



United Nations

TAKING CONTROL OF
YOUR CAREER

EMOTIONAL INTELLIGENCE

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ACTIVITY 2: Emotional Intelligence

*I've learned that people will forget what you said, people will forget what you did,
but people will never forget how you made them feel.*

—Maya Angelou

Managing emotions well in ourselves and in our relationships is an important issue. Research has shown that a major cause of career derailment is the inability to:

- ◆ Recognize our own feelings and those of others
- ◆ Understand how our emotions impact others
- ◆ Stay composed, positive, and unflappable in trying moments

Our emotions not only affect our own behaviour but can also affect the behaviour of others—whether your manager, a colleague or a direct report. For example, a staff member who has a critical, insensitive, or even bullying manager may be less motivated and energetic, diminishing his or her productivity and performance.

Identify Emotions as They Occur



Instructions: Answer the following questions. You can enter as much text as you want.

1. **Think about a time when you were excluded from something at work or in your personal life. What was the situation? How did the exclusion make you feel?**

Your response

2. **Think of a time when your emotions flared. What was the situation and what were your resulting emotions?**

Your response

3. **What did or could you have done to keep your disruptive emotions and impulses in check and maintain composure?**

Your response

What Is Emotional Intelligence?

Emotional Intelligence (EI) is the ability to recognize and understand emotions in yourself and others and then use this awareness to manage your behaviour and relationships.

Your degree of Emotional Intelligence may affect:

- ◆ **Your job performance** – High EI helps you communicate better and forge stronger relationships with others.
- ◆ **Your physical health** – Low EI can cause stress, which can lead to serious health problems.
- ◆ **Your mental health** – Low EI may make you more vulnerable to anxiety, depression, and mood swings.

EI by the Numbers¹

- ◆ Emotional Intelligence accounts for 58% of performance in all types of jobs. It is the strongest driver of leadership and personal excellence.
- ◆ Only 36% of people are able to accurately identify their emotions as they happen.
- ◆ About 2/3 of all people are controlled by their emotions, unaware of or unable to recognize them, and therefore, unable to use them to their benefit.

Emotional Intelligence Skills

There are two primary areas of EI competence, each of which consists of two skills:

Personal competence focuses more on you individually than on your interaction with other people.	<i>Self-awareness</i> is your ability to stay aware of your emotions and manage your behaviour and tendencies. A high degree of awareness requires a willingness to tolerate the discomfort of focusing on feelings which may be negative.
	<i>Self-management</i> is your ability to use your awareness of your emotions to stay flexible and direct your behaviour positively.
Social competence is your ability to understand other people's moods, behaviours, and motives in order to improve the quality of your relationships.	<i>Social awareness</i> is your ability to accurately detect emotions in other people and understand what is really going on with them.
	<i>Relationship Management</i> is your ability to use your awareness of your own emotions and those of others to manage interactions successfully.

¹ From "Emotional Intelligence 2.0", Travis Bradberry and Jean Greaves

What's Your EI?



Instructions: Follow the steps below to take a 10-minute online EI assessment. Alternatively, complete the EI checklist on the following pages by clicking the box to the right of each question to which your answer is “yes.”

When you have finished either the online EI assessment or the EI Checklist, answer the questions which appear after the checklist.

Online EI Assessment

1. Enter the following address in your browser window: <http://www.maetrix.com.au/meit/eitest.html>
2. For each item, select the statement which describes you best.

Note: Try not to over-analyse the questions or think of "exceptions to the rule." Be spontaneous and choose the statement which comes closest to the way you are.

3. Click **Score test** to view the results.
4. On the results page, a score appears which indicates your level of each of the EI skills measured by the test. The higher the number, the higher your skill level. Enter the number shown for each skill:

___ Self-awareness

___ Self-management

___ Social awareness

___ Social management

5. Beneath the table with your scores, click the **here** link in the sentence “For more information about interpreting your MEIT scores, click here” to see a more detailed explanation of the results.

EI Checklist

This checklist will help you reflect on the four emotional intelligence skills. Do any of these points require your attention moving ahead?



Instructions: If your answer is “yes,” click the box next to the question.

Self-Awareness

Yes

- Do you understand your emotions as they happen? Do you feel them physically?
- Do you recognize the impact of your behaviour on others?
- Are you able to describe your emotions in specific situations?
- Do you realize when others influence your emotional state?
- Do you realize and admit your contribution in creating a difficult circumstance?
- Do you know who and what pushes your buttons?

Self-Management

- Do you handle stress well?
- Do you embrace change early on?
- Do you resist the desire to act or speak when it will not help the situation?
- Do you avoid doing things when upset which you might regret later?
- Do you tolerate frustration without getting upset?

Social Awareness

- Do you recognize other people's feelings?
- Do you demonstrate empathy?
- Do you accurately pick up on the mood of a person or a room? Do you understand body language?
- Do you listen well and hear what the other person is really saying?

Are you withdrawn in social situations?

Do you understand non-verbal communication cues?

Relationship Management

Do you show others that you care what they are going through?

Do you handle conflict effectively?

Do you describe your feelings to others?

Do you listen effectively and communicate clearly?

Are you open to other people's perspectives?

1. Were the results of the EI test or your responses to the checklist what you expected? Why or why not?

Your response

2. Did anything surprise you? If so, what?

Your response

3. Now that you know more about your EI, how do you think it affects your job performance?

Your response

4. Does the information provided give you any new ideas about the types of positions or work environments which you might prefer? If so, what are they?

Your response

Tips for Dealing with an Emotional Event

- ◆ Be careful. Strong emotions are usually caused by your interpretation of an event, not by the event itself.
- ◆ Before you react, take a deep breath, count to 10, and then try to decide how to react. If possible, “sleep on it” before you respond.
- ◆ Reframe the problem. Are there hidden opportunities? Lessons learned?
- ◆ Accept what you can't change.
- ◆ Reduce overreacting. Increase your frustration tolerance. Tell yourself, “I can handle this.”
- ◆ See the humour. Laugh a little.
- ◆ Take a moment to analyse the event before you respond to it. What really happened? Is it worth the feelings you have about it?
- ◆ Recognize and manage your “cognitive distortions.” For example, do you:
 - ◆ Tend to see things as “all or nothing” or “black or white”?
 - ◆ Jump to conclusions?
 - ◆ Blow things way out of proportion?
 - ◆ Over-personalize situations?
 - ◆ Dwell only on negative perspectives?
 - ◆ Always blame yourself or always blame others?
 - ◆ Claim you're right even in the face of contradicting information?

Additional Resources

Books

- ◆ *Emotional Intelligence 2.0.* , Bradberry, Travis and Jean Greaves. , Talent Smart, 2009.
- ◆ *Social Intelligence: The New Science of Human Relationships*, Goleman, Daniel, Bantam Books, 2006.



LinkedIn Learning

- ◆ [Developing Your Emotional Intelligence](#)
- ◆ [Communicating with Emotional Intelligence](#)
- ◆ [Leading with Emotional Intelligence](#)

Videos

- ◆ "Daniel Goleman Introduces Emotional Intelligence," Big Think, 23-April- 2012, <http://www.youtube.com/watch?v=Y7m9eNoB3NU> (5:32 minutes).
- ◆ "Social Intelligence and Leadership," Harvard Business Review, 11-August11-2008, <http://www.youtube.com/watch?v=7Qv0o1oh9f4> (10:16 minutes).