



UNDERSTANDING EMOTIONAL INTELLIGENCE

Management in State Government

Participant's Manual

Comprehensive Public Training Program (CPTP)

*Sponsored by the Governor's Office and
the Department of Civil Service*

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*Office of Human Resource Management
Louisiana State University
304 Thomas Boyd Hall
Baton Rouge, LA 70803
Phone: 225-578-2280
Fax: 225-578-9499*

UNDERSTANDING EMOTIONAL INTELLIGENCE

Course Description

This course introduces the concept of emotional intelligence and its benefits in the workplace. Participants will discover the history behind how society defines intelligence and learn the impact that emotions have on our every day lives. Throughout the course, participants will learn about each of the four main skills that comprise emotional intelligence.

Job Outcomes

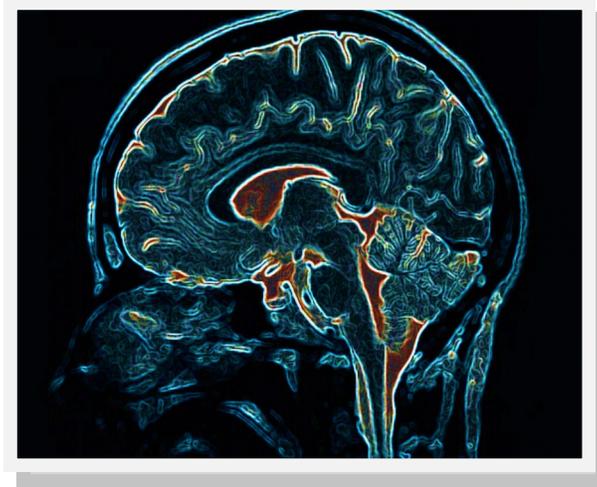
- Considers and responds appropriately to the needs, feelings, and capabilities of all individuals.

Learning Objectives

- Define emotional intelligence (EQ) and recognize the value of it in your personal life and career
- Identify the four core EQ skills
- Assess your own emotional intelligence to identify current EQ strengths and development opportunities
- Identify ways to exercise and develop emotional intelligence
- Develop an action plan for increasing your emotional intelligence



EMOTIONAL INTELLIGENCE (EQ)



What is it?

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

-- The Emotional Intelligence Quick Book

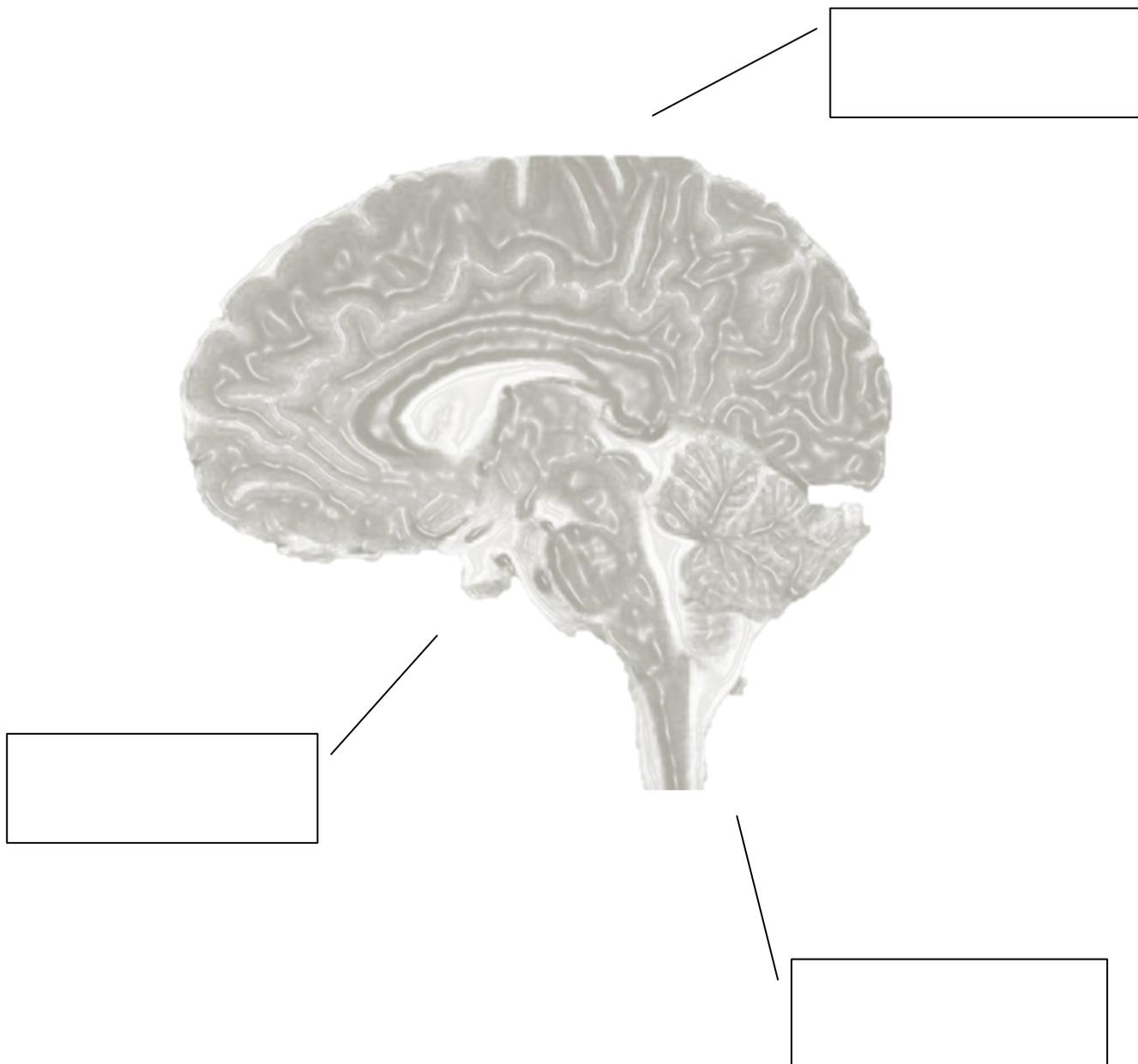
Why is it critical?

"In those fields I have studied, emotional intelligence is much more powerful than IQ in determining who emerges as a leader. IQ is a threshold competence. You need it, but it doesn't make you a star. Emotional Intelligence can."

-- Warren Bennis, author of On Becoming a Leader

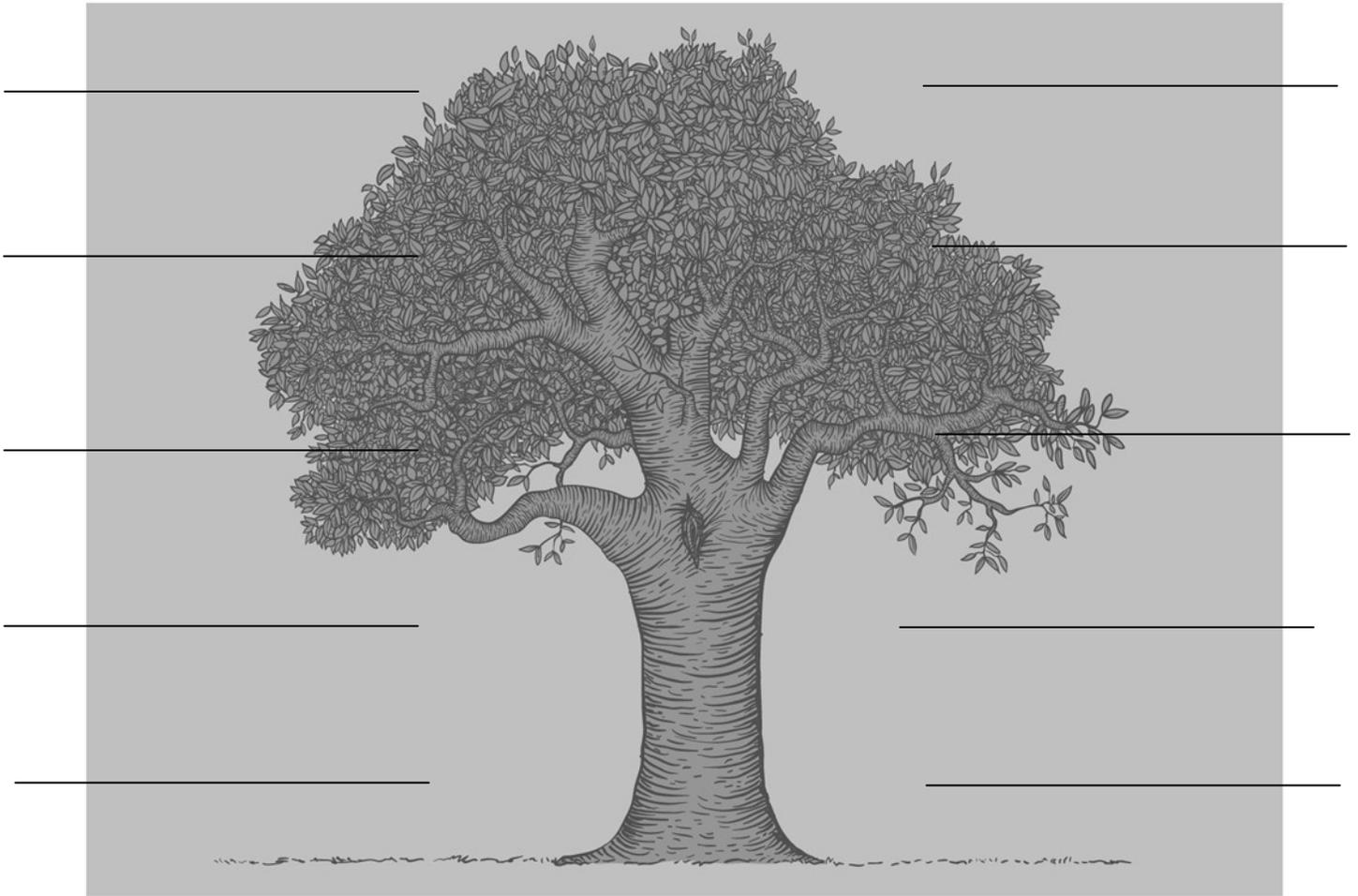
WHAT IS EQ PHYSICALLY?

EQ is the Path between Feeling and Reason



WHAT IS EQ CONCEPTUALLY?

The foundation for critical skills such as . . .

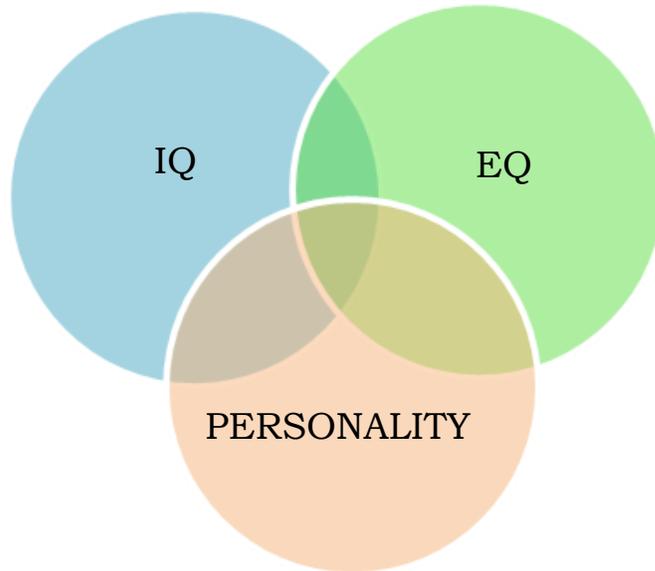


Emotional Intelligence is a set of (non analytical) skills and competencies that influence your ability to succeed in coping with life's demands and pressures.

- Reuven Bar-On, Ph.D.

WHAT EQ IS NOT

We all possess cognitive intelligence (IQ), personality, and emotional intelligence (EQ). How we think and act is determined by the combination of all three components. One can not be used to predict another.



CAN EQ MAKE A DIFFERENCE ?

EQ can build a stronger organization when it is used in:

- _____
- _____
- _____
- _____
- _____

“In the past, we rewarded the lone rangers in the corner offices because their achievements were brilliant even though their behavior was destructive. That day is gone. We need people who are better at persuading than at barking orders, who know how to coach and build consensus. Today, managers add value by brokering with people.”
- Larry Bossidy, Chairman and CEO, AlliedSignal



CONFLICT MANAGEMENT STYLES

Personal Competence

SELF AWARENESS

- Awareness of your emotional state
- Recognizing how your behavior impacts others
- Understanding how other people influence your emotional

SELF MANAGEMENT

- Making the most of any situation
- Resisting the desire to act or speak when doing so will only make things worse.
- Taking responsibility for your

Social Competence

SOCIAL AWARENESS

- Recognizing a mood in the room.
- Caring what others are going through.
- Hearing what others are really saying.

RELATIONSHIP MANAGEMENT

- Clearly expressing ideas and information
- Getting along well with others and handling conflict effectively
- Recognizing and meeting your

WHAT MAKES YOU TICK?



Group Activity

Building your self-awareness requires taking an honest look at how you tend to react to emotionally arousing situations. If you have an idea of how you typically react to emotional situations, you can use that awareness to keep your emotions from getting the best of you.

A good way to discover your emotional tendencies is to record the thoughts and feelings you experience in situations that trigger strong emotions. This requires taking a candid look at what you are thinking and feeling. After you experience a situation that evokes a strong emotional response, sit down, think about it, and record your thoughts and feelings while they are fresh in your mind. Do this for a period of time and you will begin to see patterns in how you react to your emotions.

With a partner, pick an emotion from the following list and associate that emotion with a work related situation or occurrence that caused that emotion. At this point, don't discuss how you behaved in response to it. We are focusing only on identifying the situations that 'trigger' negative emotional reactions.



Angry	Disappointed	Upset
Frustrated	Disgusted	Belittled
Stressed	Mean	Unimportant
Rejected	Enraged	Invisible
Depressed	Unhappy	



HINDSIGHT IS 20/20



Hindsight is 20/20

Using the example of a situation you shared earlier with your partner, discuss how you behaved in response to it, the result of your behavior, and how could you have responded in a different way. As a partner, give the other person feedback and insight to help them identify an alternative way of handling the same situation.



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SOCIAL AWARENESS

Social Awareness is your ability to recognize and understand the moods of other individuals and entire groups of people.



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SOCIAL AWARENESS



As you practice observing and listening to other people more closely, make a connection between what the other person is doing and what he or she is feeling. The video shows how somebody can misread a person's intentions by failing to observe body signals and verbal cues intently. With your group, write down things that Pearl could have done differently. From your observations, develop three principles that can guide you to improve your social awareness with others.



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RELATIONSHIP MANAGEMENT

Relationship Management is the most advanced skill. It requires that you apply the first three skills as you relate to other people. By managing the emotions involved in an interaction, you will connect more with others and improve how people respond to you.



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EXPRESSING YOUR FEELINGS

Positive

Comfortable
Accepted
Acknowledged
Appreciated
Loved
Lovable, Desirable
Happy
Aware, Enlightened
Satisfied
Supported
Encouraged
Optimistic
Respected
Safe, Secure
Peaceful, Relaxed
Motivated
Focused
Free
Independent
Confident
Competent, Capable
Proud
Worthy, Deserving
Excited, Energetic
Fulfilled
Validated
Connected

Negative

Uncomfortable
Rejected
Ignored
Unappreciated, Resentful, Bitter
Unloved, Hated
Unlovable, Undesirable
Angry, Sad, Hurt, Disappointed
Unaware, Confused
Frustrated
Unsupported, Squelched
Discouraged
Pessimistic, Hopeless
Disrespected, Insulted
Afraid, Insecure
Tense, Frustrated
Bored, Lethargic
Lost
Trapped, Controlled, Obligated
Dependent, Needy
Nervous, Worried, Scared
Incompetent, Inadequate, Dumb, Stupid
Guilty, Embarrassed, Ashamed
Unworthy, Undeserving, Inadequate
Depressed, Numb, Frozen
Empty, Needy
Invalidated
Disconnected, Isolated, Lonely

CASE STUDY

You have many different types of relationships in your life. Whether they exist at home, work or school, it's important to remember that emotions play a role in every interaction you have with another person, whether you are aware or not. Think for a moment how emotions can influence the "back and forth" between two people. The feelings behind a conversation are sometimes as influential as the actual words being said. It is a challenge for both people to spot the emotions in the moment and understand their influence upon interactions. The following questions can help you frame your understanding of emotions during a conversation.

1 How was Sharon feeling?

2 What was Sharon thinking about as a result of these feelings?

3 What caused Sharon to feel the way she did?

4 What did Sharon do to manage these feelings?

5 What would you have done differently?

1 How was Rick feeling?

2 What was Rick thinking about as a result of these feelings?

3 What caused Rick to feel the way he did?

4 What did Rick do to manage these feelings?

5 What would you have done differently?

CASE STUDY

Remember: It's not about being perfect or having complete control of your emotions. Rather, it's about allowing your feelings to inform you and to guide your behavior.

1. _____ about it

2. Prepare for difficult _____

3. Use _____

4. Pay attention to your _____ of others' emotions

When you are conscious of your emotional states, you gain valuable flexibility or response.

Like learning any new skill, improving your EQ takes practice, and most people see a measurable change 3-6 months after they start working on a new skill.

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