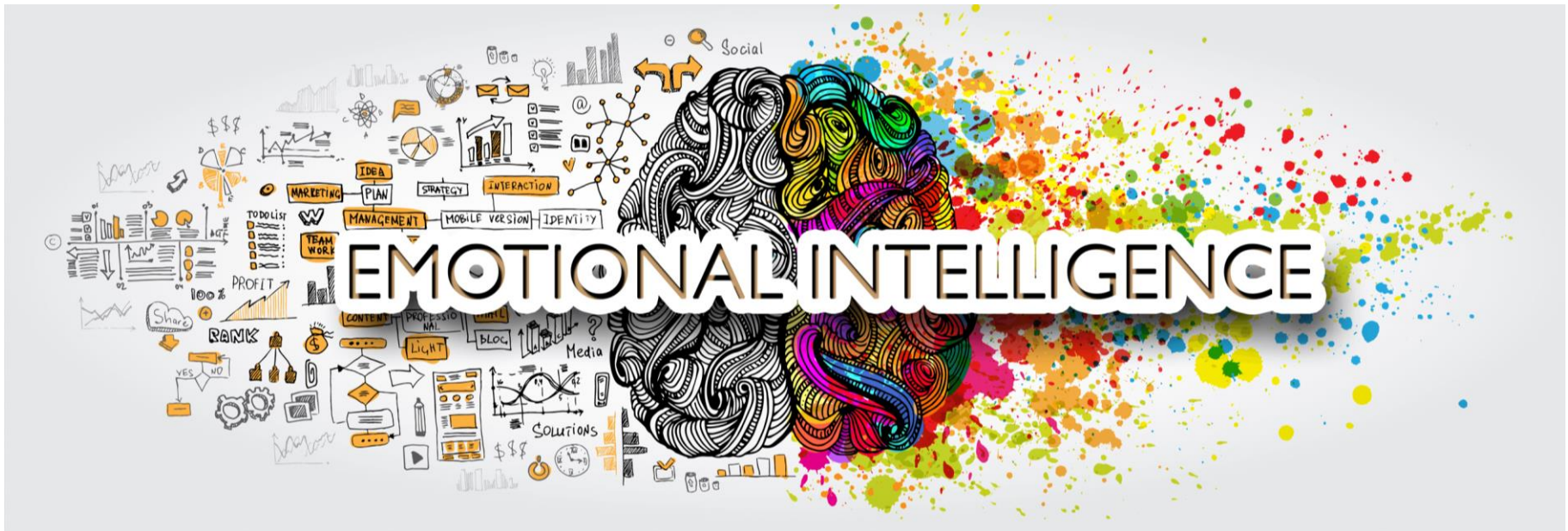
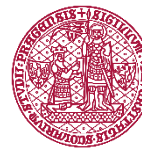




EMOTIONAL INTELLIGENCE





History of the concept of EQ

- The term was first used by Daniel Goleman at a lecture in 1990 and later in his book (Emotional Intelligence) in 1995;
- Cognitive abilities and academic intelligence (**IQ** - ***Intelligence Quotient***) in the life of success involved only 20% ; the remaining 80% is constituted by **EQ** (***Emotional Quotient***);



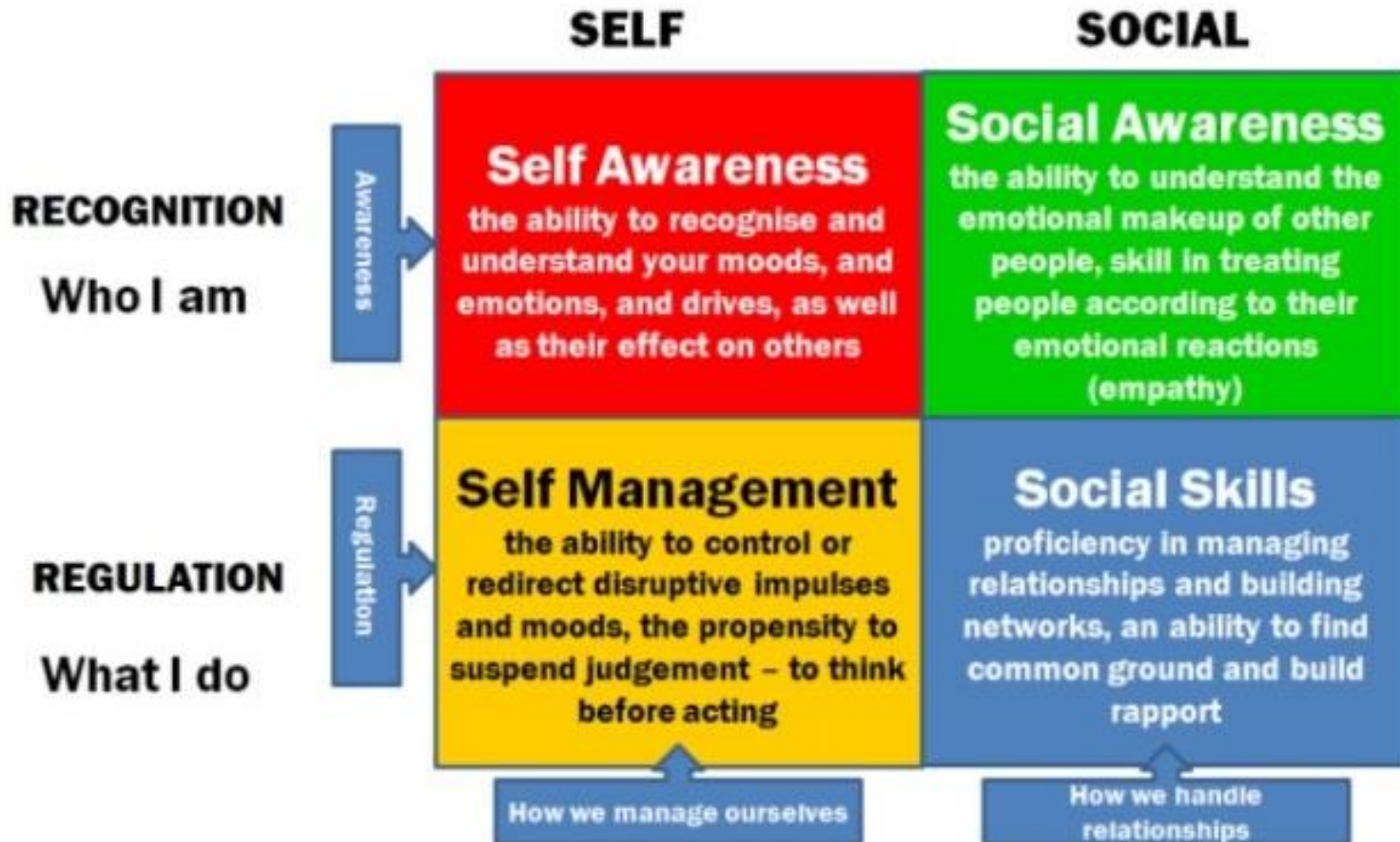
IQ:

Emotional intelligence, more than any other factor, more than I.Q. or expertise, accounts for 85% to 90% of success at work... I.Q. is a threshold competence. You need it, but it doesn't make you a star. Emotional intelligence can.

(Warren Bennis)



Emotional Intelligence





EQ:

- ***is the skill*** to recognize different emotions in yourself and the world around you and to interpret and use these emotions to enhance your quality of life.
- is a ***set of abilities*** that helps you manage your emotions and relate to others.
- is ***the ability to recognize*** your emotions, understand what they're telling you and realize how your emotions affect people around you.
- is ***the ability to understand*** and ***manage*** both your own emotions and those of the people around you.



IQ vs. EQ

- ‘Intelligence Quotient’ (IQ) is the measure most often ***used to determine how clever people are.***
- The most successful leaders tend to have an above average IQ, but this doesn’t make them successful. It’s another type of intelligence called ‘Emotional Intelligence’ or EQ.
- ***EQ enables*** leaders ***to better manage the emotional content of the relationships*** they have and, as a result, they are more influential.
- ***“The best leader is usually the most emotionally intelligent person in the team.”***



IQ vs. EQ

- THE BRAIN IS WIRED TO BE EMOTIONALLY INTELLIGENT:
- **Reptilian brain** (controls very rudimentary functions e.g. breathing, swallowing and heartbeat)
- **Limbic brain** (can be expressive and intuitive, but it doesn't reason, isn't logical, and doesn't respond to our will)
- **Neo-cortex brain** (the ability to control your actions in the face of strong emotions) - it's the seat of your thinking, logic and reasoning.





The value of emotions

- **Emotions** tell the truth about a situation or problem, before we can use logic to rationalize our response. They *are our messengers*.
- Emotion comes from the Latin word: Motus Anima that literally means “*The spirit that moves us.*”
- The most empowering decision we can make is to *take responsibility for our feelings*.
- Taking responsibility for our actions involves *examination of our motives*.
- Instead, we see that everything we do is *a choice* based on our needs, our beliefs, our values, our fears, and desires.
- Virtually all of our actions are motivated by one of two basic emotions: *fear or desire*.



Characteristics of low/high EQ

Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

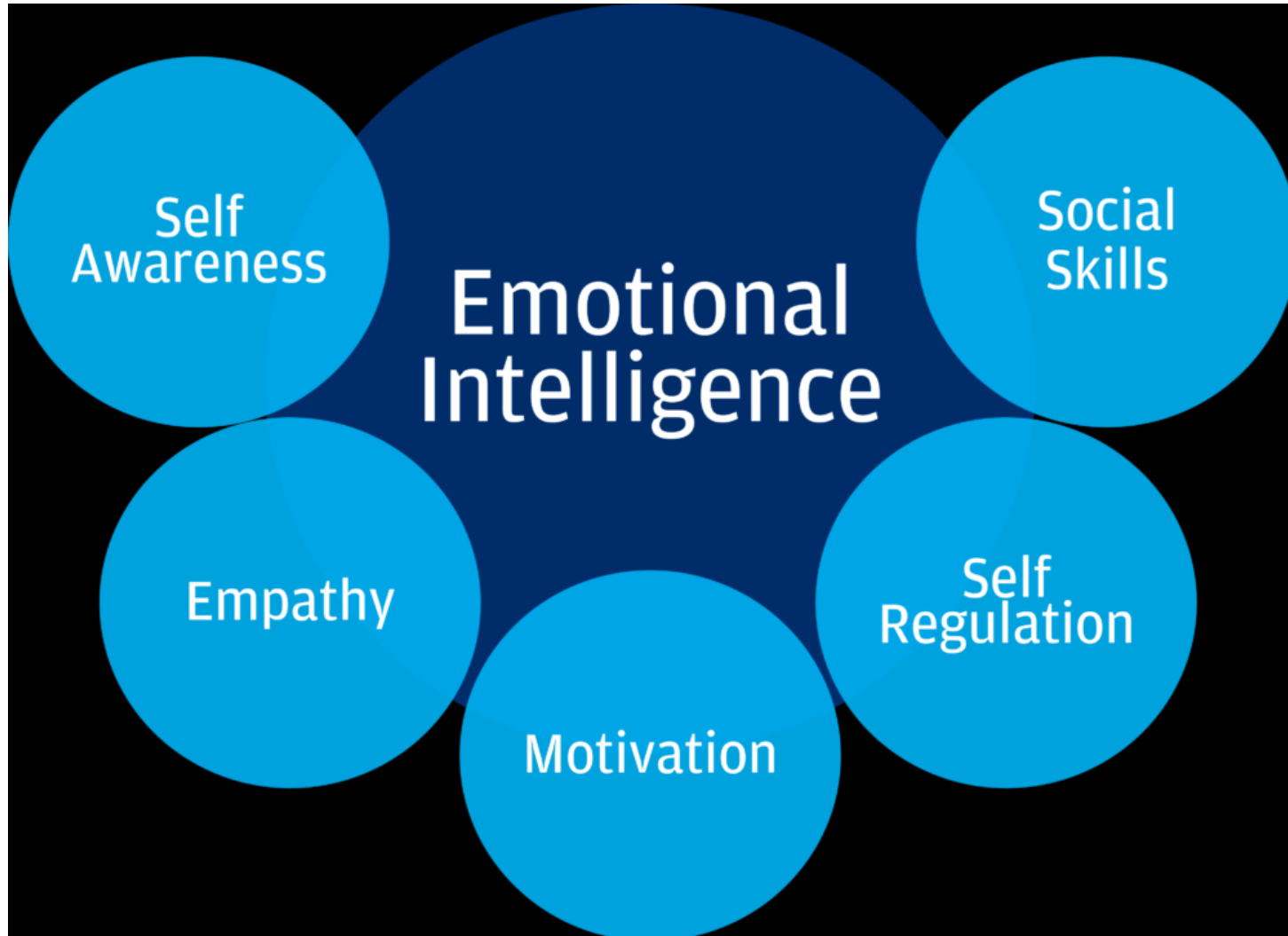
Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat



The five (5) competencies of EQ





1) Self awareness

- It must come first because if we don't know ourselves and what we're feeling, how can we possibly know or understand someone else and how they feel?
- Self-awareness is about ***knowing what drives us and what we're passionate about.***
- The more we know about ourselves, the better we are able ***to control and choose what kind of behaviours we" display*** in a work setting.
- Without self-awareness, ***our emotions can blind us and guide us to do things or to become people we really don't want to be.***
- If we are aware of our feelings and thoughts, we can choose how we will act or react in a given situation or to a certain person.
- ***With this choice comes power*** - the kind of intrinsic power that no one can take away from us.





1) Self awareness

- People with high emotional intelligence are usually very self-aware.
- They understand their emotions, and because of this, ***they don't let their feelings rule them.***
- They're ***confident*** – because they ***trust their intuition*** and don't let their emotions get out of control.
- They're also willing to take an ***honest look at themselves.***
- They ***know their strengths and weaknesses***, and they work on these areas so they can perform better.





2) Self regulation

- The second step is to ***regulate those feelings*** and ***manage them so they do more good than harm.***
- Our passions can be ***contagious*** and energize others, but our ranting and ravings can ***damage work relations beyond repair.***
- ***Checking*** those emotions is what self-regulation is all about. It's giving the ***rational side time to temper*** our feelings when needed.
- When we are angry, ***we cannot make good decisions*** and ***often react inappropriately*** by blowing an incident out of proportion - ***we lose our perspective.***
- By learning to manage our emotions, we become more ***adaptable*** and ***innovative*** in stressful situations.





2) Self regulation

- Self-regulation helps us ***act intentionally*** rather than ***reactively***.
- Self-regulation helps us ***act deliberately*** and ***not destructively***.
- Self-Regulation is the ability to ***control emotions*** and ***impulses***.
- People who self-regulate typically don't allow themselves to become too angry or jealous, and they ***don't make impulsive, careless decisions - they think before they act***.
- Characteristics of self-regulation are ***thoughtfulness, comfort with change, integrity*** and the ***ability to say no***.





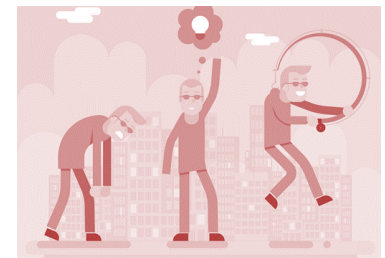
*Out of control emotions make smart
people stupid – IQ:178; EQ: 0*





3) Self motivation

- The third step is to ***direct the power of our emotions towards a purpose that will motivate and inspire us.***
- Self-motivation is about ***visualizing the achievement of a goal and taking the necessary steps to get there.***
- Athletes use their emotions to ***psyche themselves up*** for competition.
- The same technique is effective in the workplace to ***raise job performance.***
- ***“Self-motivated people can envision reaching the goal which gives meaning to the mundane.”***
- ***“Stand firm even when you are buffeted by events and emotions.”***





3) Self motivation

- The strongly self-motivated workers also ***accept change and are more flexible***. New twists and unexpected turns don't bend them out of shape.
- They have ***better attitudes, take more initiative and do balanced risk taking***. But most of all, self-motivated employees ***persist*** toward goals, despite obstacles and setbacks.
- People with a high degree of emotional intelligence are usually ***motivated***.
- They're willing to ***defer immediate results for long-term success***.
- They're ***highly productive, love a challenge***, and are very ***effective*** whatever they do.





Empathy

- Empathy is defined as an ***outwardly-looking*** approach to managing relationships that enables people to ***see from another person's perspective***.
- It means responding to others appropriately with ***sensitivity*** and ***compassion***.
- Empathy begins with ***listening*** i.e. with the purpose to understand and respond and display sensitivity and concern.
- *“Nobody in life will listen to us unless they feel we have listened to them.”*
- A team leader, who is empathetic, listens and responds and naturally displays sensitivity and concern - ***this makes a connection with people***.
- It is important for team leaders to be attuned to different people's needs and emotional responses as well as ***reading these cues***.





Empathy

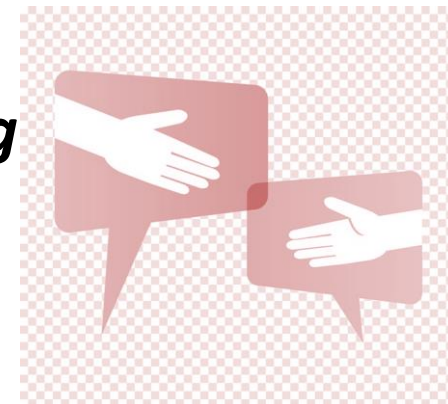
- ***“Empathy is the glue that will bind the group together to work successfully.”***
- ***The ability to model empathy*** is the best way to ***motivate others.***
- Empathetic people are usually ***excellent at managing relationships, listening and relating to others.***
- They ***avoid stereotyping*** and ***judging too quickly*** and they live their lives in a ***very open, honest way.***





Relationship/social skills

- This fifth competency is about ***interacting with people*** successfully and being adept at ***managing emotions in others***.
- With heightened ***social skills***, leaders are ***better communicators*** and ***better collaborators***.
- It's usually ***easy to talk to and like people*** with good social skills, another sign of high emotional intelligence.
- Those with strong social skills are typically ***team players***.
- Rather than focus on their own success first, ***they help others develop and shine***.
- They can ***manage disputes***, are ***excellent communicators***, and are ***masters at building and maintaining relationships***.





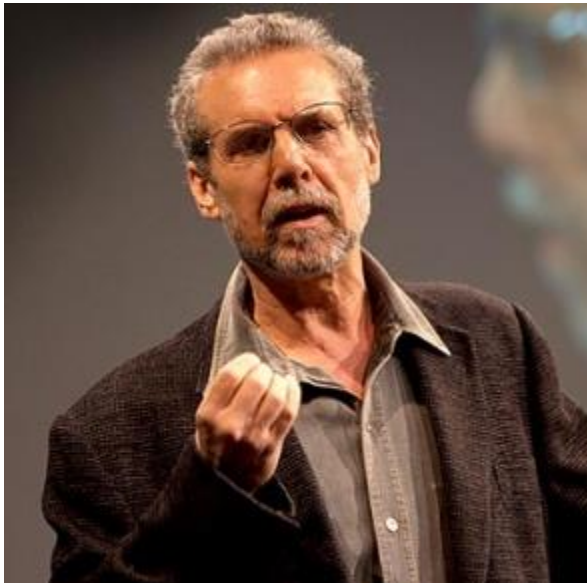
Summary of EQ competences

	Definition	Hallmarks
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence realistic self-assessment self-deprecating sense of humor
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgment- to think before acting	trustworthiness and integrity comfort with ambiguity openness to change
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence	strong drive to achieve optimism, even in the face of failure organizational commitment
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions	expertise in building and retaining talent cross-cultural sensitivity service to clients and customers
Social Skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport	effectiveness in leading change persuasiveness expertise in building and leading teams



Emotional Intelligence Quiz

- [Test your emotional intelligence](#)
- [Daniel Goleman introduces Emotional Intelligence watch](#)



DANIEL GOLEMAN

If your emotional abilities aren't in hand,
if you don't have self-awareness,
if you are not able to manage your distressing emotions,
if you can't have empathy and have effective relationships,
then no matter how smart you are,
you are not going to get very far.



EQ Components I.

- **adaptability:** flexibility and willingness to adapt to new conditions;
- **assertiveness:** the ability to uphold their rights openly, honestly and without attacking others;
- **expression of emotions:** the ability of communicating feelings to others;
- **managing the emotions of others:** the ability to influence the feelings of others;
- **the perception of emotions in oneself and others:** the ability to clearly perceive one's feelings and feelings of others;



EQ Components II.

- **emotional regulation:** the ability to control your emotions;
- **low impulsiveness:** deliberate action;
- **relationship skills:** the ability to experience fulfilling interpersonal relationships;
- **self-esteem:** awareness of its pros and cons, adequate self-confidence, integrated personality;
- **motivation:** ability not to give up in obstacles;



EQ Components III.

- **social skills:** ability to deal with other people;
- **stress management:** the ability to withstand pressure and manage stress;
- **empathy as a personality trait:** the ability to look at the situation through the eyes of another;
- **happiness as a feature of personality:** cheerful mind and contentment with life;
- **optimism as a feature of personality:** a relaxed perception of life, perception especially of the "bright aspects of life"



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Thank you for your attention



Literatura

- Goleman, D. *Emoční inteligence*, 1995.
- Furnham, A. *Psychologie*. 2012