

Emotional Intelligence & Understanding Self

September 2021



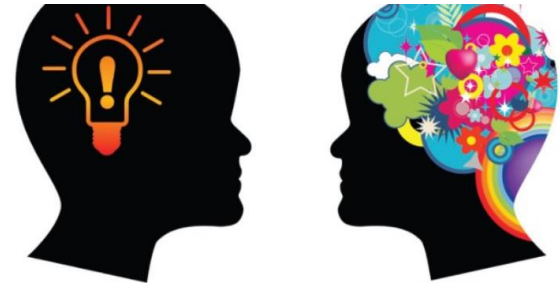
Emotional intelligence as a foundation for leading self

What is Emotional Intelligence? It's the ability to recognise, understand and manage our own and others' emotions. Being aware that emotions drive our behaviour and in turn impact people (both positively and negatively), and learning how to manage those emotions – both our own and others – is one of the building blocks of successful leadership. Research has shown that emotional intelligence is a key differentiator between star performers/leaders, and others.

“The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but...they are the entry-level requirements for executive positions. My research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.” – Daniel Goleman

There's a world of difference between Emotional Intelligence and Intelligence. Both play their part in success, but a combination of both is what's really needed. People with a high IQ may be exceptionally brilliant at understanding and applying information in a meaningful way, but when it comes to communicating, negotiating, persuading, inspiring, influencing and collaborating others, high EQ is needed.

Therefore - **EQ + IQ = Leading Self and Others**



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Emotional Intelligence

Daniel Goldman: Co-Director of the Consortium for Research on Emotional Intelligence in Organizations at Rutgers University. His books include Building Blocks of Emotional Intelligence, Primal Leadership: Unleashing the Power of Emotional Intelligence, and Altered Traits: Science Reveals How Meditation Changes Your Mind, Brain, and Body

- **Self-awareness** – People with high EI are usually very self-aware. They understand their emotions, and because of this, they don't let their feelings rule them. They're also willing to take an honest look at themselves. They ask for feedback, know their strengths & weaknesses, and they look at developing these areas regularly.
- **Self regulation** – Ability to control emotions and impulses. People who self-regulate typically don't make impulsive or careless decisions. Think before they act. Characteristics are thoughtfulness, comfort with change, integrity, positive outlook, and the ability to say no.
- **Motivation** – Willing to defer immediate results for long-term success. Highly productive, love a challenge, and are effective in what they do. Typically intrinsically motivated.
- **Empathy** – Ability to identify with and understand the wants, needs and viewpoints of those around you. Excellent at managing relationships, actively listening and relating to others. Are open and honest.
- **Social skills** – Team players, high collaborators. Rather than focusing on their own success first, they help others to develop and shine. Can manage disputes, excellent communicators, and build and maintain strong relationships.



Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

SOURCE: MORE THAN SOUND, LLC, 2017

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<https://www.verywellmind.com/components-of-emotional-intelligence-2795438>

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Activity - What do you think are behaviours of people with:

Low Emotional Intelligence	High Emotional Intelligence

Why is it beneficial to have emotional intelligence?

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Some tools to improve Emotional Intelligence:

Going back to Daniel Goleman's five factors:

1. **Self-awareness:** Journal your thoughts and emotions. Slow down to examine why you're feeling a particular emotion. Ask for feedback. Actively work on a development plan.
2. **Self-regulation:** Know your values, hold yourself accountable, practice feeling calm – meditation, going for a walk, mindfulness etc.
3. **Motivation:** Understand what motivates you and why. Assess what your motivation is to lead. When faced with a challenge, adopt more of a growth mindset, and see the positive aspects in negative situations.
4. **Empathy:** Put yourself in other's shoes, learn how to read others body language. Actively listen. Be 100% present.
5. **Social Skills:** Learn conflict resolution and how to have courageous conversations, Work on your communication skills. Ensure you are praising others regularly.

Activity - Any other tools that you can identify?

Understand your strengths and how to leverage these

Whilst you may be good at many things you are only really *great* at a few things. Self-aware leaders know the few things that they are great at and are constantly working on improving these few key strengths.

Self-aware leaders play to their strengths. This allows them to focus their time and energy where they can contribute maximum value. Knowing their strengths helps leaders develop confidence in their abilities. It's this confidence in their strengths that allows them to take risks involved in pursuing a challenging vision.

Leaders who are aware of their strengths know what they need from others to complement their leadership abilities.

Activity – Identifying your strengths

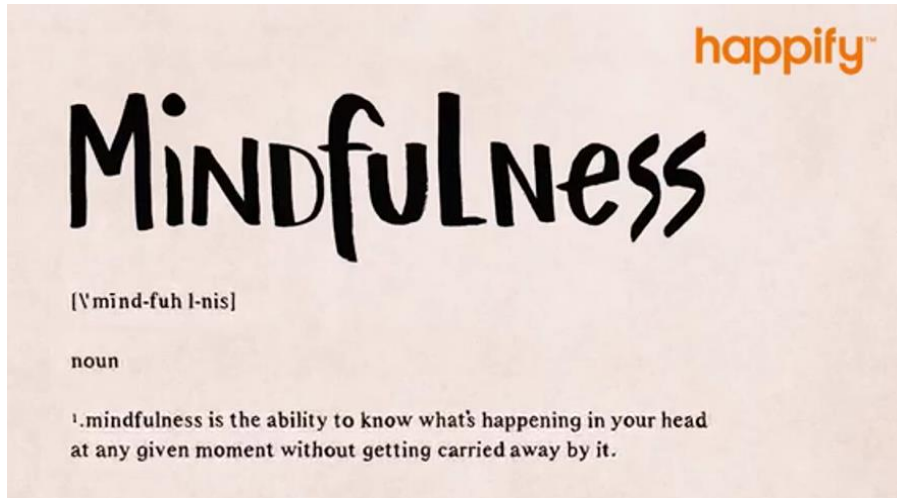
Capture and discuss your personal strengths as identified in your Communication Styles - DOPE profile and from feedback you have been given from your leader, team and peers.



What is mindfulness?

The growing research evidence shows that practising mindfulness can lead to positive life changes by developing present moment awareness, enabling us to respond appropriately rather than react habitually. This helps our focus and concentration, can give us a sense of calm, and enable us to have greater emotional intelligence and resilience.

Presence is being completely in the here and now, in flow. You are not in the past or in the future and you are not concerned with thoughts of failure or judgement. Being present is about acceptance and being able to cultivate mindfulness. Presence is being the natural or authentic version of you, able to give someone or a situation your undivided attention.



Video Clip:
'Mind the Bump – Mindfulness and how the brain works'
<https://www.youtube.com/watch?v=U9d15gOnocY>

Mindfulness fundamentals

Observation

The ability to choose at crucial times to simply observe what you are thinking, feeling, and sensing. It is like stepping out of a fast-flowing and sometimes turbulent stream onto the riverbank so you can actually see what's going on. When you learn to do this, you can better see your thoughts, feelings, sensations, and impulses for what they are. Without metacognition, there is no means of escaping our automatic pilot.

Allowing (not judging)

What is the case, be the case. Meet your experience with a spirit of openness and kindness to yourself and others. It's not about being passive or weak, but just facing up to what is actually going on in each passing moment. Without *allowing*, our criticism of ourselves and others crushes our ability to observe what is really happening.

Curiosity

Take a lively interest in what has shown up in our inner and outer worlds. Without curiosity, we have no motivation for bringing our awareness into the present moment and staying with it.

The benefits of being mindful and present include:

- Less reactive and more proactive to the way you respond
- Regulation of emotions
- Empathizing with others
- Focusing more readily on the issues at hand
- Adapting more quickly to the situations you find yourself in
- Taking broader perspectives into account
- More aware of the impact of your actions
- Preventing you from slipping into a life that pulls you away from your values.

When you still your mind, you hear what your heart is whispering Rumi - 13th century Persian poet, jurist, scholar and theologian



Mindfulness fundamentals

Creating space in the day to stop, come down from the worried mind, and get back into the present moment has been shown to be enormously helpful in mitigating the negative effects of our stress response. When we drop into the present, we're more likely to gain perspective and see that we have the power to regulate our response to pressure.

Here's a short practice you can weave into your day to step into that space between stimulus and response. Let's STOP!

Mindful.org

<https://ideas.ted.com/4-simple-exercises-to-strengthen-your-attention-and-reduce-distractibility>

<https://www.mckinsey.com/global-themes/leadership/want-to-be-a-better-leader-observe-more-and-react-less>



S **T** **O** **P**

Stop what you're doing; put things down for a minute.

Take a few deep breaths. If you'd like to extend this, you can take a minute to breathe normally and naturally and follow your breath coming in and out of your nose. You can even say to yourself "in" as you're breathing in and "out" as you're breathing out if that helps with concentration.

Observe your experience just as it is—including thoughts, feelings, and emotions. You can reflect about what is on your mind and also notice that **thoughts** are not facts, and they are not permanent. Notice any **emotions** present and how they're being expressed in the body. Research shows that just naming your emotions can turn the volume down on the fear circuit in the brain and have a calming effect. Then notice your **body**. Are you standing or sitting? How is your posture? Any aches or pains?

Proceed with something that will support you in the moment: talk to a friend, rub your shoulders, have a cup of tea.

Treat this whole exercise as an experiment: Get curious about where there are opportunities in the day for you to just STOP—waking up in the morning, taking a shower, before eating a meal, at a stop light, before sitting down at work and checking email.

You can even use your smartphone's message indicator as a reminder to STOP, cultivating more mindfulness with technology.

What would it be like in the days, weeks, and months ahead if you started stopping more often?

—Elisha Goldstein

For more on mindfulness practice, go to mindful.org/inpractice. To submit questions about techniques, the workplace, or relationships and home life, email inpractice@mindful.org

Reacting versus responding

Most times when we are reacting we are not present or mindfully responding to the challenge in front of us.

Our upbringing, experiences, our beliefs and our biases (both conscious and unconscious) shape our thoughts.

At times we can make incorrect assumptions about people and situations simply because we are believing all our thoughts without questioning them.

Taking a step back, a mindful moment or examining our relationship to our thoughts can all help to see the world and ourselves differently.



THOUGHTS are **NOT** FACTS PRACTICE

mindful
mindfulness

When you put some space between you and your reaction, it changes your relationship to your thoughts—you can watch them come and go instead of treating them as facts.

If you're stuck on a negative thought, ask yourself:

1 Is it true?

Often the answer is, "Well, yes." This is the brain initially reacting—the autopilot you live with and believe is you.

2 Is it **absolutely true**?

Is this thought 100% accurate? Can you see the thought in a different way?

3 How does this thought make me feel?

Notice any storylines you're holding onto, and name your feelings: *sad, angry, jealous, hurt.*

4 What would things be like if I didn't hold this belief?

Imagine possible benefits to your relationships, energy levels, and motivation.

Excerpt from *Uncovering Happiness* by Elisha Goldstein, Ph.D., adapted from *Loving What Is* by Byron Katie.

Reflection



Keep



Stop



Start