



# Emotional Intelligence

Why Feelings Matter - Even at Work

## Objectives

- ▲ Define emotional intelligence and agility
- ▲ Identify how the ability to identify and process emotions is a leadership skill
- ▲ Explore your strengths and opportunities in applying these tools in charged or challenging scenarios

## Let's Start with Definitions

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**Emotional Intelligence**, as defined by Daniel Goleman, is the ability to understand and manage your own emotions, and recognize and influence the emotions of those around you- and is generally considered to have five components.

1. **Self Awareness** - the ability to know and understand one's own emotions, strengths, weakness, and values, and recognize their impact on others- importantly, how your emotions affect you and the performance of your team.
2. **Self Regulation** - involves processing and moving through emotions and adapting to changing circumstances. We think of this as expanding the time between the Circumstance and the Action lines of your model... being able to recognize and navigate the thoughts and feelings that are driving you, especially when under stress or facing a challenge.
3. **Relationship Management** - managing relationships with others- anticipating needs, communicating and resolving conflict effectively.
4. **Empathy** - considering, and seeking to understand other people's experiences and emotions.
5. **Motivation** - awareness of what is motivating to you and others

Reviewing the domains above, rank them from **1** to **5** in order of your **strongest** to **weakest**.



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Comment on what feels easy or challenging for you in each of these domains, and why. **Be as detailed as you can.**

## 1. Self Awareness

Easy

Challenging

## 2. Self Regulation

## 3. Relationship Management

## 4. Empathy

## 5. Motivation



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When looking at your strongest domain, how do you most commonly see yourself applying this strength in leadership challenges? Give an example:

Where else could you try applying that strength right now?

When considering a domain that feels the more (or most!) challenging for you as a leader, how does this tend to show up for you? Give an example:



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If you were to improve your comfort and skills in this domain, what would that look like?

Reflecting on the domain of **Self-Regulation**, what are examples where this comes easy for you?

What about times where this is more challenging?



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**Emotional Agility** - as defined by Dr. Susan David, is the ability to navigate thoughts, emotions and experiences in a way that allows you to live life aligned with your values. In our work, this means accepting and understanding your unintentional model, and then moving deliberately with self-compassion into an *intentional model* that is more aligned with your values and goals.

In Better Together, you've had lots of practice with your thoughts, but as you grow as a leader, it is critical to understand that sometimes there are collective beliefs of a group that can be just as important to get curious about, and reassess.

Regardless of your title or role, **you are already a leader in your work community.**

Describe your role here:

In what ways do you set or contribute to the agenda, the tone, effectiveness, and culture of your team?



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What are some collective beliefs you and your colleagues share that drive you all in your pursuit of shared goals? List 5 if you can!

1.

2.

3.

4.

5.

Take any of the thoughts above and plug it into a model:

C

T

F

A

R

What is the upside of this for you?



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Can you think of one or more collective beliefs shared by you and your colleagues that is insidious or harmful to the tone, efficacy, and culture of your workgroup?

1.

2.

3.

4.

5.

Take any of the thoughts above and plug it into a model:

C

T

F

A

R

What is the downside of this model for you?



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Regardless of your role on your team, you have a responsibility to curate the beliefs you carry forward and pass on to those following behind you.

**Is the model from the previous page worth passing on? Why or why not?**

**Now, you of course are not responsible for anyone else's models, but how do YOU want to engage with this belief moving forward?**

**Is there a model that would better serve you?**

**How could you be explicit in sharing this new model with those around you?**