Emotional Intelligence (EQ) in the Workplace

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What is Emotional Intelligence (EQ)?

Emotional Intelligence (EQ) is:

– Your ability to recognize and understand your emotions

– Your ability to access feelings and use their energy in productive ways
Sometimes **EQ** is more important than **IQ**

- “IQ is a threshold competence. It might get you into a certain field, but it doesn’t make you a star. Emotional Intelligence can.” (William Bennis, leadership expert & author)

- Research done at Yale by Jack Mayer and Peter Salovey in the 1990s confirmed that EQ is a major indicator of success in a person’s work and personal lives

- The higher the intelligence barriers for entry into a field, the greater the impact EQ has on success
Sometimes **EQ** is more important than IQ, continued

- Early research has shown **EQ** responsible for 15–45 percent of work success, versus an average of 6% for IQ

- IQ is established at birth, but **EQ** can be learned

- In fact, studies show **EQ** actually increases as we age
The Five Skills of EQ

1. Self-Awareness
2. Self-Regulation
3. Self-Motivation
4. Empathy
5. Social Skills
The Five Skills of EQ: Self-Awareness

“The greatest of faults is to be conscious of none.”
– Thomas Carlyle

- Recognizing your emotions and their effects
  - Recognize how you are feeling
  - Why you are feeling that way
  - Impact those feelings have on your behavior
- Knowing your strengths and limitations
Self-Awareness

• Pay attention to your emotional thermostat
  – As your thermostat heats up you may experience
    » Thoughts speeding up
    » Feeling hot or numb
    » Heart beating
    » Tunnel vision
    » Tightness in throat

• After emotionally stirring events, sit down and think about what happened
The Five Skills of EQ: Self-Regulation

“If you want to succeed, you have to be smart and take a moment to think. You can’t just run with your emotions.”
– Sean “Puffy” Combs
(Executive Director of Arista Records at age 19)

Managing your moods

- Channeling your feelings and resources to enhance your performance and productivity
Self-Regulation

- Set aside time each day for problem solving
- When emotions are running hot, slow down and think
- Think before you act
- You can *choose* to lose your temper, but you can also *choose* to let impulses pass and respond instead with empathy
Self-Regulation

Speak when you are angry – and you will make the best speech you’ll ever regret.

Laurence J. Peter
Emotions are at work whether we acknowledge them or not.
When you ignore or deny your feelings, you allow them to work without direction.
Once you become aware of how your feelings affect you, you have choices on how to manage them.
If you don’t admit them, they do their work anyway.
Self-Regulation

1-2-3 Strategy for Managing Emotional Energy

1. Acknowledge and feel the emotion rather than denying or minimizing it
   • Feel the inevitable moments of fear and move through them

2. Listen to the feedback the emotion is giving you
   • Suspend the voice of judgment and begin developing insight

3. Channel the emotional energy into an appropriate, constructive response
   • Emotions are a “signal system” and source of information and energy
True fearlessness is not the reduction of fear; but going beyond fear... by fear-less we don’t mean ‘LESS FEAR,’ but ‘BEYOND FEAR.’

Chogyam Trungpa
author of Shambala: The Sacred Path of the Warrior
The Five Skills of EQ: Self-Motivation

“A feeling is an idea with roots.”
- Chinese Proverb

- Knowing how to use your emotions to propel yourself into action
- Use your emotions as a catalyst
- Emotion, move and motivate all share the same Latin root *emovare*, which means to *move*
Self-Motivation

Activating Your Frontal Lobes

The Shift Up Process

• Focus intently on the region of your own heart.
• Recall a positive experience and relive that experience for one minute.
• Ask yourself for insight and wisdom.
The Five Skills of EQ: Empathy

- Your ability to sense others’ feelings from their perspective
- Anticipate, recognize, and meet key constituents’ needs

“The soul does not want to be fixed; it wants to be listened to.” - Parker Palmer
Empathy

Dogbert's Communication Seminar

There's really no point in listening to other people.

They're either going to be agreeing with you or saying stupid stuff.

That should cut down on the questions.
Empathy

True Listening Requires a Mindset that Includes the Following Elements:

• A respectful attitude toward the speaker even when the content of the speaker’s message is abrasive.
• An open mind willing to hear and seek understanding of the messages of the speaker.
• Placing the speaker as an equal and thus worthy of the listener’s attention.
Empathy

Blocks to Listening

1. Mind-Reading – Assuming you know what the person is thinking or feeling.
2. Filtering – Selective listening.
3. Identifying – Referring everything to your own experience.
4. Advising – Problem solving without permission.
5. Being Right – Seeing every discussion as an opportunity to win or show how much you know.
The most important tool for strengthening emotional intelligence is listening
- Reflective listening to clarify content
- Reflective listening to clarify feelings
- “Listening” to non-verbals
Empathy

• Paraphrasing
  – Not just echoing, but restating in your own words
  – Provides a way of checking your understanding
  – Won’t always be accurate, but even if you are off base, it provides the other person a chance to clarify
The Five Skills of EQ: Social Skills

- Your ability to contribute to desirable responses in others through:
  - Communication
  - Collaboration
  - Relationship building

- Learn to pick up on the mood in the room

- Take time observing, asking, and listening
Social Skills
Dynamics of Assertive Communication

Types of Behavior
1. Passive – Putting the feelings or wants of the other person ahead of yours. Letting others make decisions for you and allowing them to tell you what to do.
2. Aggressive – Putting your feelings or wants ahead of the other person by attacking others.
4. Assertive – Standing up for yourself without stepping on the other person. Knowing what you feel and want Expressing them directly and honestly without violating the rights of others. Taking responsibility for your feelings and actions.
Social Skills

You have to say “No” to some things to say “Yes” to the right things.

William Ury
Social Skills
Learning to Say “No”

Reasons for saying “Yes” when you want to say “No”
• You want to be liked
• You don’t want to hurt the relationships
• You feel you are good person by helping others
• You don’t want to hurt anyone’s feelings

You have a right to say “No”
• When your priorities do not coincide with the request
• When you don’t have time with other priorities
• If you just don’t want to

When saying “No”
• Keep it simple – “No” upfront
• Asking to “sleep on it” is perfectly acceptable
• Remember it is costly not to be assertive
Summary
Steps Toward Emotional Intelligence

1. Identify the feelings you are experiencing
2. Understand your feeling response
3. Manage your emotional response
4. Communicate your feelings and needs to others
5. Apply the power of emotions to your relationships in a productive way
Raising Your EQ

- Take a reading of your emotions several times throughout the day and keep a journal of what you are feeling.
- Find an EQ role model or mentor. Watch how they promote their ideas and build relationships. Then apply those skills to your own life.
- Be aware of negative messages and replace them with more positive ones.
  - For example, instead of telling yourself “I’m stupid” after making a mistake, ask “What have I learned?” and “What can I do differently next time.”
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