





## Introduction

### Emotional Intelligence: A Success Predictor



#### What is Emotional Intelligence and What is the Intelligence Quotient?

**Emotional Intelligence**, or **emotional quotient (EQ)**, is our ability to accurately identify our emotions, manage them and “*tune in*” to the emotions of others. Having EQ skills helps us control our own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. It’s both how we maintain emotional control and how we relate to others. So ultimately, it’s our ability to use the emotional information to guide our thinking and behavior.

EQ is said to be a better gauge of success at work because it is characteristic of those with outstanding interpersonal communication skills. Those with a high EQ usually have the ability to understand, empathize and get along better with others.

**Intelligence quotient (IQ)**, is a score derived from one of several standardized tests designed to assess one’s intelligence. The original IQ test was developed in 1905 by French psychologist Alfred Binet as an attempt to classify school children based on intellectual ability.

It is still used to measure academic abilities to learn as well as understand and apply information to skill sets. IQ covers logical reasoning, word grasp and math skills. People with a higher IQ can think abstractly and make linkages more easily.

#### What's More Important — IQ or EQ?

There are differing perspectives on whether EQ or IQ is more important. Those in the EQ camp say, “*A high IQ will get you through school, a high EQ will get you through life.*”

#### An Abbreviated History of EQ

The idea of quantifying intelligence dates back to 1883. English statistician Francis Galton wrote about the idea in his paper “*Inquiries into Human Faculty and Its Development.*” Since that time, much has been researched and written on EQ.

#### 1972: Paul Ekman – Study of Facial Expressions of Emotions

Dr. Ekman conducted cross-cultural studies of nonverbal behavior. Through extensive research, he mapped all of the emotions revealed by the face. Today it’s used in police investigations by interviewers. His work was also featured in the TV show “*Lie to Me.*”

### **1983: Howard Gardner – Multiple Intelligences**

Dr. Gardner introduced the idea that traditional types of intelligence, such as IQ, failed to fully explain cognitive ability. He devised a list of several types of intelligences which are listed below.

The first two intelligences apply to education and schooling, the next three apply to the arts, and the last two apply to our ability to work with others and understand ourselves.

- Linguistic intelligence (language abilities)
- Logical-mathematical intelligence (analysis and math skills)
- Musical intelligence (music aptitude)
- Bodily-kinesthetic intelligence (mental and physical coordination)
- Spatial intelligence (pattern recognition skills)
- Interpersonal intelligence (ability to work with others)
- Intrapersonal intelligence (ability to understand oneself)

### **1982: Reuven Bar-On – Coined the Term EQ and Created EQ-i®**

Dr. Reuven Bar-On is a pioneer and internationally acclaimed expert in emotional intelligence. He was involved in defining, measuring and applying the concept since 1980 and was responsible for the term EQ as well as creating the EQ-i®, the first measurement of emotional intelligence to be published. He co-edited the *Handbook of Emotional Intelligence* in 2000.

Dr. Bar-On stated: *“Emotional intelligence is an array of personal, emotional, and social competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”*

### **1989: Peter Salovey and Jack Mayer – Emotional Intelligence as an Intelligence**

Psychologists Peter Salovey and John Mayer initiated a research program intended to develop valid measures of emotional intelligence and explore its significance, and subsequently they developed the EQ Ability Model. They produced a large body of work based on their research, analyses and findings.

### **1995: Daniel Goleman – Book on Emotional Intelligence**

The popularizing of EQ is attributed to Dr. Goleman. As a psychologist, he worked as a science writer for the New York Times. He read an article written by Drs. Salovey and Mayer and became interested in the EQ concept. Dr. Goleman summed up his position: *“Emotional intelligence is the capacity not only to be aware of and able to express our emotions but to manage and moderate them effectively too. Emotional intelligence is what prevents anger from turning into rage and sadness into despair.”*

Dr. Goleman believed that in a competitive workplace where intelligence levels are equal, EQ can be the determining factor for success.

# Self-Awareness

## How Do You See Yourself?



### Emotional Intelligence Architecture

The theory of EQ is that it can be developed and improved. EQ can be broken down into four quadrants. Two of the quadrants are related to personal competence and the other two quadrants are related to social competence.

### Self-Awareness

Self-awareness is the ability to correctly identify and understand emotions as they happen. It is knowing yourself, your values, capabilities, strengths, weaknesses, etc. It's being comfortable with whom you are. Since your emotions influence your behavior, use your awareness to predict why you do what you do and say what you say even when responding to different people and situations. Being self-aware also means that you understand your effect on others.

Increasing self-awareness and recognizing patterns and feelings help you understand what makes you tick and is the first step to personal and professional growth. It enables you to name the emotion by bringing it to the forefront, so you are better able to understand why you're feeling the way you are and what brought upon that emotion. It gives you insight into your feelings.

# Chapter 1

## Your Values, Strengths and Weaknesses



### Your Core Values

In order to improve the first quadrant of the EQ model, self-awareness, identify your basic values and beliefs which, in turn, will help reveal what actually motivates you. Values and beliefs drive your emotions and behavior, so it's important for you to know which values and beliefs are dominant.

### Your Intelligence Strengths and Weaknesses

Identifying your intelligence strengths and weaknesses is another means of developing deeper self-awareness. Using Dr. Gardener's list of intelligences through the exercise, determine your strengths. Some may be obvious or known to you, while others may need to be uncovered. Consider the many ways that you might apply these strong skills, talents and abilities.

It's also important to know your weaknesses. Knowing any deficiencies may lead you to improve your abilities in those areas or to avoid tasks in areas where you are lacking. However, in general, if given the choice of improving your strengths or weaknesses, choose to further improve your strengths. Since you're already good at your strengths, you can become truly exceptional in those areas.

### Self-Esteem vs. Self-Confidence

Self-esteem is how you perceive or feel about yourself. It's the result of self-evaluation of past challenges, performance, successes, beliefs and feedback from others. Self-confidence is a product of self-esteem; high self-esteem normally results in high self-confidence. It's self-esteem in action. If we feel self-assured, we push forward and stretch far to achieve challenging goals with the confidence that we will achieve what we set out to accomplish. Self-confidence can vary depending on situations and circumstances. For example, you may have great self-confidence in public speaking but feel less confident with your cooking skills. In most cases, your strengths and weaknesses are related to your self-esteem/self-confidence and the lack thereof. When your strengths are well-applied (and weaknesses are avoided), success often results, thus, producing high self-esteem and self-confidence.

If you don't feel confident or good about yourself, there are ways to increase your feeling of self-worth. There are self-help classes, books, videos, webinars, etc. on just about every aspect imaginable that are readily available to assist you in overcoming uneasiness, knowledge gaps and self-doubt. High self-esteem and a high self-confidence are traits essential for mastering EQ.



## Chapter 2

# Optimism and Pessimism



### What is Optimism and Pessimism?

Optimism and pessimism are attitudes that affect the way we see the world and what is happening around us. Optimists see success as the result of their own hard work, whereas, pessimists view success as being the result of good luck or fate.

**Optimists** see something like the loss of a job as a short-term problem or the result of a lack of work in their field. They tell themselves that it will take hard work to find another job, and as a result, another job will be had. **Pessimists** see job losses as someone else's doing: their boss doesn't like them, the system is against them and life is just not fair. When pessimists lose their jobs, they see it as a barrier. They may even take it further by thinking they will never work again.

In his long-running research and best-selling book *Learned Optimism: How to Change Your Mind and Your Life*, Dr. Martin Seligman describes how differently optimists and pessimists view the world. He believes that we can shift our thinking to be more optimistic. The benefits to optimism are indisputable as evidenced by repeated studies. Optimists have better overall health, live longer and are able to more easily adapt to even the harshest circumstances. Conversely, pessimists suffer more incidents of ill health including increased clinical depression and anxiety.

Pessimists can learn to change their attitudes and be more optimistic. Not only do they become healthier, but they also get more happiness from life in doing so.

Being an optimist isn't always an approach that you can take in light of difficulty or adversity. However, if you focus on achievement, improving morale, inspiring, or teaching, Dr. Seligman recommends an optimistic approach. However, pessimism also has its place, and even some benefits. Even the very optimistic can become pessimistic at times. Pessimism does have a way of looking at things realistically, which some optimists may fail to do.

### Pessimism vs. Optimism

A pessimist and optimist view the same situations differently. Dr. Seligman explains it as:

For myself, I am an optimist –  
it does not seem to be much use  
being anything else.

-Winston Churchill

- A pessimist sees things as **permanent, pervasive** and **personal**.
- An optimist sees it as **temporary, isolated** and **effort is viable**. They see they have control.



# Emotional Intelligence

## Quick Reference Guide

### EQ Defined

#### A – Adversity

- Anything you see as a problem
- Anything described to you as someone's problem

#### B – Beliefs

- Our thoughts on the adversity become our belief

#### C – Consequence

- What action takes place because of our belief

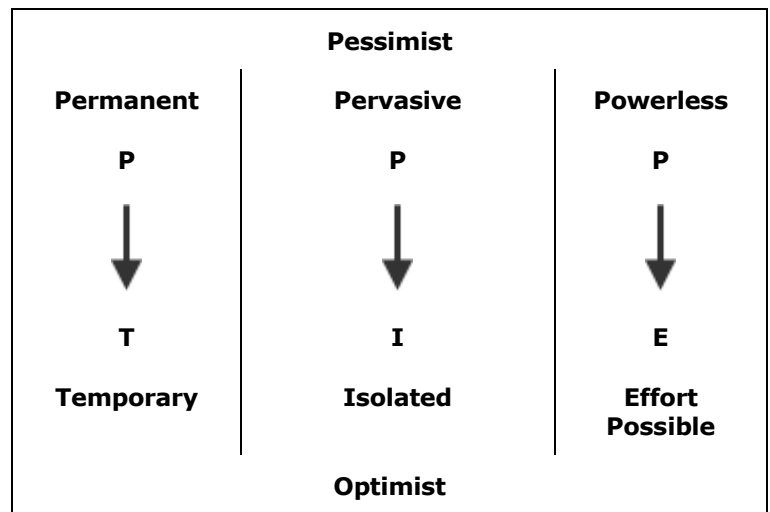
#### D – Disputation/Distancing/Distracting

- Disputation is arguing with yourself
- Distancing
- Distracting

#### E – Energization

- How disputing your thoughts makes you feel

### Pessimism vs. Optimism



### The EQ Blueprint

	Reflective Questions	Skills and Concepts
<b>Identify Emotions</b>	<ul style="list-style-type: none"> <li>• How do I recognize emotions?</li> <li>• Where do I hold emotions in my body?</li> <li>• How do I know for sure that what I believe is true?</li> </ul>	<ul style="list-style-type: none"> <li>• Be empathetic</li> <li>• Self-honesty</li> <li>• Recognize that emotions can get in the way of accurately accessing emotions</li> </ul>
<b>Understand and Manage</b>	<ul style="list-style-type: none"> <li>• Will my response help or hinder the situation?</li> <li>• Can you increase your awareness of your actions so that you see their effects?</li> <li>• Am I hearing the unspoken messages?</li> </ul>	<ul style="list-style-type: none"> <li>• Reason and motivation:</li> <li>• Manage feelings</li> <li>• Choose to affirm the positive</li> <li>• Develop social behaviors</li> <li>• Interdependence</li> </ul>
<b>Use and Communicate</b>	<ul style="list-style-type: none"> <li>• What is this emotion telling me?</li> <li>• Do I know how to use emotional language to help understanding?</li> <li>• Am I healing or hurting?</li> <li>• What will my emotional reaction have on others?</li> <li>• Will this emotion help me reach my goal?</li> </ul>	<ul style="list-style-type: none"> <li>• Apply consequential thinking</li> <li>• Empathy</li> <li>• People will remember the emotion of the situation long after they have forgotten the words and deeds.</li> <li>• Express emotions appropriately.</li> <li>• Practice integrity</li> </ul>

### Communication Tips

<b>V</b>	Validate
<b>A</b>	Ask questions
<b>L</b>	Listen, especially listen to the vocal (the tone) as well as the verbal (the words)
<b>U</b>	Understand the meaning that can be behind the words
<b>E</b>	Empathize

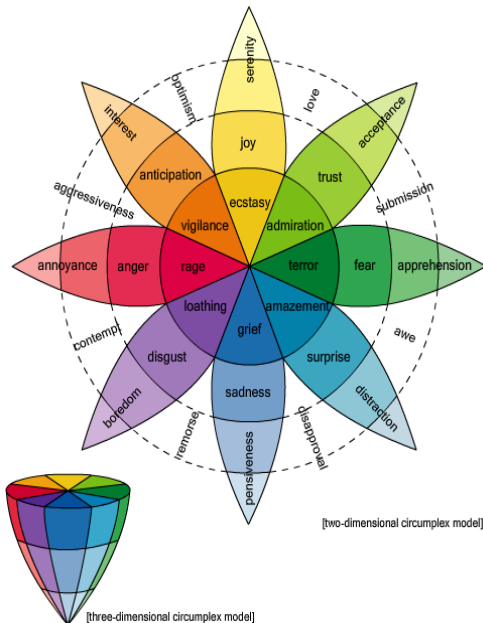
### Active Listening

- **S:** Sit quietly with your arms and legs uncrossed.
- **O:** Maintain an open posture.
- **L:** Lean slightly forward in the direction of the speaker.
- **E:** Maintain eye contact. Be sensitive though – some people are uncomfortable with extended eye contact.
- **R:** Stay relaxed. Pay particular attention to your shoulders and neck.



## The Emotional Map

Plutchik's Wheel of Emotions



## The Human Emotions

**Sadness** The inner corners of the eyebrows come up and together when a person is sad. This creates a set of wrinkles in the form of an upside-down U at the middle of the brow. There is also a slight vertical furrow between the eyes.

**Anger** When people are angry, the inner corners of their eyebrows are drawn down and together in a prominent vertical wrinkle called a knit brow or furrowed brow. They may open their upper eyelids more widely, displaying the whites of their eyes. They may also create an intense expression by contracting the lower eyelids. Lips may be tightly pressed together, and the pink part of the upper lip may disappear.

**Fear** A frightened person's eyebrows may appear nearly horizontal, with wrinkles stretched across the entire brow. As with anger, scared people show more of the whites of their eyes as the upper eyelid is raised. The corners of their lips may be pulled to the sides of the face in a tight horizontal line.

**Joy** Or happiness causes muscles in the cheeks to rise, and muscles around the eyes to contract. This creates wrinkles in the corners of the eyes. The corners of the mouth also curve upward, in a symmetrical smile. Eye wrinkles are the main way to tell authentic smiles from phony ones.

**Surprise** When people are surprised, they typically raise their upper eyelids, exposing the whites of their eyes. Also, the mouth or jaw may drop open.

**Contempt** When people feel contempt, the left corner of the lip is pulled out to the side, creating a dimple. An eye roll often accompanies contempt as well.

**Disgust** When people are disgusted, they often wrinkle their noses as if smelling something bad. As a result, horizontal wrinkles may appear at the top of the nose between the eyes, and the upper lip may be raised.

**Trust** A person's belief that trusting the other one will behave in a way beneficial to him or her. Trust is a positive emotion with admiration being even stronger. Trust is shown by strong eye contact and mirroring behavior (matching the person's gestures and facial expressions).

**Anticipation** It is a positive emotion. It is looking forward to something that is to happen. People feeling anticipation show joy with hands being clasped together or actually rubbing them together.

## Reading List

Mersino, Anthony, *Emotional Intelligence for Project Managers*, AMACOM, 2013

Harvard Business Review's *10 Must Reads on Emotional Intelligence*, HBR, 2015

Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ (10th Anniversary Edition)*. Bantam, 2006.

Kravitz, M., *Emotional Intelligence Works: Developing "People Smart" Strategies*, 2000

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Damasio, Antonio. *Descartes' Error: Emotion, Reason, and the Human Brain*. Penguin, 2005.

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## What Emotions Tell Us

Emotion	What it tells us
Sadness	Lost something of value
Anger	Way is blocked or get out of my way
Fear	Possible threat – be prepared
Joy	Gained something of value, the way is safe
Surprise	Something unexpected happened
Disgust	Rules are violated
Trust	Is the implied value of a relationship
Anticipation	Looking forward to something