

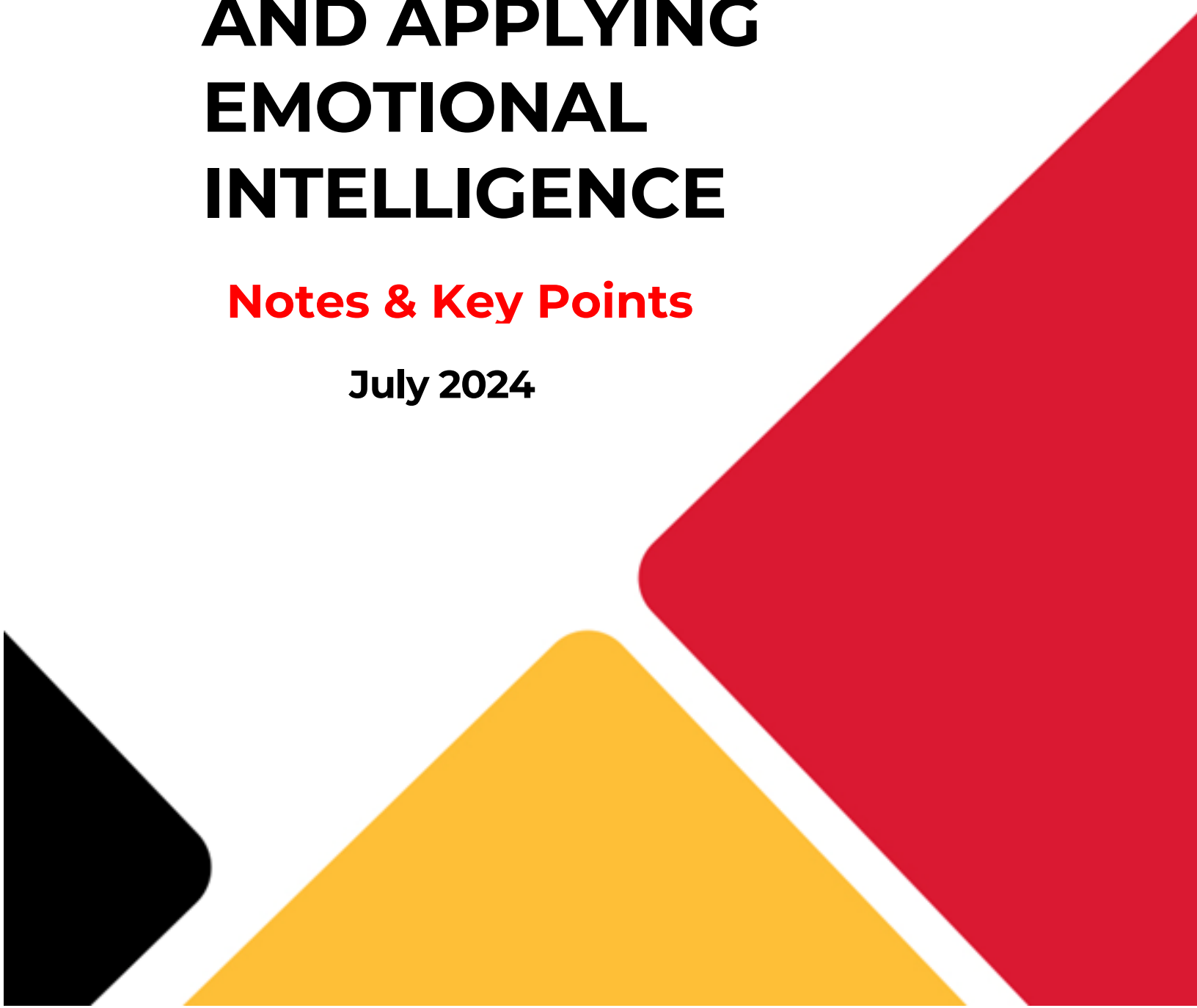


UNIVERSITY OF MARYLAND
GLOBAL CAMPUS

UNDERSTANDING AND APPLYING EMOTIONAL INTELLIGENCE

Notes & Key Points

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EMOTIONAL INTELLIGENCE



Emotional Intelligence is the capacity to think about and manage one's emotions, choose appropriate responses, and relate effectively to other people to achieve positive results.

Also known as EQ, or Emotional Quotient, emotional intelligence is a flexible skill that can be learned, practiced, and improved.

EMOTIONAL RESPONSES

We tend to have emotional responses, including fear, panic, and anxiety, to physical threats. This is a survival instinct. However, our emotionally activated circuitry cannot differentiate between a physical threat and a psychological threat. As a result, we likewise tend to have emotional responses, including defensiveness, anger, and aggression, to perceived or actual psychological threats.

HOW OUR BRAIN WORKS

AMYGDALA (*fear & threat detection*)

Sensory stimulus travels through our body in the form of electrical signals until they reach the amygdala, a part of the brain known for its role in fear and threat detection.

LIMBIC SYSTEM (*emotions produced*)

The electrical signals go through the limbic system, where emotions are produced.

PREFRONTAL CORTEX (*logical thinking*)

Electrical signals reach the prefrontal cortex, which regulates emotions by evaluating and interpreting incoming stimuli, enabling rational thinking and cognitive control over emotions.



We feel before we think.

HOW EMOTIONAL INTELLIGENCE HELPS

Emotional intelligence can counter our tendency to respond with emotions. With emotional intelligence, we move away from **Reactive Behavior** (responses that are unconscious, fast, and irrational) and move toward **Proactive Behavior** (responses that are deliberate, slow, and rational).

PROACTIVE BEHAVIOR

The ability to anticipate and effectively respond to challenges by being attuned to one's emotions and those of others. This is done with calm, clarity, and competence to foster constructive outcomes.

SYSTEM 1 AND SYSTEM 2 THINKING

Psychologist Daniel Kahneman frames reactive behavior as System 1 Thinking and proactive behavior as System 2 Thinking.

System 1 (Reactive Behavior) is the involuntary, always-on network in our brains. It takes in stimuli and processes it with no effort, automatically associating and reacting.

System 2 (Proactive Behavior) runs the voluntary parts of our brains. It demonstrates willpower and self-control and sustains effort. It processes information from System 1 and chooses rationally where to allocate attention. It challenges assumptions and rules.

REFLECTION ON SYSTEM 1 AND SYSTEM 2 BEHAVIOR



Describe a memorable situation in which you or someone you witnessed displayed System 1 behavior. Next, describe a memorable situation in which you or someone you witnessed displayed System 2 behavior.

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EMOTIONAL INTELLIGENCE IN THE WORKPLACE

- EQ is critical to professional success and organizational growth and development.
- Emotional intelligence fosters a host of critical skills with wide-ranging, positive impacts on life and work.
- 75% of employers said they value a candidate's emotional intelligence over their IQ.
- EQ accounts for 58% of performance across job types.

REFLECTION ON EMOTIONAL INTELLIGENCE AT WORK



Describe several ways that emotional intelligence can help you succeed in the workplace. Provide concrete examples.

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FOUR COMPONENTS OF EMOTIONAL INTELLIGENCE

Emotional Intelligence is based on four core skills connecting what you see and what you do, personally and socially.

	WHAT I SEE	WHAT I DO
Personal Competence	Self-Awareness	Self-Management
Social Competence	Social Awareness	Relationship Management

SELF-AWARENESS

Ability to accurately perceive your emotions in the moment and understand your tendencies across situations.

SELF-MANAGEMENT

Ability to **use** awareness of your emotions to direct positive and appropriate behavior (avoids negativity and toxicity, emphasizes flexibility and larger, longer-term goals).

SOCIAL AWARENESS

Ability to accurately detect others' emotions and understand their circumstances, thoughts, and feelings.

RELATIONSHIP MANAGEMENT

Ability to **use** awareness of your own and others' emotions to manage relational interactions successfully. Communication and handling conflict are hallmarks of this skill.

TALENTSMART EQ: EMOTIONAL INTELLIGENCE APPRAISAL

REFLECTION ON YOUR EQ RESULTS



What do your self-assessment results say about your emotional intelligence? In which core skills are you already strong and in which areas do you need to improve? Describe what the self-assessment process and exploring Developmental Resources was like for you and what you learned.

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THREE BEHAVIORAL PRINCIPLES

1) Emotions and behaviors do not like to operate incongruently with one another.

2) Behaviors can lead emotions just as emotions and lead behaviors.

3) It is often easier to control behaviors than it is to control emotions.

STRATEGIES FOR IMPROVING EMOTIONAL INTELLIGENCE

BEHAVIORAL STRATEGIES

Behave in line with a desired emotion. Since we know emotions and behaviors like to work congruently, we can manipulate one to influence the other. To achieve a desired feeling, *behave in a way consistent with that emotion* (e.g. If you want to feel happy, participate in activities that make you feel happy. If you want to feel confident, partake of activities that instill confidence.)

Emotionally Intelligent Behaviors

- Positive communication
- Receptivity
- Supporting others
- Flexibility
- Accountability
- Mature responses to criticism
- Ongoing reflection

*Behaving in certain ways has a direct effect on feelings. **Key behaviors are associated with emotional intelligence.***

Supervisors have more confidence in the ability of employees who behave in emotionally intelligent ways.

Emotional intelligence fosters better relationships with colleagues and more effective collaboration.

COGNITIVE STRATEGIES

Rational Emotional Behavior Therapy. In the 1950s, American psychologist and psychotherapist, Dr. Albert Ellis, developed Rational Emotional Behavior Therapy (REBT) to help people manage their thoughts, emotions, and behavior.

Ellis's thesis is that our feelings follow our beliefs. What we believe about our world determines how we feel. Our negative thinking about events (our beliefs) leads to emotional and behavioral upset. Individuals with emotional intelligence examine and challenge their unhelpful thinking that leads to self-defeating or self-sabotaging behaviors.



ALBERT ELLIS'S THESIS

What we believe about our world determines how we feel.

ABCs of Life. The ABCs of Life are part and parcel to REBT.

A – refers to the **activating** events of life

B – refers to our **beliefs** about the activating event; and

C – refers to our **consequential** emotions and behaviors

The tendency in life is to blame our feelings and behaviors on events, when it is *our beliefs* about the events that determine how we feel, not the events themselves.

Mindfulness. Mindfulness is an important counter to the ABCs of Life. Mindfulness means consciously *disputing* your negative thinking, remembering that initial thoughts can be automatic and learned, and moving instead to thought that is enlightened, driven by values, purpose, kindness, and appreciation.

Reframing. People's behaviors always belong in more than one category. For any negative interpretation of a behavior, there is a positive perception of the behavior. To reframe is to put the most positive frame you can think of around others' behaviors. Reframes first change your emotional state, then your behavior and approach to others, and finally, your relationship dynamics.

ADDITIONAL STRATEGIES



Awareness of workplace triggers. Triggers are actual or perceived threatening stimulus causing anxiety or trauma. Being aware and anticipative of common workplace triggers can help you plan calm, thoughtful responses instead of reacting impulsively or emotionally.

COMMON WORKPLACE TRIGGER	HOW TO RESPOND
Micromanagement	Have a calm, open, and honest conversation with your manager about your need for autonomy and trust
Conflict with colleagues	Address conflicts directly and professionally. Practice active listening, empathy, and finding common ground to resolve differences.
Work overload	Prioritize tasks and set realistic deadlines. Delegate tasks and tactfully decline work. Communicate openly with your supervisor about workload concerns.
Lack of recognition	Advocate for yourself in a professional manner by highlighting your achievements and contributions to your manager or team. Discuss career development opportunities with your supervisor.
Unclear expectations	Calmly seek clarification from your supervisor or team members. Ask specific questions to ensure alignment. Regularly review and confirm expectations to stay on track.

REFLECTION ON EMOTIONAL TRIGGERS AT WORK



What are your emotional triggers in the workplace and why?

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Data-Driven Decision-Making. We can use metrics and insights gleaned from data to make smarter and more informed choices, based not on gut instinct or anecdotal experience, but on understanding of human behavior and psychology. Connections with other people in specific contexts have been studied. Tendencies and patterns have been observed. We can use what we know to respond in healthy ways that thoughtfully consider everyone involved.

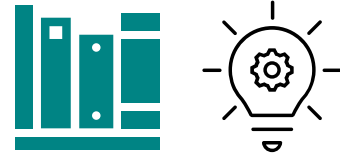
Educate Yourself

Personality Types
Attachment Styles
Leadership Styles
Group Dynamics
Organizational Culture
Causes of Conflict
Conflict Resolution

Gaining this **knowledge and insight** means educating yourself on personality types, attachment styles, leadership styles, group dynamics, organizational culture, causes of conflict, conflict resolution techniques, and more.

How do you gain this knowledge and insight?

- ⇒ Articles
- ⇒ Books
- ⇒ Online courses
- ⇒ Webinars
- ⇒ Professional development
- ⇒ Conversations with others
- ⇒ Personal reflection



A bigger picture understanding of situations slows down your mental processing and decision making. You consider more factors. As a result, your responses to others will be more emotionally intelligent.

Five Steps of Data-Driven Decision-Making. Data-driven decision-making has a practical, in-the-moment application. When faced with conflicts or emotional triggers at work, implement the five steps of data-driven decision making. Doing so helps to develop your emotional intelligence.

Define the Problem

Collect Relevant Data

Analyze Data

Develop & Implement a Plan

Evaluate Results