



**Elsabé Manning**

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## **EMOTIONAL INTELLIGENCE (One day)**

**Emotional intelligence** refers to the cognitive skills and competencies we need to successfully communicate and interact with people in our daily lives. Such insight allows us to manage our own and other's emotions and to read, understand and manage our own and others' emotional states and to guide thinking and actions.

People with higher emotional intelligence (EQ) tolerate stress better and they have higher levels of impulse control. They also tend to be more flexible and realistic and to solve a range of problems as they arise. Emotional Intelligence allows us to maintain a positive attitude, particularly in the face of adversity and to feel satisfied with life.

Low emotional intelligence is one of the biggest causes of conflict in the workplace and in people's personal lives. Companies that employ staff with higher levels of EQ have a distinct advantage because there is less conflict and more cooperation among them.

Emotional intelligence can be learned and transferred to others.

## **SYMPTOMS OF LOW EMOTIONAL INTELLIGENCE**

Low EQ is any manager's worst nightmare because unhealthy levels of EQ in the workplace usually produce poor listeners and right-fighters (people who cannot possibly be wrong.) They may bully anyone who opposes their 'no-grey-area' thinking. People with low EQ tend to be self-centred and petty. They tend to take everything personally and have low tolerance for frustration, which leads to short-fuse behaviour, and if they happen to be in management, they may use every opportunity to 'power-trip.' Power-tripping is an attempt to elevate one's own low self-esteem and feelings of powerlessness by putting others down and/or by controlling them. Bullies and gossipers suffer from extreme low self-esteem.

## **Behaviours of low emotional intelligence are:**

### **Volatile emotions**

1. Outbursts
2. Temper tantrums
3. Mood swings
4. Over-reaction
5. Hypersensitivity
6. Inability to take criticism
7. Jealousy
8. Inability to forgive.

### **Dependence**

1. Inappropriate dependence on others
2. Being easily influenced
3. Indecisiveness
4. Making over-hasty judgments
5. Fear of change.

### **Need for excitement**

1. Need for immediate attention
2. Needing instant gratification
3. Impulsiveness
4. Superficial values
5. Thoughtlessness
6. Lack of or poor social skills
7. Inability to control finances
8. Disloyalty.

### **Self-centeredness**

1. Being demanding
2. Being inappropriately competitive
3. Lack of responsibility
4. Being insensitive to other people's needs and feelings
5. Lacking empathy
6. Selfishness
7. Low self-esteem

8. Attention-seeking
9. Frequent 'fishing' for compliments
10. Needing validation from others.

## **CONSEQUENCES OF LOW EMOTIONAL INTELLIGENCE**

People with low emotional intelligence tend to have problems with communication which leads to conflict, misunderstandings and worse, broken relationships as a result of back-stabbing, bullying, manipulative tactics, coercion, victim behaviour, arrogance, blame and gossiping. The result of these behaviours is always the same - refusal to accept responsibility for unproductive behaviour and/or mistakes.

## EMOTIONAL INTELLIGENCE COMPETENCY FRAMEWORK

### INTRA-PERSONAL SKILLS

<b>SELF-AWARENESS</b>	<p><b>Emotional Awareness:</b> Recognising your emotions and its effects.</p> <p><b>Accurate Self-assessment:</b> Appreciating your perceived positive aspects and possibilities as well as accepting your negative aspects and limitations.</p> <p><b>Self-confidence:</b> A strong sense of one's self-worth and belief in one's ability to succeed.</p>
<b>SELF-REGULATION</b>	<p><b>Self-control:</b> Managing your hot emotions and impulses.</p> <p><b>Trustworthiness:</b> Maintaining high standards of honesty and integrity.</p> <p><b>Conscientiousness:</b> Taking responsibility for your performance.</p> <p><b>Adaptability:</b> Being flexible and realistic and able to solve a range of problems as they arise.</p> <p><b>Innovation:</b> Creativity and new information.</p>
<b>MOTIVATION</b>	<p><b>Achievement drive:</b> Striving for improvement and excellence.</p> <p><b>Commitment:</b> Buying into team and/or company's goals.</p> <p><b>Initiative:</b> Recognising and acting on opportunities.</p> <p><b>Optimism:</b> Looking on the brighter side of life and maintaining a positive attitude, even in the face of adversity.</p>

### INTER-PERSONAL SKILLS

<b>EMPATHY</b>	<p><b>Understanding others:</b> Being aware of, understand and appreciate the feelings and thoughts of others. Being sensitive to what, how and why people feel and think the way they do. Reading people's emotions and demonstrating care, interest and concern for them.</p> <p><b>Developing others:</b> Sensing others development needs and bolstering their abilities.</p> <p><b>Service orientation:</b> Anticipating, recognising, and meeting customers' needs.</p> <p><b>Leveraging diversity:</b> Cultivating opportunities through different kinds of people.</p> <p><b>Political Awareness:</b> Reading dynamics of a group and power relationships.</p>
<b>SOCIAL SKILLS</b>	<p><b>Influence:</b> Gaining support for your opinions, views, ideas, thoughts, beliefs, goals and objectives by using language to persuade people to buy into your way of thinking.</p> <p><b>Communication:</b> Listening openly and getting messages across.</p> <p><b>Conflict management:</b> Negotiating and resolving disagreements.</p> <p><b>Leadership:</b> Motivating and guiding individuals and groups.</p> <p><b>Change Catalyst:</b> Initiating and managing change.</p> <p><b>Building bonds:</b> Nurturing instrumental relationships.</p> <p><b>Collaboration and cooperation:</b> Working with others toward common goals.</p> <p><b>Team capabilities:</b> creating cohesion in pursuing common goals.</p>

## **COURSE OUTLINE:**

1. **Emotional Intelligence Self-Assessment** (Self-assessment questionnaire)
2. **Intrapersonal** (self-awareness and self-expression):
  - a. **Self-Regard** (being aware of, understanding and accepting ourselves in spite of our flaws and shortcomings)
  - b. **Self-Awareness** (being aware of and understanding our emotions)
  - c. **Assertiveness** (expressing our feelings and ourselves non-destructively)
3. **Interpersonal** (social awareness and interaction):
  - a. **Forgiveness** Learning what forgiveness is and the process of forgiveness)
  - b. **Empathy** (being aware of and understanding how others feel)
  - c. **Interpersonal Relationship** (establishing mutually satisfying relationships)
  - d. **Unproductive Behaviours** (How to deal with others' negative behaviour)
4. **Communicating With Emotional Intelligence**
5. **Stress management** (emotional management and control):
  - a. **Stress Tolerance** (effectively and constructively managing our emotions)
  - b. **Impulse Control** (effectively and constructively controlling our emotions)
  - c. **Self-assessments** (how stressed are you?)
6. **Adaptability** (change management):
  - a. **Flexibility** (coping with and adapting to change in our daily life)
  - b. **Problem Solving** (generating effective solutions to problems of an intrapersonal and interpersonal nature)
7. **General attitude and mood** (self-motivation):
  - a. **Optimism** (a positive outlook and looking at the bright side of life)
    - i. **Self-assessment**
  - b. **Happiness** (feeling content with ourselves, others and life in general)
    - i. **Self-assessment**

## **OUTCOMES: Delegates will...**

1. Fully understand and buy into the principles of emotional intelligence.
2. Obtain personal mastery through the application of emotional intelligence.
3. Introspect and accept responsibility for their thoughts, words and actions.
4. Become more self-aware and begin to pay attention to their inner states.
5. Learn how to forgive.
6. Learn why they lose motivation and how to get their motivation back.
7. Commit to stop their own unproductive behaviours and better understand and know what to do about others' unproductive behaviours.
8. Understand stress and learn how to manage stressful situations whilst communicating.
9. Learn how to become more adaptable to change.

10. Learn how to communicate better – willingness to really listen, speak with respect and resolve conflict amicably.
11. Accept responsibility for their attitude, moods and own happiness.
12. Learn how to build self-esteem for self and others.

### **SOME BENEFITS OF EMOTIONAL INTELLIGENCE**

1. Ability to resolve conflict amicably.
2. More influence.
3. More buy-in from others due to improved communication, interaction and influence with staff, colleagues, clients etc.
4. Improved body language.
5. More empathy and compassion for others.
6. Fewer outbursts.
7. Ability to read own and others' emotions.
8. Improved stress management.
9. Less impulsiveness.
10. Improved decision-making.
11. Improved problem solving.
12. Greater independence.
13. Improved assertiveness; less passivity, submissiveness, aggression and abuse.
14. Healthy self-regard.
15. Self-actualisation and helping others to self-actualise.
16. More respectful workplace.
17. Quality relationships.
18. More flexible and adaptable.
19. Acceptance of responsibility and accountability.
20. Higher self-motivation due to increased self-confidence, focus and direction.
21. Optimism and happiness.