EMOTIONAL INTELLIGENCE

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Explore emotional intelligence’s place in your company and why it is important for workplace success.

Program Objectives

(1 of 3)

Emotional intelligence

Understand what emotional intelligence is, and know its major components.

Explore emotional intelligence’s place in your company and why it is important for workplace success.
Build your ability to acknowledge, understand, and control your own emotions.

Sharpen your listening and communication skills.

Become better leaders, mentors, negotiators, decision-makers and sale representatives.
Learn how to become effective group members in order to boost your team’s productivity, cooperation, and creativity.

Understand the future implications of emotional intelligence, and get motivated to start developing your skills now.
A CHALLENGE

Please Write A
One Sentence Definition For:

EMOTIONAL INTELLIGENCE
Emotional intelligence is the ability to perceive, understand, and manage the emotions of one’s self, of others, and of groups.

Emotional intelligence means exploring, embracing, and ultimately relying on emotions to determine how we behave.
The word “emotion” came from the Middle French word, “émotion” in the 1570’s.

The word originally meant “a (social) moving, stirring, agitation,” although it later came to mean a “strong feeling” in the 1650’s. In 1808, the word extended to mean any feeling.
The word “emotional” is from 1821.

It originally meant, “pertaining to emotion.”

The meaning, “liable to emotions” came from 1857.

The phrase “emotional intelligence” came from the mid-60’s and became popular in the mid-80’s.
The word “intelligence” came from the Old French word, “intelligence” in the late 14th century.

The original meaning was “faculty of understanding.”

The meaning, “superior understanding” and “sagacity” is from the early 15th century.
Daniel Goleman and his colleagues have researched emotional intelligence at Rutgers since the 1990’s.
Goleman identified “capabilities” that lead to outstanding performance:

- Technical Skills
- Cognitive Abilities
- Emotional Intelligence
Emotional intelligence was proven to be twice as important as the other capabilities for jobs.
“The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

—Daniel Goleman
Emotional Intelligence

Daniel Goleman’s Model

What I See

Personal Competence

Self-awareness

Social Competence

Social Awareness

What I Do

Self-management

Relationship Management

Each area has an effect on the others.

Adapted From: “Emotional Intelligence” by Dr. Neil Katz
<table>
<thead>
<tr>
<th>Personal Competence</th>
<th>Social Competence</th>
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<tr>
<td><strong>What I See</strong></td>
<td><strong>What I Do</strong></td>
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<tr>
<td><strong>Self-awareness</strong></td>
<td><strong>Self-management</strong></td>
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<tr>
<td>Ability to accurately identify emotions of one’s self</td>
<td>Ability to manage emotions and behavior to make a positive outcome</td>
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<td><strong>Self-awareness</strong></td>
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<td>• Accurate self-assessment</td>
<td>• Organizational awareness</td>
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<td>• Self-confidence</td>
<td>• Service orientation</td>
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<td><strong>Social Awareness</strong></td>
<td><strong>Relationship Management</strong></td>
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<td>• Emotional self-control</td>
<td>• Developing others</td>
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<td>• Transparency</td>
<td>• Inspirational Leadership</td>
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<td>• Adaptability</td>
<td>• Change catalyst</td>
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<td>• Achievement orientation</td>
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<td>• Initiative</td>
<td>• Conflict Management</td>
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<td>• Optimism</td>
<td>• Teamwork and Collaboration</td>
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## Daniel Goleman’s Model

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<td><strong>Social Awareness</strong></td>
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<td>17% Chance</td>
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Research shows that if people lack self-awareness, their chances of having self-management skills and social awareness are reduced.
HOW IS EMOTIONAL INTELLIGENCE RELEVANT TO YOUR COMPANY?
Emotional intelligence has been associated with a total of 25 major skill areas that can influence your career and improve your workplace value.
Some of these components include:
- Accurate self-assessment.
- Conscientiousness.
- Self-confidence.
- Self-control.
- Adaptability.
- Innovation.
- Commitment.
Some of these components include:

- Initiative.
- Political awareness.
- Optimism.
- Understanding others.
- Conflict management skills.
- Team capabilities.
- Communication.
- Ability to initiate/manage change.
Studies have shown that 90% of the top performers are high in emotional intelligence.

However, just 20% of low performers are high in emotional intelligence.

Emotional intelligence is 3 times more likely to predict career success than IQ.
Research states that emotional intelligence is twice as important as other competencies.

Many employers complain that employees lack social skills, and emotional intelligence is central to social skills.
IQ (Intelligence Quotient) can often be less important than EQ (Emotional Quotient)
EMOTIONAL INTELLIGENCE VS. IQ
Unlike IQ, emotional intelligence skills are not often measured through standardized tests.

Consequently, emotional intelligence has been undervalued in society as a “pop concept” because of the lack of regular measurement.
However, a large amount of research shows that high emotional intelligence is actually more important than IQ for success.

An individual’s success in work is 80% dependent on emotional intelligence while only 20% dependent on IQ. (Goleman)
The good news is that emotional intelligence can be improved.

Unlike IQ, which slows during the teenage years, our emotional intelligence continues to grow, develop, and change throughout our lifetime.
Can Emotional Intelligence Be Acquired?

Genetics are involved in emotional intelligence, yet it can also be learned and increased.

- It increases with age and maturity.
- It develops through motivation, feedback, skill development, and practice.
- Listening and watching for nonverbal cues can increase emotional intelligence.
WHY IS EMOTIONAL INTELLIGENCE SO IMPORTANT?
Importance of Emotional Intelligence

Increase workplace productivity.
Reduce stress.
Moderate conflict.
Promote understanding and relationships.
Foster stability and continuity.
Heighten self-awareness.
Work involves relationships, no matter what job you have.

Everyone works with people, through people, and for people.

Emotional intelligence determines how we interact with these people and contributes to much of our success at work.
Emotional intelligence has been shown to be particularly important for computer programmers, industry leaders, and physicians, who can make a competitive difference with emotional intelligence.

Emotional intelligence allows a person to collaborate more effectively.
EMOTIONS IN THE WORKPLACE?
Emotions in the workplace provide insight that help people contribute, yet emotions also need to be controlled.

Sympathy and empathy are useful in many jobs. However, outbursts are not.

Professionalism and emotions are often at odds, so it is important to keep both in check.
Companies That Use Emotional Intelligence
(1 of 2)

- American Express
- Avon
- L’Oreal
- MetLife
- Medtronic
- 3M
- Motorola
Companies That Use Emotional Intelligence
(2 of 2)

Honeywell
Whole Foods
PepsiCo
Johnson & Johnson
US Air Force
Hallmark Communities
5 MAJOR EMOTIONAL INTELLIGENCE ABILITIES THAT MATTER MOST IN THE WORKPLACE
Major Emotional Intelligence Abilities

(1 of 6)

Awareness:
Recognizing one’s own emotions and how they affect their beliefs and actions.
Regulation:

Involves managing disruptive emotions and impulses while taking responsibility for your own performance, maintaining standards of honesty and integrity, and being open to new ideas.
Motivation:
Possessing a drive, commitment, and optimism in pursuing goals despite obstacles or setbacks.
Major Emotional Intelligence Abilities

(4 of 6)

Emotional Intelligence

Empathy:

The ability to sense others’ feelings and take an active interest in their concerns.
Major Emotional Intelligence Abilities
(5 of 6)

Social Skills:

Influence: Using effective tactics for persuasion.

Communication: Sending clear and convincing messages.

Leadership: Inspiring and guiding groups and people.

Change catalyst: Initiating or managing change.

Conflict management: Negotiating and resolving disagreements.
Major Emotional Intelligence Abilities

(6 of 6)

Social Skills:

Building bonds: Nurturing instrumental relationships.

Collaboration and cooperation: Working with others toward shared goals.
WHEN WORKERS LACK EMOTIONAL INTELLIGENCE ABILITIES...
THERE IS A SOLUTION:
9 STEPS TO IMPROVE YOUR EMOTIONAL INTELLIGENCE & A BONUS
STEP 1: USE EMOTIONAL INTELLIGENCE ASSESSMENTS
There are many assessments that are meant to measure one’s emotional intelligence.

The most popular tests are:
- MSCEIT
- EQ-i
- ECI/ESCI
Step 1: Use Emotional Intelligence Assessments
(2 of 8)

The MSCEIT

Based on a series of emotion-centered problem-solving tasks that test four areas of emotional intelligence:

- perceiving emotions
- facilitating thought
- understanding emotions
- managing emotions

Tests emotional ability
Contains 141 questions
Takes 30 of 45 minutes to complete.
Step 1: Use Emotional Intelligence Assessments
(3 of 8)

The drawback is that the MSCEIT is subjective.

It offers 3 types of scoring:

- **Target scoring** asks the subject how the target who is depicted in a question was feeling at the time.
- **Consensus scoring** pools the judgments of hundreds of people.
- **Expert scoring** pools judgments of experts in emotions.
Step 1: Use Emotional Intelligence Assessments

(4 of 8)

The EQ-I

Self-reported measure designed to measure one’s mental ability in dealing with environmental and social demands and pressures.

Contains 133 questions.

Takes 30 minutes to complete.
The drawback is that the EQ-I is self-reported and is not a direct test of ability.
The ECI/ESCI

Measures an individual's capability in the following areas: self-awareness, self-management, social awareness, and relationship management.

Contains 110 questions
Measures 20 competencies.
The drawbacks of the ECI/ESCI are that they are also largely self-reported.

Answers are also based on others’ opinions of someone’s abilities.
Step 1: Use Emotional Intelligence Assessments

It is important to remember that each test is limited.

Testing is useful in determining a basic starting point of current skills and areas for improvement as well as for measuring future results.

As these tests are subjective, be careful not to place too much emphasis on the specific scores.
STEP 2: IDENTIFYING WHAT YOU NEED TO IMPROVE
Determine the competencies that are most important to your individual job.

These might include:
- reducing stress.
- improving change management.
- increasing communication effectiveness.
- improving teamwork.
- positively resolving conflict.
- increasing productivity.
Step 2: Identify Emotional Intelligence Abilities to Improve

Using emotional intelligence assessment tests, colleagues opinions, and manager’s evaluations, determine which of those skills you need to improve.
STEP 3:
BECOME AWARE OF YOUR EMOTIONS
Self-awareness is a major component of emotional intelligence.

Learn to acknowledge your own emotions and reflect on how they influence your thoughts and actions.

Learning to understand and accept your own emotions will help you to manage difficult or overwhelming situations.
STEP 4: LISTEN TO BUILD YOUR EMOTIONAL INTELLIGENCE
By lending an ear, you will increase your understanding of other’s emotions as well as your ability to build and strengthen relationships.

This will also increase your success in management and in controlling situations that you encounter.

Step 3: Emotional Awareness

The ability to listen to others is one of the most important indicators of people with high emotional intelligence.
STEP 5:
STRESS REDUCTION
Being able to manage stress at a moment where it could inhibit your ability to listen and communicate with others is key.

This allows you to stay balanced, focused and in control, no matter the situation.
Step 5: Stress Reduction
(2 of 3)

Here are some tips to manage your stress.

Tip 1: Recognize that you are stressed.
Understand what it feels like.

Tip 2: Identify your typical response to stress.
Do you get angry and agitated?
Do you freeze up or get nervous?
Step 5: Stress Reduction
(3 of 3)

Tip 3: Get in touch with your senses.

The best way to reduce stress is to feel, see, listen, etc. Connect with the scene around you instead of isolating yourself.
STEP 6: “HEAR” THE NONVERBALS
Step 6: “Hear” the Nonverbals

(1 of 3)

Emotional Intelligence

Nonverbal communication is driven by emotions.

These emotions often show a lot more than we choose to display.

It can provide information to others about whether you are listening, understanding and caring about what they are saying.
Step 6: “Hear” the Nonverbals

(2 of 3)

Pay attention to your:

- Eye contact.
- Facial expression.
- Tone of voice.
- Posture and gestures.
- Touch.
- Timing or pace.
Step 6: “Hear” the Nonverbals

Learning to recognize your own nonverbal communication signs will:

- Increase your self-awareness.
- Improve your understanding and management of others through their nonverbal signals.
- Help you to correctly identify signals.
- Teach you skills for resolving conflict, creating stronger relationships, and encouraging empathy.
STEP 7: LEARN TO RELAX
Step 7: Learn to Relax

Learn to use humor and laugh. These skills naturally relax us, allowing us to:

- Get over our frustrations.
- Deal with conflict and differences.
- Energize our bodies.
- Increase creativity.
STEP 8: RESOLVE CONFLICT POSITIVELY
Positively resolving conflict will boost trust, freedom, and safety in relationships.

Tips for resolving conflict:
Clearly point to what you are disagreeing on.

When arguments get hot and heated, people can lose focus on what they are arguing over.

Past differences can get thrown into the picture, and emotions can get out of control.
Step 8: Resolving Conflict

(3 of 3)

Emotional Intelligence

Choose your most important points.

Arguing takes a lot of energy – decide what is worth it.

Forgive and move on.

Conflict can only exist if multiple people have a problem.
STEP 9: PRACTICE & EVALUATE
The only way to improve is to practice.

Successful implementation of an emotional intelligence training program must involve practicing within the workplace.

Outside training is okay so long as it is integrated back within your specific setting.
Reevaluate yourself through a variety of sources. If possible, include important job-related outcomes like performance measures.

Remember, emotional intelligence involves continual growth.

Determine how you have already succeeded and what you still need to improve upon.
A BONUS: QUESTION EMOTIONAL INTELLIGENCE TEST
David Goleman, the founder of emotional intelligence, offers a quick 12 question test to evaluate your emotional intelligence.
1. Do you understand both your strengths and weaknesses?

2. Can you be depended on to take care of every detail? Do you hate to let things slide?

3. Are you comfortable with change and open to novel ideas?
12 Question Emotional Intelligence Test
(3 of 6)

4. Are you motivated by the satisfaction of meeting your own standards of excellence?

5. Do you stay optimistic when things go wrong?

6. Can you see things from another person's point of view and sense what matters most to that person?
12 Question Emotional Intelligence Test
(4 of 6)

7. Do you let customers' needs determine how you serve them?

8. Do you enjoy helping co-workers develop their skills?

9. Do you read office politics accurately?
12 Question Emotional Intelligence Test

10. Are you able to find "win-win" solutions in negotiations and conflicts?

11. Are you the kind of person other people want on a team? Do you enjoy collaborating with others?

12. Are you usually persuasive?
12 Question Emotional Intelligence Test
(6 of 6)

How did you do?

Count the number of questions you answered “yes” to.

6 or more indicates that your emotional intelligence is highly developed.
EMOTIONAL INTELLIGENCE IN LEADERSHIP
High emotional intelligence is even more important for managers than it is for employees.

Dealing with diverse individuals who have distinct wants, needs, and expectations can be stressful.

Learning to understand, manage and control various emotions of yourself and others will help to manage employees and the stress that comes with it.
Hunter, Schmidt, & Judiesch (1990) showed that in the most complex jobs, a top performer is 127% more productive than an average performer.
Research conducted with over 200 companies worldwide suggests that about 1/3 of this difference is due to technical skills and cognitive ability while 2/3 is due to emotional competence.

(Goleman, 1998)

In top leadership positions, over 4/5 of the difference is due to emotional competence.
Furthermore, managers are unique in that they have direct influence on the attitudes, performance, and satisfaction of employees.
EMOTIONAL INTELLIGENCE & RETENTION
Emotional Intelligence & Retention
(1 of 5)

Based on multiple tests conducted over the past 50 years, the top three most important things employees want consistently are:

- Full appreciation for work that has been completed.
- Feeling “in” on things.
- Sympathetic help on personal problems.
Emotional Intelligence & Retention
(2 of 5)

However, the top things that managers think employees want are:

- Good wages.
- Job security.
- Promotion/growth opportunities.
Understanding that employee satisfaction is often based on more than salary is key to retaining employees.
Research has shown a relationship between employee retention and the likeability of their manager. When bosses have had high emotional intelligence scores, employees were four times less likely to leave.
Furthermore, a study at American Express separated managers into two groups - one group that received emotional intelligence training and the second that did not.

After one year, the first group had less than half the employee turnover than the group of managers who did not participate in the emotional intelligence training.
Employee retention has become a growing problem.

In addition to having effective, high emotionally intelligent leaders, smart hiring strategies based on emotional intelligence will limit employee turnover.
Claudio Fernández-Aráoz conducted a number of studies in Latin America, Germany, and Japan.

The studies showed that the extent to which a candidates’ emotional intelligence was considered in making top executive hiring decisions had a significant impact on the success or failure of those executives.
In her studies, higher emotional intelligence accounted, by far, for the ultimate success of executives.

Those that were hired for IQ or experience were often later fired for a lack of emotional intelligence.

On top of that, the emotional intelligence of the person doing the hiring is also crucial for good hiring decisions.
A study at the US Air Force, conducted by Rich Hadley in 1997, found that there is a 95% chance of success for a potential recruiter with a “good” or “excellent” emotional intelligence profile.

When Hadley required that every new employee meet that standard, the employee turnover dropped from 100 to 8.
Emotional Intelligence & Hiring Decisions
(5 of 7)

The US Air Force adopted this principle and saved $2.76 million.

When hiring, look for whether the candidate:

- Understands his/her needs and goals and how they affect their behavior.
- Can identify and control their emotions.
- Can read emotions and sense how their behavior affects others.
- Can acknowledge, reflect on, and learn from their mistakes.
You can get a good sense of emotional intelligence through interviewing.

Ask questions that involve identifying emotions, the effects of emotions, and the resolution of certain situations.

For example, ask about a conflict the candidate had with a co-worker and how it was resolved.
Or ask about a time they made a mistake, how they realized it, and what they learned from that experience.
SALES & EMOTIONAL INTELLIGENCE
Emotional intelligence is not only important for leaders.

There is a high correlation between high emotional intelligence and the best sales representatives.
The Deming Centre for Quality Management found that 70% of the reasons customers chose to leave suppliers were related to emotional intelligence.

Reasons included: no follow up when there was a problem, poor service, and no human connection.
Another study conducted within L’Oreal showed that sales agents with higher emotional intelligence significantly outsold sales people with lower emotional intelligence by $91,370 per year.
Emotional intelligence is essential in dealing with upset and angry customers.

Upset customers tell their friends, and soon, your company may have lost 15 customers from one incident.
Emotional intelligence will help you to manage your own emotions and to act calm, polite and sincere when handling customers.

Your attitude will be infectious, fostering more effective problem-solving and conflict resolution when emotions are successfully composed.
Schweitzer and associates found that by inducing subjects’ emotional states, they could predict how much people trusted one another. When subjects were angry, they trusted the least, while happy they trusted the most, and while sad, people were in between.
Knowing how to manipulate someone into a positive mood, will increase their trust in you and make it much easier to negotiate your side.
Mueller & Curhan (2007) demonstrated this positive effect by finding that high scores on the MSCEIT by U.S. negotiators predicted that one’s negotiation partner would feel more positively about his/her outcome.
Furthermore, Elfenbein et al. (2007) looked at buyers and sellers and found that higher scores in emotional intelligence increased the amount of money gained overall by the negotiating pair.
ORGANIZATIONAL LEARNING: DEALING WITH CHANGE
Change within a workplace is inevitable.

Today companies are increasingly undergoing new management, merging, and working with new technology.
An organization’s ability to deal with change is important in providing a competitive advantage and creating a smooth transition.

It is essential to understand that change is inherently emotional.

Therefore, emotional intelligence is necessary in coping with and managing emotions in the midst of organizational change.
Orme and Germond (2002) confirmed the relationship between emotional intelligence and change management.
Emotional Intelligence Helps People Deal with Change

They found that many of the EQ-i subscales were key factors in successful change management, including:

- Reality testing
- Problem-solving
- Social responsibility
- Interpersonal relationships
- Emotional self-awareness
- Flexibility and impulse control
The Center for Creative Leadership found that the primary cause for derailment among executives involved problems such as difficulty in handling change, not being able to work well in a team, and poor interpersonal relations, all of which can be grouped under emotional intelligence competencies.
Employees who have higher emotional intelligence will be able to more effectively adapt to changes with minimal disturbances.

Therefore, when going through any major organizational change, make certain that you promote emotional intelligence.

Allow your employees to express what they are feeling in response to change.
The use of emotional intelligence will help to foster creativity and flexibility, allowing your organization to respond proactively, instead of feeling the backlash of change.
The decision-making process is affected by our emotions, making the process extremely susceptible to biases.
Improving your emotional intelligence will allow you to recognize your emotions, which will enable you to untangle emotions from fact and make the decision as logically as possible.
Furthermore, many opinions rely on pre-conceived notions, which are often incorrect and hurt decision-making.
The ability to listen to others and empathize are important skills of emotional intelligence, which will help you to make better decisions.
Day & Carroll (2004) conducted a study in which the participants’ task was to determine the order in which employees should be laid off during an organizational downsizing both within a group and individually.
Participants with high MSCEIT total scores received higher organizational-citizenship ratings from other group members.

Altogether, emotional intelligence enables leaders to listen to their intuitions that are the most accurate and helpful in making hard decisions.
DEVELOPMENT OF TALENT & MENTORSHIPS
David Goleman shows that relationships at work can significantly contribute to the development of talent, depending on the emotional intelligence of the mentor, boss, or peer.
Kathy E. Kram and Cary Cherniss found emotional intelligence to be a prerequisite for the formation of informal mentorships and coaching relationships.

These relationships are important for career advancement, reduced turnover, and increased organizational commitment.
In fact, mentoring programs are essential for developing both the mentor’s and mentee’s emotional capabilities.

Mentors will enhance their emotional intelligence by listening, providing feedback, and reflecting on their relationship.
Others can learn by using the mentors as role models.

In this way, it can be argued that mentorships continually promote emotional intelligence throughout the workplace.
Research shows that there is a strong relationship between emotional intelligence and successful teamwork.

Luca and Tarricone found that emotional awareness accounted for the majority of the difference between a successful and dysfunctional team.
It is important to develop positive relationships in which team members are aware of their emotions and the impact they can have on the effectiveness and success of the team.
A team with emotionally intelligent members does not necessarily make an emotionally intelligent team.

Likewise, an emotionally intelligent team does not mean that each member is emotionally intelligent.
Group emotional intelligence is more complex than individual emotional intelligence.

On top of individual emotional intelligence abilities, a group must be mindful of the emotions of its members, its own group emotions or moods, and the emotions of other groups and individuals outside its boundaries.
According to Goleman, group emotional intelligence is the ability of a group to generate a shared set of norms that manage the emotional process in a way that builds trust, group identity, and group efficacy.
The three things that are necessary for any groups success are:

**Trust:** feelings stemmed from expectation, obligation, and reciprocity that foster cooperation and partnership

**Sense of group identity:** a collective belief that one’s group is unique, important, and attractive

**Group efficacy:** a collective belief that one’s group can be effective
Study after study has shown that teams are more creative and productive when they can achieve high levels of participation, cooperation, and collaboration among members.
To be emotionally competent on a group level, you must be able to identify the emotions of yourself and group members and evaluate the emotions of a group as a whole.

Team members must be especially comfortable in calling out when another member crosses the line.
Look outside your team as well.

Understand the broader organizational context and where your group fits in.

Continuous feedback is especially important for developing group emotional intelligence.
THE FUTURE OF EMOTIONAL INTELLIGENCE
Emotional intelligence is gaining popularity quickly.

There is a greater need for group-based collaboration across cultures, geography, and organizations.
WHAT IS YOUR NEXT STEP
What are you going to take action on?

Start with the three easiest items.
List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.
Begin with the least difficult behavior.

Advance to a more difficult behavior.

Break difficult behavior down into several smaller behaviors.

Attach time limits to each behavior.
Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).
Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"