responsibilities while ensuring proper prioritization
- 3 Adaptability**  
flexibility in adapting to changing situations and overcoming obstacles
- 4 Achievement orientation**  
guiding drive to meet an internal standard of excellence; the ability to set personal goals and to become goal-oriented
- 5 Initiative**  
the readiness to seize opportunities and act; to become proactive and resourceful

# SWOT ANALYSIS

## AN EQ SWOT

### SELF-REFLECTION

What is an EQ SWOT? An EQ SWOT analysis measures your own personal Strengths, Weaknesses, Opportunities, and Threats to your EQ as a team member

#### "S" - STRENGTHS

##### Your EQ Strengths

Examples of Emotional Strengths:  
openness, vulnerable, action

#### "W" - WEAKNESS

##### Your EQ Weakness

Examples of Emotional Weakness:  
indecision, can't say no, morals vs. logic imbalance; anger issues

#### "O" - OPPORTUNITIES

##### Your EQ Opportunities

Examples of Emotional Opportunities are areas where you can grow and improve. For example, focusing on communication skills can improve our connections with others

#### "T" - THREATS

##### Your EQ Threats

Examples of Emotional Threats are areas that can negatively affect relationships if they remain untreated, such as talking over people or teasing employees

# NEXT STEPS

Become better at self-management



*Instructions: Answer the questions below and be prepared to share your responses with a partner, in a small group or with the entire class.*

**1.What did you learn about self-management during this session?**

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**2.What is *one* thing you can implement immediately to help you grow in your self-management?**

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## LESSON 5

# SOCIAL AWARENESS

## TOPICS

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**31** WHAT IS SOCIAL AWARENESS?

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**32** IS THERE A CORRELATION BETWEEN EQ & PERFORMANCE?

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**33** THE IMPORTANCE OF LISTENING

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**34** EXERCISING EMOTIONAL INTELLIGENCE

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# WHAT IS SOCIAL AWARENESS?

Social Awareness is comprised of three competencies; empathy, which is understanding others and taking an active interest in their concerns; organizational awareness, which is the ability to read the currents of organizational life, build decision networks and navigate politics; and service orientation, which is recognizing and meeting customer's needs. The adaptable, success-oriented type.



## 3 Competencies of Social Awareness

- 1 Empathy**  
understanding others and taking an active interest in their concerns; putting yourself in other people's shoes
- 2 Organizational Awareness**  
the ability to read the currents of organizational life, build decision networks and navigate politics; having a keen sense of your surroundings and adapting in social environments
- 3 Service Orientation**  
recognizing and meeting customer's needs; the adaptable, success-oriented type. Willing to do things for other people and looking for the self-interest of others

# IS THERE A CORRELATION BETWEEN EQ & PERFORMANCE?

## Group Activity

### Great Boss

Think about a great boss. What are some characteristics of a great boss?

Think about this great boss. How does a great boss make you feel when you have to go to work?

### Horrible Boss

Think about a horrible boss. What are some characteristics of a horrible boss?

Think about this horrible boss. How does a horrible boss make you feel when you have to go to work?

It's Monday morning and you get up to go to work. Take all that you wrote into consideration. What does working for these bosses cause you to do or not do?

Great Boss

Horrible Boss

# THE IMPORTANCE OF LISTENING

**Most people say they want to improve their communication skills. However, they forget that one of the most important communication skills they can improve is the skill of listening.**



## ACTIVE LISTENING

The practice of completely focusing on what the other person has to say without allowing your mind to wander. It is common for our minds to drift away as others speak. Some people may also attempt to multitask while others speak. Active listening is a technique that allows you to engage with your eyes and body without saying a word; giving your exclusive attention and time.



## REFLECTIVE LISTENING

Reflective listening is when you demonstrate that you understood what was said to you by either repeating those words, paraphrasing what you heard or asking relevant questions.



## EXERCISING EMOTIONAL INTELLIGENCE

Listen beyond the words. Pay close attention to the other person's tone, mannerisms, body language, eye contact, breathing, facial expressions. Is there more to the message than what was just expressed?



## SOCIAL INTELLIGENCE

Here's where your people skills come into play. Social intelligence is demonstrated by understanding intrinsic motivations, social situations, subtleties, and humor. Social intelligence is exercised by the way you react to certain situations and people.

# APPLICATION: EXERCISING EMOTIONAL INTELLIGENCE

## Discussion Questions

*Instructions: Read the scenarios below and answer the questions to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. You have been paired with Ramon to complete a two-week project. Expectations are set and you both know what needs to get done. Three days before the deadline Ramon tells you that he hasn't done anything on his end. How do you react?**

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**2. You just finished training a group of five new employees. Four of those employees seem to "get it" but one of them tells you that you weren't clear and that he'll probably need more training. How do you react?**

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**3. There's been an on-going disagreement this week about how to accomplish certain goals for the month. Tensions ran high in yesterday's meeting and you have one more meeting tomorrow. How can you exercise emotional intelligence?**

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## LESSON 6

# RELATIONSHIP MANAGEMENT

## TOPICS

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**36** *DISCUSSION: RELATIONSHIP MANAGEMENT*

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**37** *5 CHARACTERISTICS OF STRONG RELATIONSHIPS*

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**39** *INVESTING IN RELATIONSHIPS*

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**40** *KEY TAKEAWAYS*

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# DISCUSSION

## Relationship Management



*Instructions: Answer the questions below and be prepared to share your responses with a partner, in a small group or with the entire class.*

**1.What are some characteristics of strong relationships?**

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**2.What can be the cause(s) of bad (or non-existent) relationships at work??**

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# 5 CHARACTERISTICS OF STRONG RELATIONSHIPS

Listed below are 5 characteristics that shape and make up strong relationships in our personal lives and at work.

01

## TRUST

The ability to heavily rely on someone or something. How do you build trust?

- You keep your promises
- You tell the truth
- You follow through and follow up
- You relate to others, find common ground

02

## TIME

Relationships take time to build as they are messy and complicated processes.

Keep the following in mind:

- Relationships become stronger over the years
- To build stronger relationships, you'll need to MAKE time to nurture and focus on building meaningful relationships.

03

## COMMUNICATION

There needs to be interaction for relationships to be built. Build your communication skills in order to build stronger connections.

- Practice your listening skills while interacting with others
- Acknowledge others; say hello to people even if you don't work with them directly
- Remember names and use their names during the conversation

04

## RESPECT

Mutual respect needs to exist among both parties. To ensure you keep a respectful relationship:

- Do not talk down and belittle someone
- Much disrespect is passive aggressive, small insulting comments or jokes with the intent to belittle someone. Don't do it!
- Reaffirm, praise and acknowledge

05

## INVESTMENT

Put effort into your relationships by investing more than what you withdrawal:

- Practice active listening
- Keeping promises
- Make sincere apologies
- Spend time with someone
- Do something for someone else



# REFLECT: 5 CHARACTERISTICS OF STRONG RELATIONSHIPS

## Discussion Questions

*Instructions: Read the questions below and answer them to the best of your ability. Be prepared to share your responses with a partner, a small group or with the entire class.*

**1. In what other ways can you establish trust at work?**

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**2. In your busy schedule, how much of your time is actually spent with people? How can you spend more time building relationships?**

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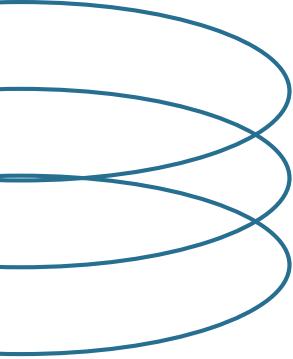
**3. What role can relationships play when exercising emotional intelligence?**

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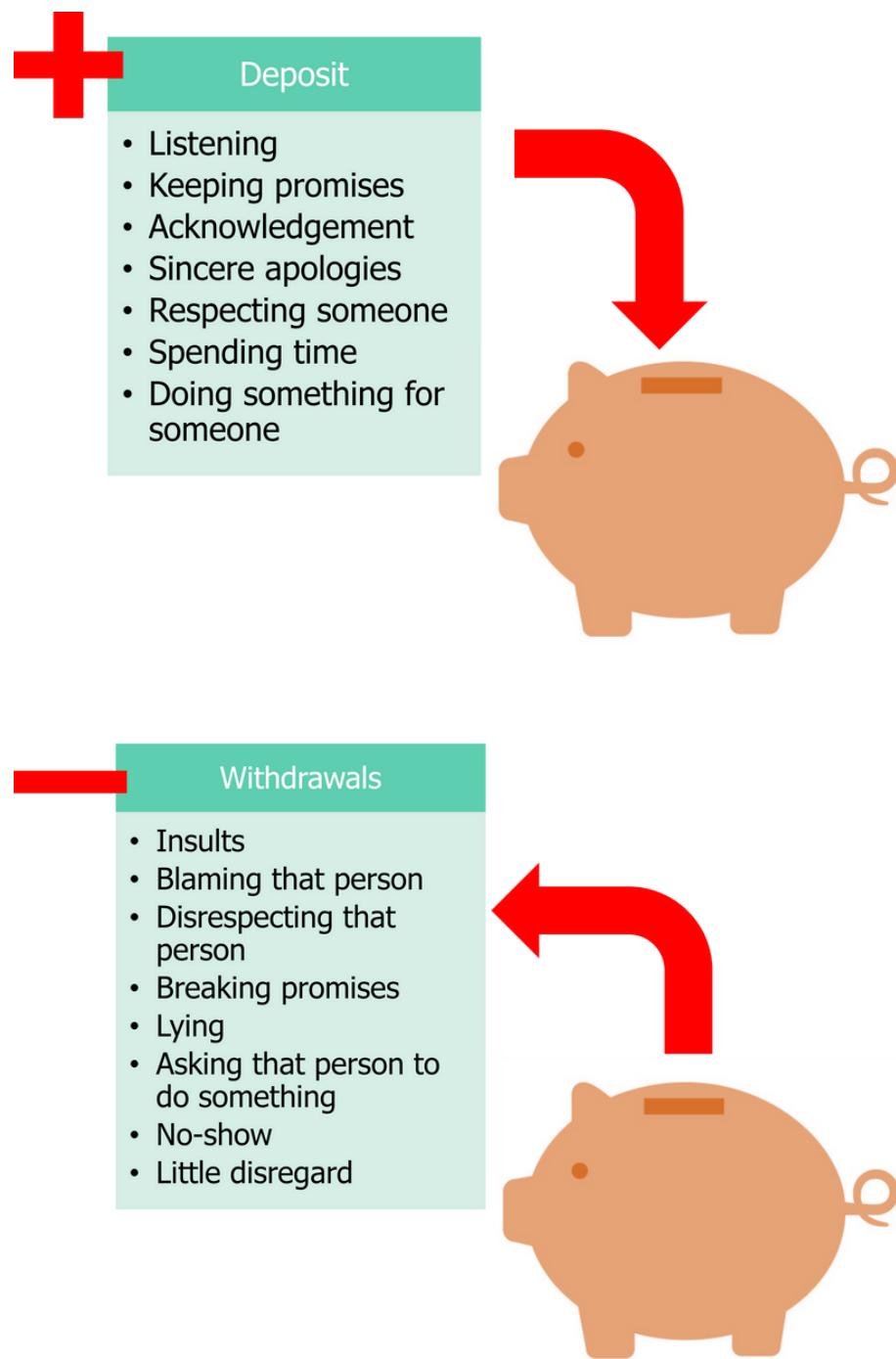
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# INVESTING IN RELATIONSHIPS

Stephen Covey, the author of *The Seven Habits of Highly Effective People* gives a great analogy on how we are to think about relationships. Below is our intent to describe how we all share an emotional/relationship piggy bank with each other and how we can deposit and withdrawal from our relationships.



# DISCUSSION

## KEY TAKEAWAYS



*Instructions: Answer the questions below and be prepared to share your responses with a partner, in a small group or with the entire class.*

**1.What stood out to you the most about this Emotional Intelligence training class?**

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**2.What will be your game changer?**

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