

Understanding and Applying Emotional Intelligence

Strategies for Improving Your Emotional Intelligence



FOUR COMPONENTS OF EMOTIONAL INTELLIGENCE

Self-Awareness



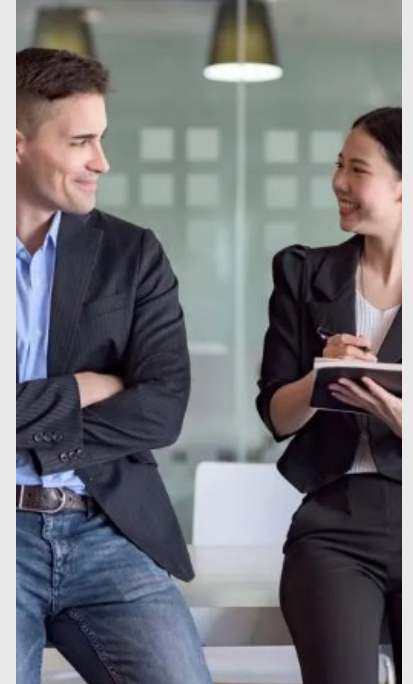
Self-Management



Social Awareness



Relationship Management



Select NEXT to continue.

EMOTIONS, BEHAVIORS, AND INCONGRUENCE



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

BEHAVIORS AND EMOTIONS LEAD EACH OTHER



#2: Behaviors can lead emotions just as emotions can lead behaviors.

BEHAVIORS ARE EASIER TO CONTROL



#3: It is often easier to control behaviors than emotions.

HOW TO ACHIEVE A DESIRED FEELING

Behavioral Strategies



What emotions do I want to feel instead?

To achieve a desired feeling, *behave in a way consistent with that emotion.*

PROBLEMS AND SOLUTIONS

	Problem	Solution
Match the problem to the solution.	Feel lazy but want to feel energetic.	Carefully write out a professional, competent version of what you will say and practice saying it.
	Feel anxious about initiating a conversation with supervisor but want to feel confident.	Join organizations, clubs, and activities that interest you and put you in communication and camaraderie with others.
	Feel inferior because others have more education and knowledge but want to feel equal and qualified.	Seek out, participate in, and complete degree programs, certifications, and other formal and informal learning opportunities.
	Feel lonely and isolated but want to feel engaged with and connected to others.	Start working out, eating healthier, and going to sleep earlier.

SUBMIT

Match the problems to their solutions, and then select SUBMIT.

MATCHING EXERCISE

Thanks for your input.

If you feel lazy, do things that make you feel energized, like sleep more, eat better, and exercise moderately. If you're nervous about speaking to your supervisor, plan what you will say and practice it. The feeling of confidence may soon follow. If you feel isolated from others and want to feel more connected, join groups and get involved in activities. If you feel less qualified, educated, and knowledgeable than others, take courses and engage with more learning experiences. You may soon feel competent and capable. In short, behave in line with how you want to feel.



A group of five business professionals are gathered around a wooden conference table in a modern office. They are all smiling and appear to be in a positive, collaborative meeting. The background shows large windows and office equipment.

We can change what we
do and how we behave.

IMPROVING EMOTIONAL INTELLIGENCE

Select NEXT to continue.

EMOTIONALLY INTELLIENT BEHAVIORS



MATURE AND RESPECTFUL COMMUNICATION

**Emotionally
Intelligent
Behaviors**

**Positive
Communication**



OPEN-MINDEDNESS AND ACTIVE LISTENING

**Emotionally
Intelligent
Behaviors**

Receptivity



EMPATHY AND SUPPORT

**Emotionally
Intelligent
Behaviors**



**Supporting
Others**



HANDLING CHANGE AND MODIFICATIONS

**Emotionally
Intelligent
Behaviors**

Flexibility



ACCEPTING RESPONSIBILITY

Emotionally
Intelligent
Behaviors



Accountability



OPEN TO HONEST FEEDBACK

**Emotionally
Intelligent
Behaviors**

**Mature
Responses to
Criticism**



THINKING ABOUT OUR THOUGHTS, FEELINGS, AND BEHAVIORS

**Emotionally
Intelligent
Behaviors**

**Ongoing
Reflection**



EMOTIONALLY INTELLIGENT BEHAVIORS AT WORK

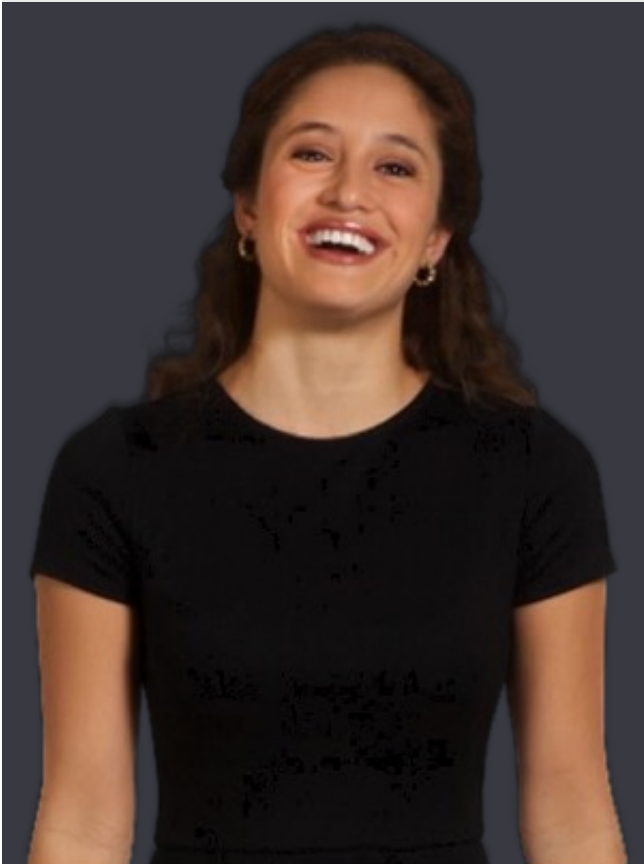


Increased supervisory
confidence in your abilities



Better relationships with
your colleagues

HELP KACEY IMPROVE HER EQ



Question 1

Question 2

Select each of Kacey's questions to give her advice to improve her EQ meter.

Question 3

Select each question and then select NEXT to continue.

KNOWLEDGE CHECK: STRATEGIES



Treat them the same way in return.



Report your co-worker to your manager.



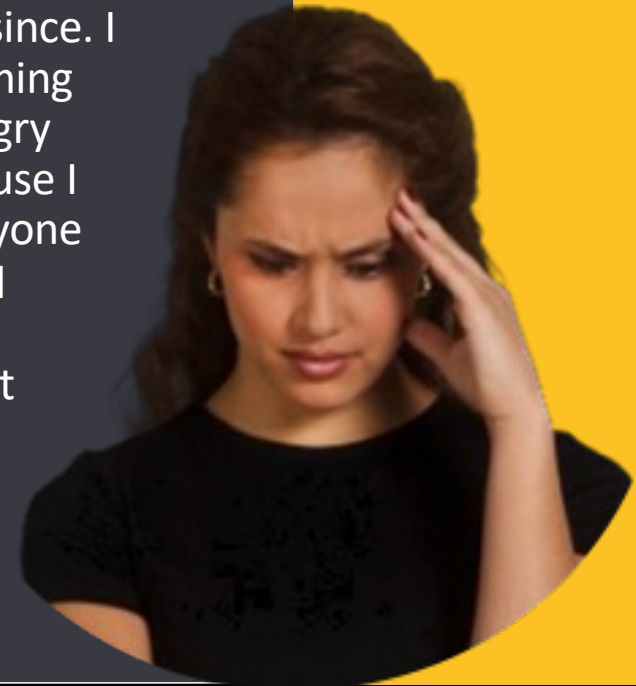
Seek to understand their intentions and feelings.



Ignore the co-worker and don't interact.

SUBMIT

A co-worker treated me unfairly this week, and I feel like he has been judging me ever since. I feel myself becoming defensive and angry around him because I believe that everyone should be treated equally and respectfully. What should I do?



KNOWLEDGE CHECK: FEEDBACK



Let's think about this.

If it seems like someone is treating you unfairly or with disrespect, you should seek to understand that person's true intentions and feelings. They may not be good at expressing their emotions, or they may be going through something that makes them easily irritable.



CONTINUE

KNOWLEDGE CHECK: STRATEGIES



Analyze your personal life and your professional life to make sure they aren't the problem.



Participate in activities that make you feel happy to bring those happy feelings back.



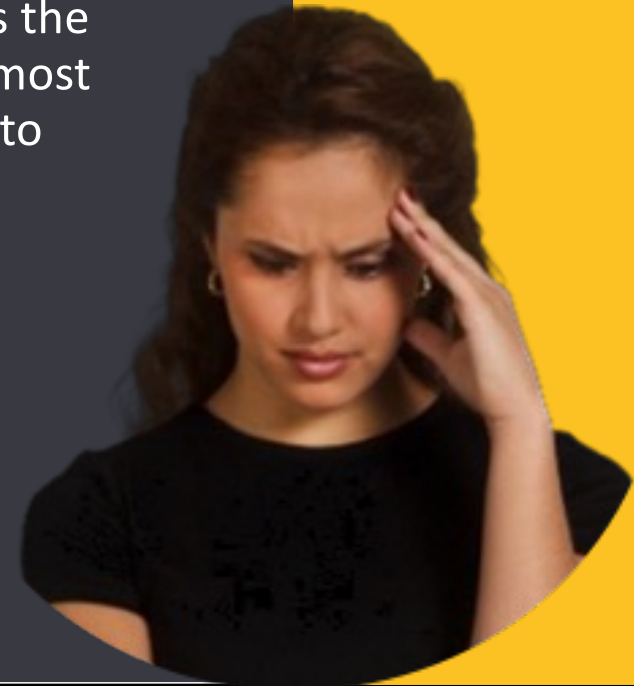
Eat a snack or drink a beverage to get your mind off it.



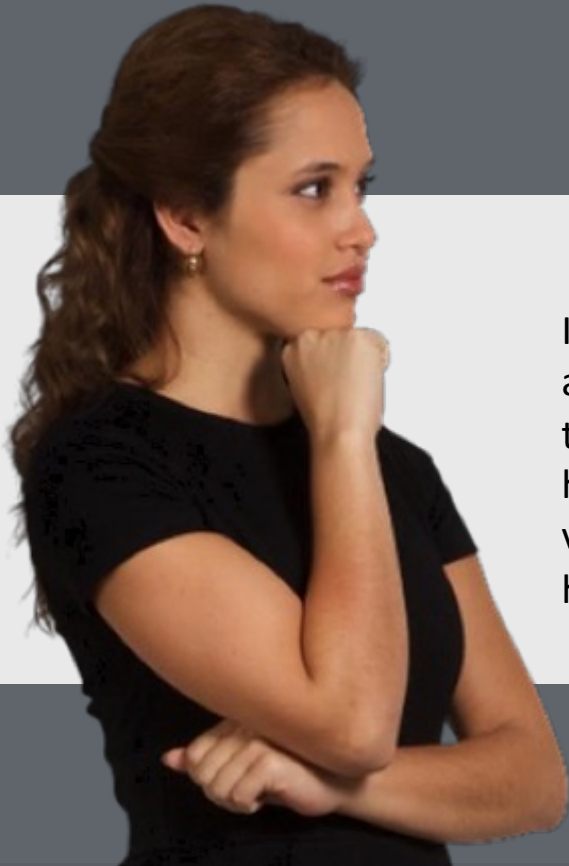
Take a vacation to get your mind off it.

SUBMIT

I've been feeling down and dull and I just want to feel happy. What's the quickest and most effective way to change my emotions?



KNOWLEDGE CHECK: FEEDBACK



Let's think about this.

If you are feeling depressed or dull, think about hobbies or activities that make you happy and make more time to do them. Doing activities that make you happy often bring back happier feelings. You also have free resources available to you via the Employee Assistance Program (EAP). They are there to help you.



CONTINUE

KNOWLEDGE CHECK: STRATEGIES



Where do you get your ideas? They're outdated and ineffective.



No offense, but we've tried all that before and none of it worked.



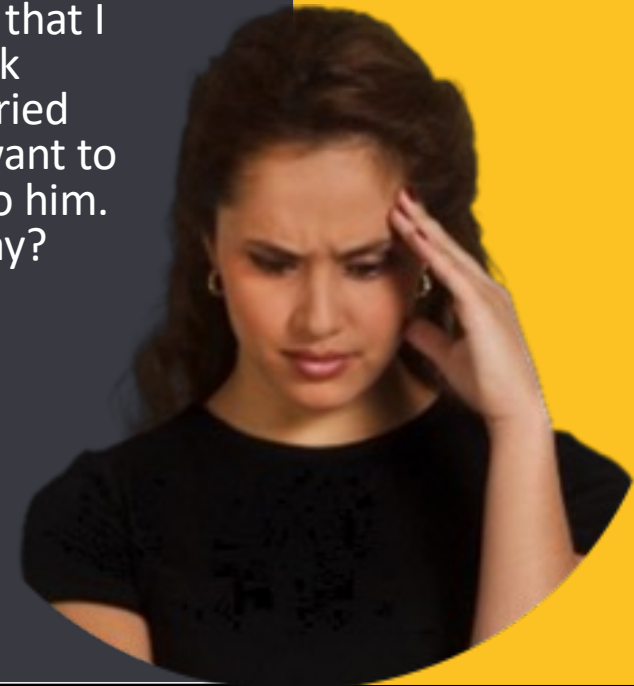
We should find time to talk about this project. We can share ideas.



Talk to Carol. She can tell you why this won't work. Good luck.

SUBMIT

I was in a meeting this week, and one of my colleagues began making suggestions for our next project that I know won't work because we've tried them before. I want to say something to him. What should I say?



KNOWLEDGE CHECK: FEEDBACK



Let's think about this.

When a co-worker has ideas you don't agree with, don't tell them they are wrong. Instead, take a cooperative stance. Offer to continue to share ideas about the project or task. You may get a better sense of their ideas and begin to support them. On the other hand, if you still feel your co-worker is on the wrong track, respectfully guide them toward the approach you think would be better.



CONTINUE

KNOWLEDGE CHECK: STRATEGIES METER PAGE



3/3
Added to
Kacey's
EQ Meter

Continue

Selecting
Retry will
reset this
Knowledge
Check's
progress.

Retry

Select Continue or Retry.

COGNITIVE STRATEGIES



Dr. Albert Ellis – **Rational Emotional Behavior Therapy (REBT)**

Ellis's Thesis:

Our feelings follow our beliefs. What we believe about our world determines how we feel.



FEELINGS FOLLOW YOUR BELIEFS



A

ABCs of Life

B

Your feelings follow your beliefs. What you believe about your world determines how you feel.

C

OUR BELIEFS ABOUT EVENTS



Activating events of life

Beliefs about the
activating event

Consequential emotions
and behaviors

ABCs of Life

MINDFULNESS COUNTERS THE ABCS OF LIFE



Activating events of life

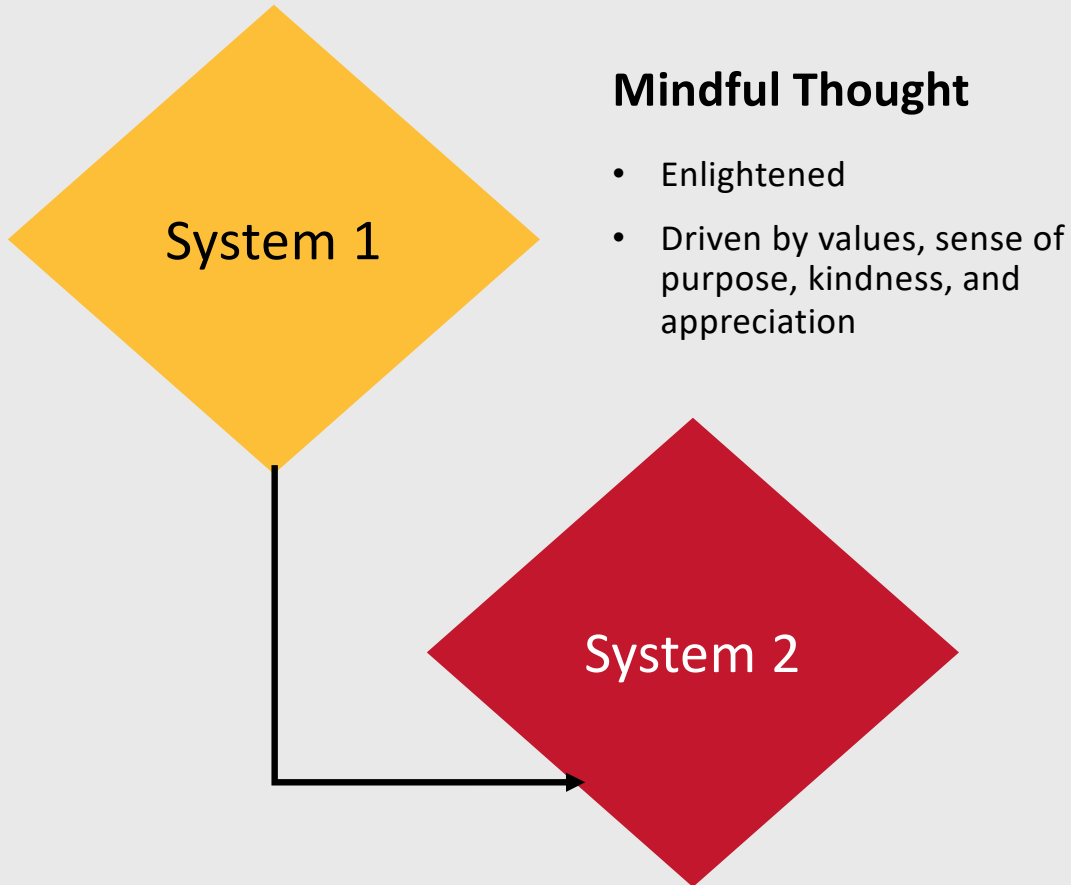
Mindfulness to
counter the
ABCs of Life.

Beliefs about the
activating event

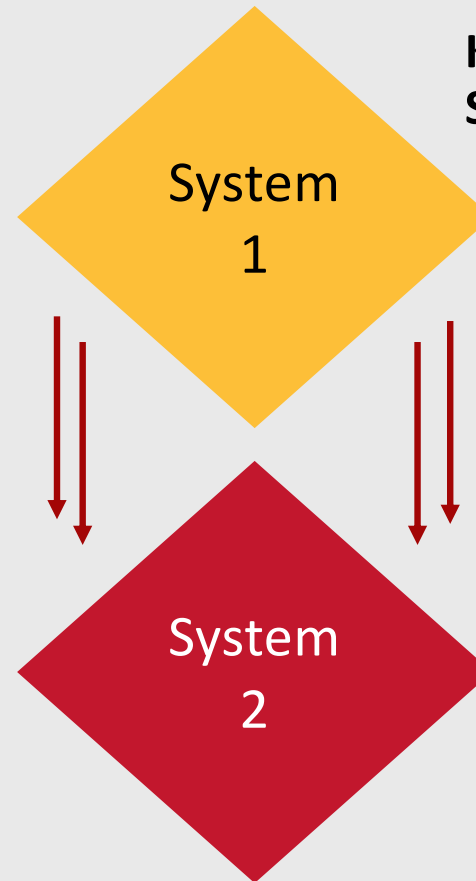
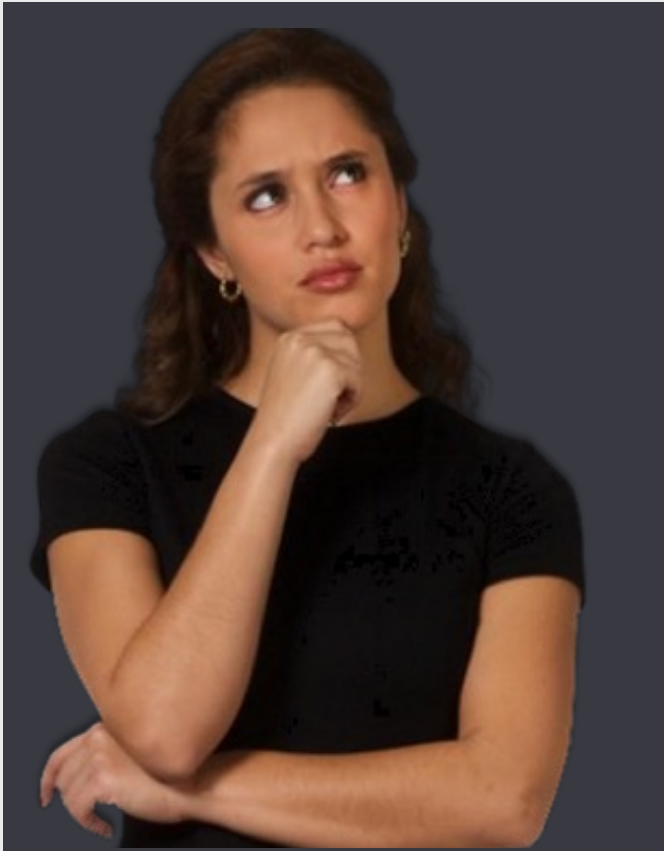
Being mindful means you
consciously *dispute* your
negative thinking using mental
discipline and agility.

Consequential emotions
and behaviors

SHIFT FROM SYSTEM 1 TO SYSTEM 2

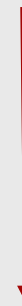


AIM FOR SYSTEM 2 QUESTIONS



Knowledge Check: Shifting to System 2 Questions

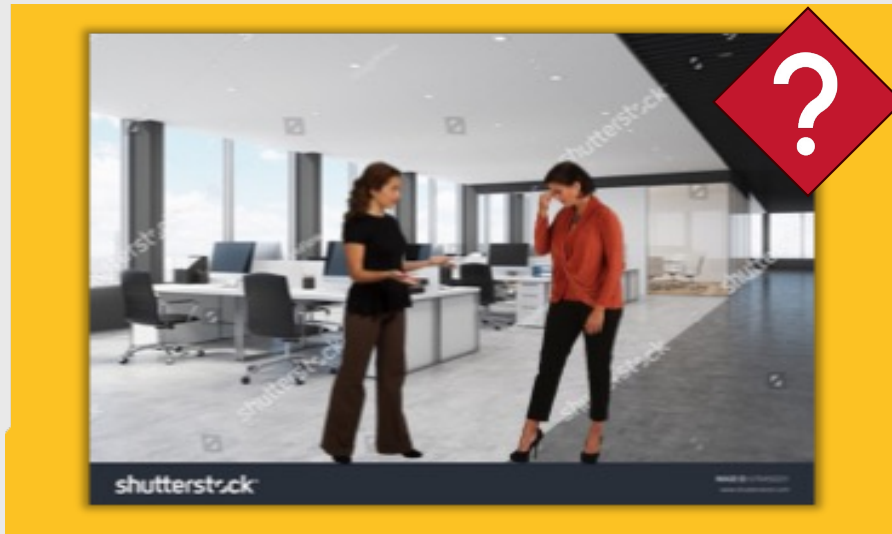
“Why are you so difficult?”



“What can I do to support you?”

KNOWLEDGE CHECK: SHIFTING TO SYSTEM 2 QUESTIONS

Can you consistently choose the System 2 Question in these conversations?



Select each conversation to help Kacey.

Select an image to hear Kacey's conversation with a co-worker, and then select NEXT to continue.

KACEY AND GIANNA



Gianna

I've been really stressed out lately, and I accidentally scheduled two crucial meetings with customers at the same time!

Select NEXT to continue.

GIANNA'S STRESSORS



Kacey

Oh no! How did that happen?

Select NEXT to continue.

35 | YY

GIANNA'S WORK STRUGGLES



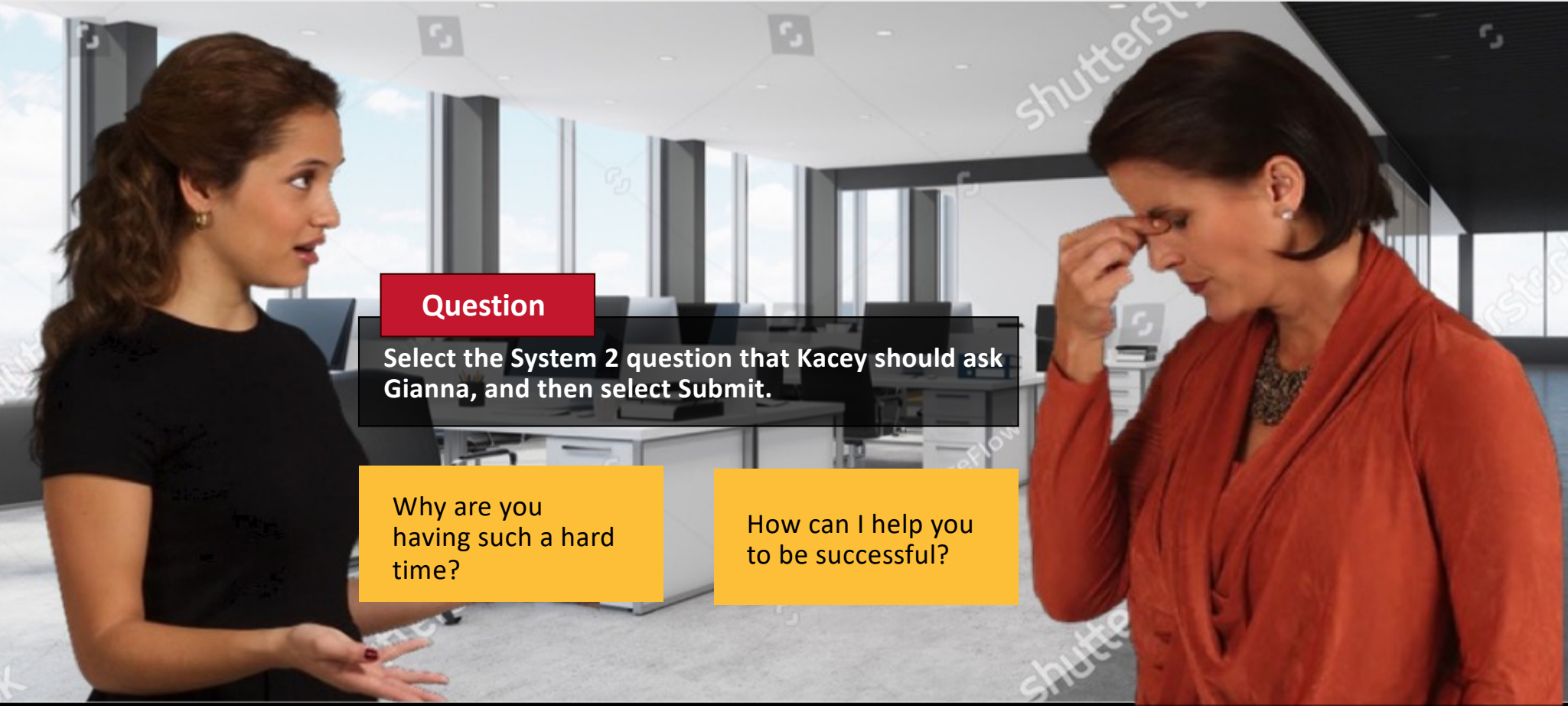
Gianna

I'm not sure. I just can't seem to keep anything organized lately, and I'm trying so hard.

Select NEXT to continue.

36 | YY

WHAT SHOULD KACEY SAY TO GIANNA?



Question

Select the System 2 question that Kacey should ask Gianna, and then select Submit.

Why are you having such a hard time?

How can I help you to be successful?

Select the System 2 question to submit your answer.

KNOWLEDGE CHECK

That's Correct!

Even though your mind may initially judge the person, your intentional thinking about respectful communication and helpful attitudes should make you say, "How can I help you to be successful?"



+1 to Kacey's EQ meter

CONTINUE



Select NEXT to continue

KNOWLEDGE CHECK

That's Incorrect.

Even though your mind may initially judge the person, your intentional thinking about respectful communication and helpful attitudes should make you say, "How can I help you to be successful?"

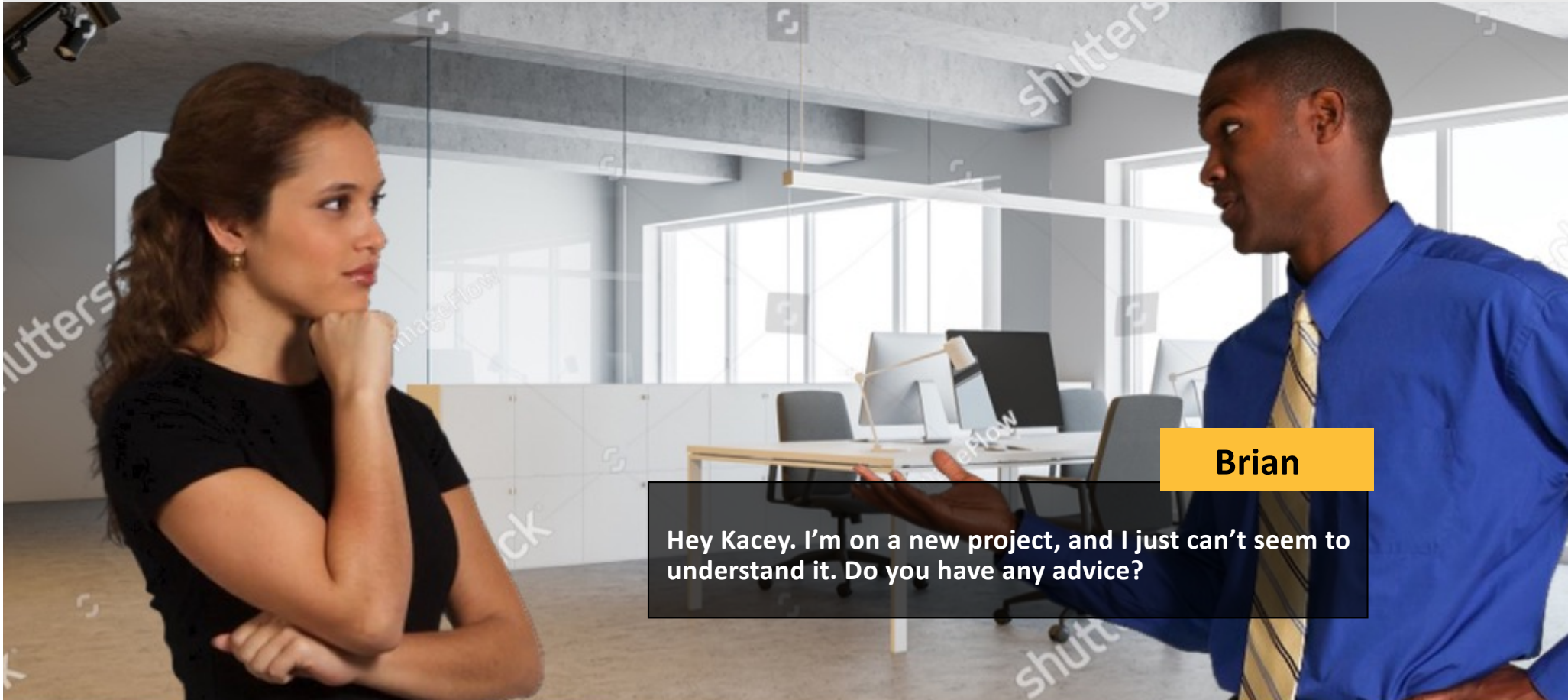


CONTINUE



Select NEXT to continue.

KACEY AND BRIAN



Brian

Hey Kacey. I'm on a new project, and I just can't seem to understand it. Do you have any advice?

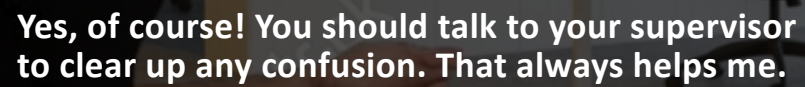
Select NEXT to continue.

40 | YY

KACEY ADVISES BRIAN

A red rectangular name tag for the character Kacey.

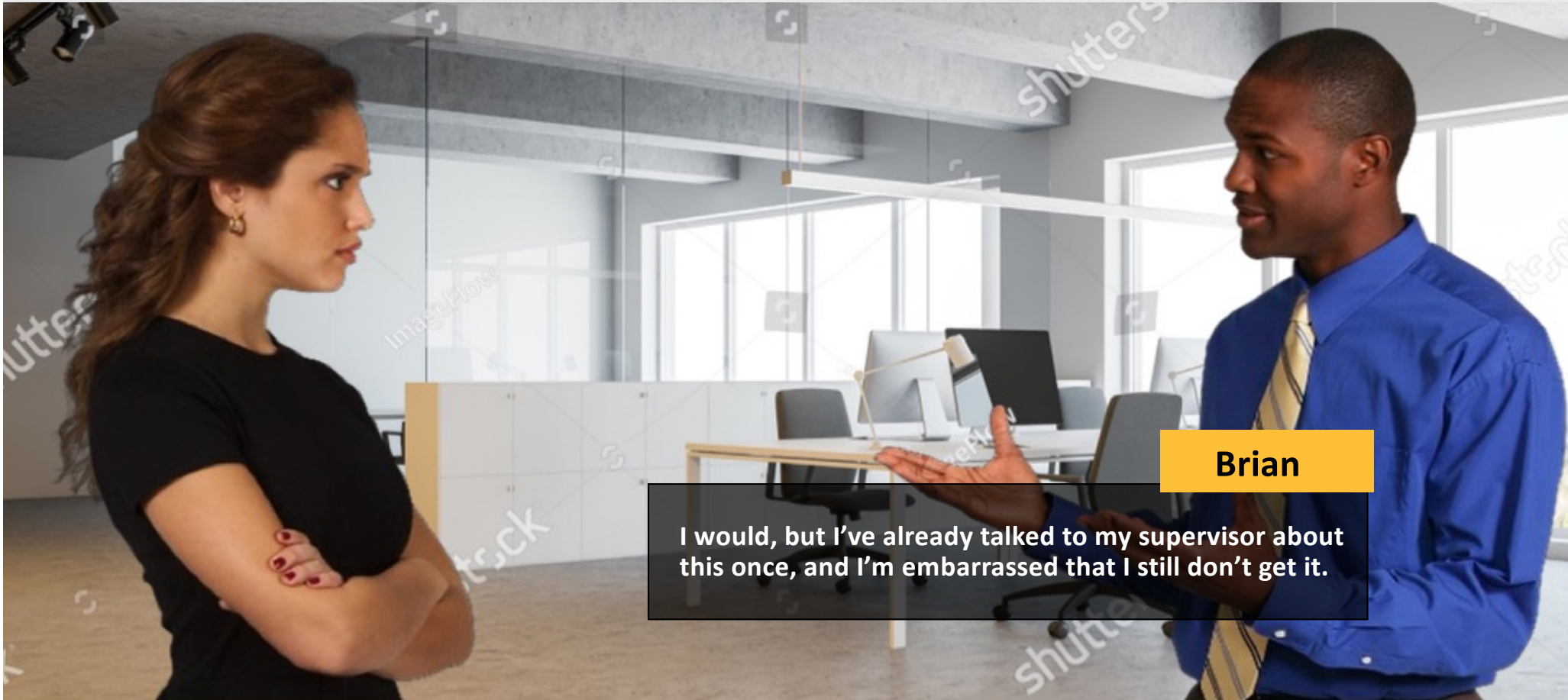
Kacey

A black rectangular text box containing Kacey's dialogue.

Yes, of course! You should talk to your supervisor to clear up any confusion. That always helps me.

Select NEXT to continue.

BRIAN'S STRUGGLES AT WORK



Brian

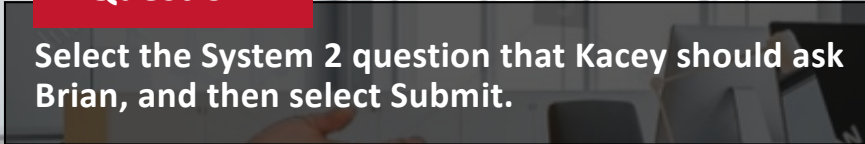
I would, but I've already talked to my supervisor about this once, and I'm embarrassed that I still don't get it.

Select NEXT to continue.

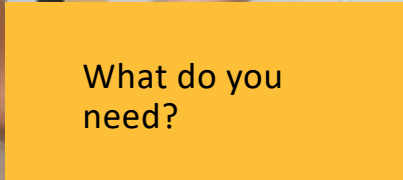
WHAT SHOULD KACEY ASK BRIAN?

A red rectangular box containing the word 'Question' in white text.

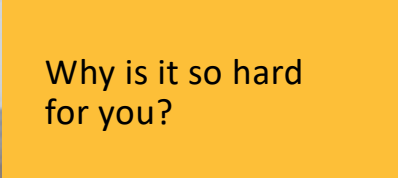
Question

A dark gray rectangular box containing white text.

Select the System 2 question that Kacey should ask Brian, and then select Submit.

A yellow rectangular box containing black text.

What do you need?

A yellow rectangular box containing black text.

Why is it so hard for you?

Select the System 2 question to submit your answer.

KNOWLEDGE CHECK

That's Correct!

Even though your mind may initially puzzle over why your co-worker doesn't understand, your intentional thinking about respectful communication and helpful attitudes should make you say, "What do you need?"



+1 to Kacey's EQ meter

CONTINUE



Select NEXT to continue

KNOWLEDGE CHECK

That's Incorrect.

Even though your mind may initially puzzle over why your co-worker doesn't understand, your intentional thinking about respectful communication and helpful attitudes should make you say, "What do you need?"



CONTINUE



Select NEXT to continue.

KNOWLEDGE CHECK: SCENARIOS METER PAGE



2/2
Added to
Kacey's
EQ Meter

Continue

Selecting
Retry will
reset this
Knowledge
Check's
progress.

Retry

Select Continue or Retry.

REFRAMING



Placeholder for Reframing Video

KNOWLEDGE CHECK: REFRAMING



Select each portrait to reframe Kacey's perceptions.

KACEY'S PERCEPTION OF AMIRA



Question 1: Kacey perceives Amira as a **perfectionist**. Which of these is the best reframe of Amira?



Amira could have anxiety and just want to please others.

Amira might want to feel better than everyone else.

Amira might not like any of her co-workers.

SUBMIT

Select an option, then SUBMIT.

KNOWLEDGE CHECK: REFRAMING



You may perceive someone as a perfectionist, but they may have anxiety driven by the need to please others.



Amira could have anxiety and just want to please others.

Amira might want to feel better than everyone else.

Amira might not like any of her co-workers.

CONTINUE

Select the CONTINUE button.

KACEY'S PERCEPTION OF BRANDON



Question 2: Kacey perceives Brandon as **manipulative**. Which of these is the best reframe of Brandon?

Brandon could be trying to trick co-workers into his ideas.

Brandon might be persuasive with a desire to communicate.

Brandon could be a defensive and opinionated person.



SUBMIT

Select an option, then SUBMIT.

KNOWLEDGE CHECK: REFRAMING



You may perceive someone as manipulative, but they may just want to be a good communicator and enjoy persuading others to ideas they think are important.



Brandon could be trying to trick co-workers into his ideas.

Brandon might be persuasive with a desire to communicate.

Brandon could be a defensive and opinionated person.



CONTINUE

Select the CONTINUE button.

KACEY'S PERCEPTION OF TERRI

Question 2: Kacey perceives Terri as **conceited**. Which of these is the best reframe of Terri?



Terri thinks highly of herself because she thinks she's better than other people.

Terri presents with confidence and conceitedness to try to edge out other people.

Terri behaves with exaggerated confidence to protect herself from re-experiencing past harms.

SUBMIT

Select an option, then SUBMIT.

KNOWLEDGE CHECK: REFRAMING



You may perceive someone as conceited or arrogant, but they may be trying to project confidence to protect themselves from repeating past trauma or negative experiences.



Terri thinks highly of herself because she thinks she's better than other people.

Terri presents with confidence and conceitedness to try to edge out other people.

Terri behaves with exaggerated confidence to protect herself from re-experiencing past harms.

CONTINUE

Select the CONTINUE button.

KACEY'S PERCEPTION OF REGINA

Question 2: Kacey perceives Regina as **anti-social**. Which of these is the best reframe of Regina?



Regina may avoid people due to a bad temper.

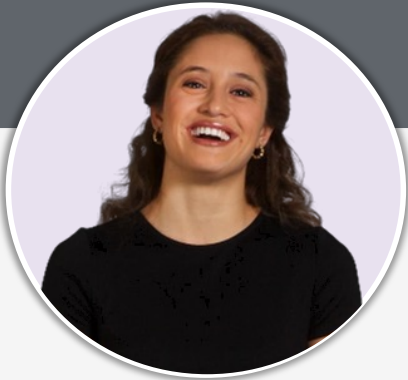
Regina could be introspective and respectful of boundaries.

Regina may be a loner.

SUBMIT

Select an option, then SUBMIT.

KNOWLEDGE CHECK: REFRAMING



You may perceive someone as anti-social, but they may be very introspective and respectful of people's boundaries.



Regina may avoid people due to a bad temper.

Regina could be introspective and respectful of boundaries.



Regina may be a loner.

CONTINUE

Select the CONTINUE button.

KNOWLEDGE CHECK: REFRAMING METER PAGE



4/4
Added to
Kacey's
EQ Meter

Continue

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Retry will
reset this
Knowledge
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progress.

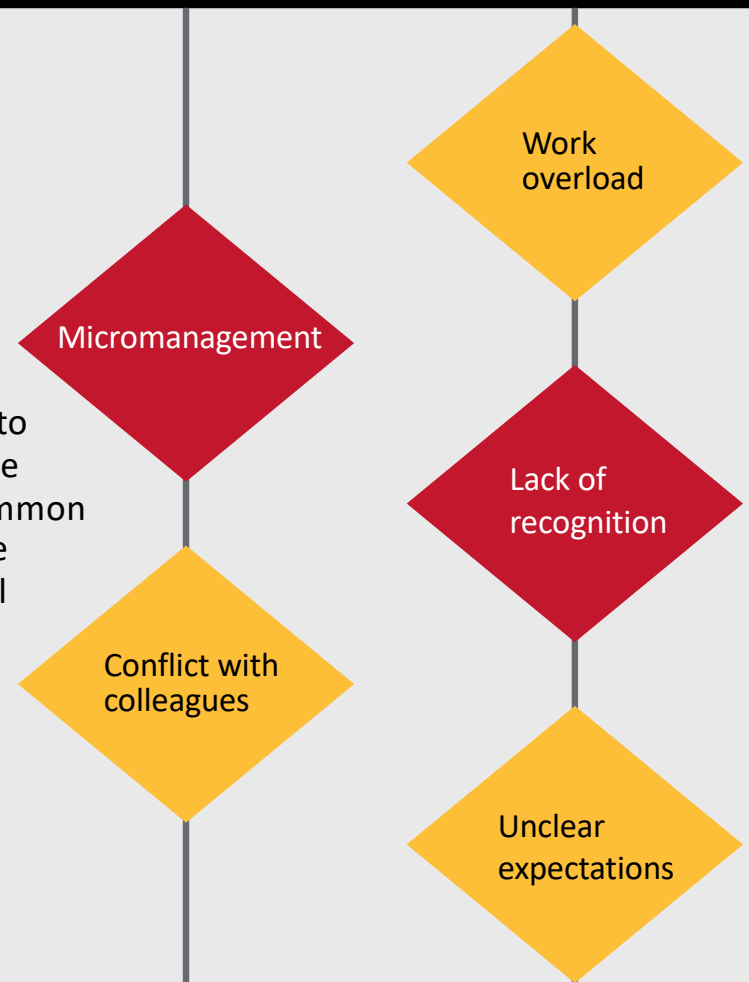
Retry

Select Continue or Retry.

IDENTIFYING AND MANAGING WORKPLACE EMOTIONAL TRIGGERS



Select a diamond to learn more about common workplace emotional triggers.



Select a diamond to learn more, and then select NEXT to continue.

MICROMANAGEMENT



Trigger

Feeling suffocated and scrutinized by constant supervision and control



Solution

Have a calm, open conversation with your manager about your need for autonomy and trust. Your supervisor may not mean to appear distrustful or controlling. They might be worried about their standing with their own boss or a particular project, and it manifests in more oversight than usual.

CONFLICT WITH COLLEAGUES



Trigger

Feeling stressed, hurt, or frustrated because of disagreements or clashes with co-workers

Solution

Address conflicts directly. Practice active listening, empathy, and finding common ground to resolve differences. It is often the case that everybody intends well. Communication is key. If necessary, consider utilizing mediation or involve a neutral third party.

WORK OVERLOAD



Trigger

Feeling overwhelmed and unable to manage an excessive workload

Solution

Prioritize tasks and set realistic deadlines. Delegate tasks and tactfully decline work to maintain a healthy work-life balance. If necessary, communicate with your supervisor about workload concerns. Be calm and respectful. It's very possible your supervisor doesn't realize you're overloaded.

LACK OF RECOGNITION



Trigger

Feeling
unappreciated or
undervalued for your
contributions



Solution

Understand that your organization may not have adequately developed its performance recognition system. Advocate for yourself in a professional manner by highlighting your achievements and contributions. Discuss career development opportunities with your supervisor.

UNCLEAR EXPECTATIONS



Trigger

Feeling confused or anxious due to ambiguous instructions or expectations

Solution

Calmly seek clarification from your supervisor or team members. Ask specific questions to ensure alignment. Document agreements and instructions to avoid misunderstandings. Regularly review and confirm expectations to stay on track.

YOUR EMOTIONAL TRIGGERS AT WORK



Reflection: Your Emotional Triggers

What are your emotional triggers in the workplace and why?

Type your response here.

SUBMIT

Type your response and then select SUBMIT.

INDIVIDUAL REFLECTION

Reflection helps us grow.

Thanks for sharing your emotional triggers in the workplace. Intentionally thinking about what causes us to have intense emotional responses is important personal growth work. Evaluating these situations helps us take a first step toward mature, considerate behavior.



CONTINUE

DATA DRIVEN DECISION-MAKING



DATA DRIVEN DECISION-MAKING AND EMOTIONAL INTELLIGENCE



Human psychology
and sociology

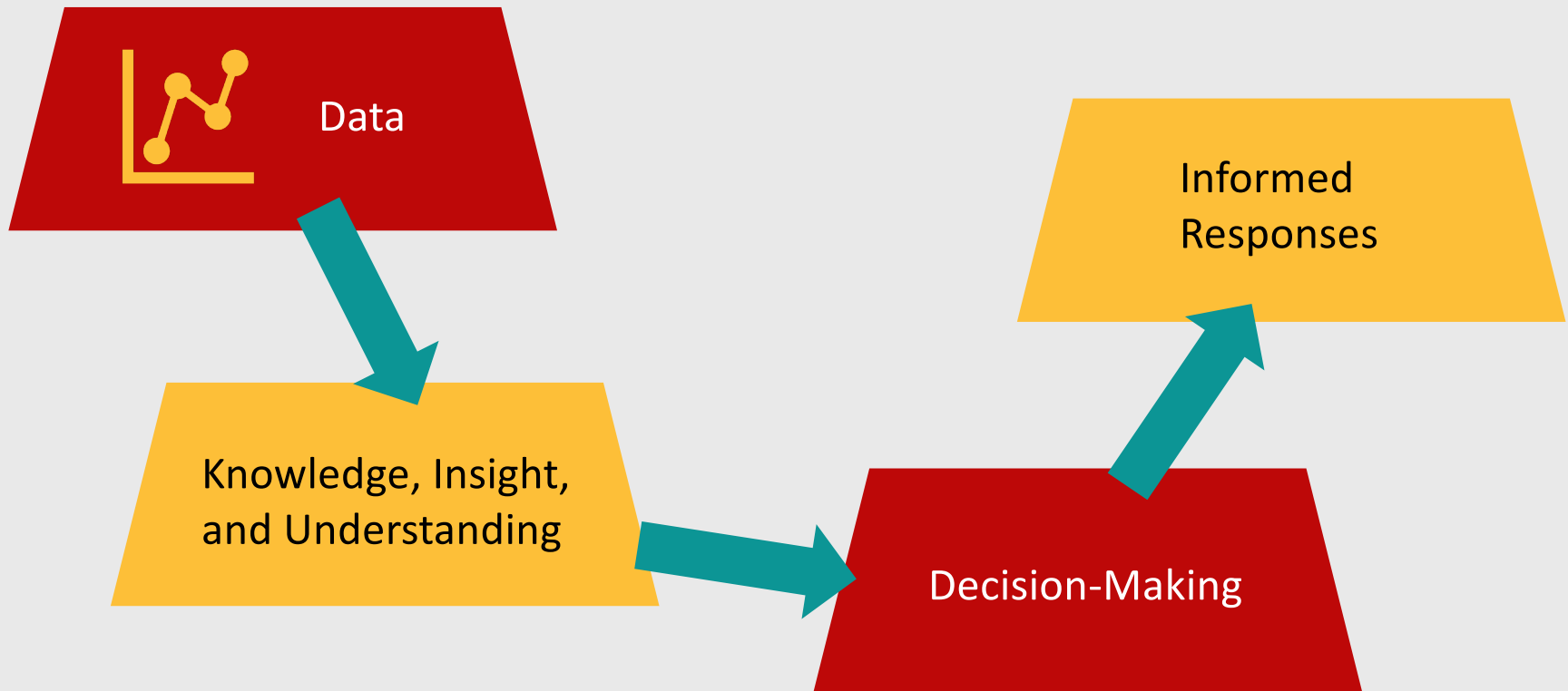


Behavioral
tendencies and
patterns observed



Recommendations
for thoughtful,
healthy responses

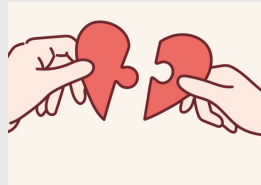
KNOWLEDGE, INSIGHT, AND UNDERSTANDING



GAINING KNOWLEDGE AND INSIGHT



Personality Types



Attachment Styles



Leadership Styles



Group Dynamics



Organizational Culture



Causes of Conflict



Conflict Resolution

A SHIFT IN DECISION-MAKING

System 1 Thinking



- Fast-thinking
- Automatic

System 2 Thinking



- Slow-thinking
- Reflective



FIVE STEPS OF DATA-DRIVEN DECISION-MAKING

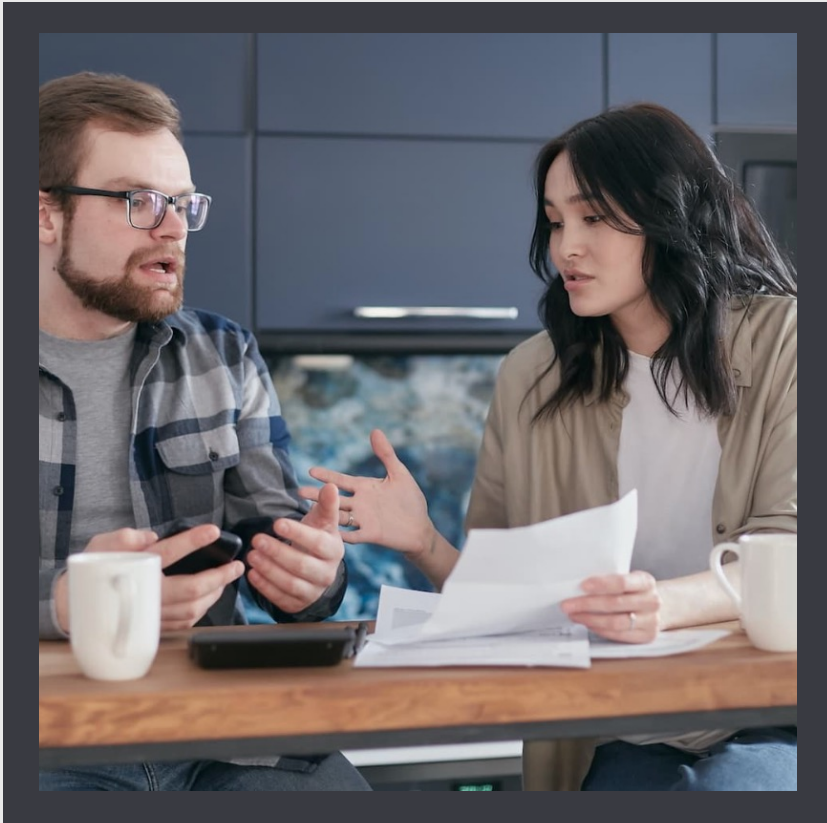


Select a diamond to learn about the five steps of Data-Driven Decision-Making.



Select each diamond to learn more, and then select NEXT to continue.

DEFINE THE PROBLEM



Data-Driven Decision-Making

Define the problem

You and a co-worker differ on who is supposed to do what.

COLLECT RELEVANT DATA



Data-Driven Decision-Making

Collect relevant data

You check some emails and the assignment board. You also speak to another co-worker.

ANALYZE THE DATA



Data-Driven Decision-Making

Analyze the data

You interpret the information you read in the emails, extrapolate from the assignment board, and add your co-worker's input to your thinking on the matter.

DEVELOP AND IMPLEMENT A PLAN



Data-Driven Decision-Making

Develop and Implement a Plan

You respond to Anabel in a level-headed and reasonable way, without arguing, expressing irritation, accusing, or insulting.

EVALUATE RESULTS



Data-Driven Decision-Making

Evaluate Results

During and after your interaction with Anabel, notice and reflect on her reaction and your own behaviors to prepare for future instances of conflict and disagreement.

KNOWLEDGE CHECK

Data-
Driven
Decision-
Making

Improving
Your
Emotional
Intelligence



Select NEXT to continue.

KNOWLEDGE CHECK: DATA-DRIVEN DECISION-MAKING

Step 2 in Data-Driven Decision-Making is Collect Relevant Data. Which of these could be a good source of data for improving emotional intelligence in the workplace? [Select all that apply.]



A credible article on common circumstances for passive-aggressiveness at work



An organizational report covering employee responses to surveys about work conflicts



A credible article about the job growth outlook for accountants in the next three years



An end-of-year report on the status of each work teams' major projects

SUBMIT



Select your choices, and then select SUBMIT to continue.

KNOWLEDGE CHECK

Feedback

Relevant data to improve your emotional intelligence includes sources that offer insight into when, where, and why people tend to behave in certain ways and how best to respond. This includes a credible article about common circumstances for passive aggressiveness and an organizational report covering employee responses to surveys and work conflicts.

An end-of-year report on the status of each work teams' major projects and a credible article about the job growth outlook for accountants in the next three years are not related enough to emotional intelligence to be relevant.

CONTINUE

KNOWLEDGE CHECK: DATA-DRIVEN DECISION-MAKING

Why is Step 5 of Data-Driven Decision-Making – Evaluate Results -- important? (Choose the best answer.)



We get a chance to identify problems in the initial phase, noting the nature and severity.



We can observe patterns of success, failure, or challenge, over a period of time and restrategize for continued improvement.



We can look at many sources that can help us glean insights into problems and create an implementation plan accordingly.



We can determine what the problem is and assess the nature and severity.

SUBMIT



Select your choice, and then select SUBMIT to continue.

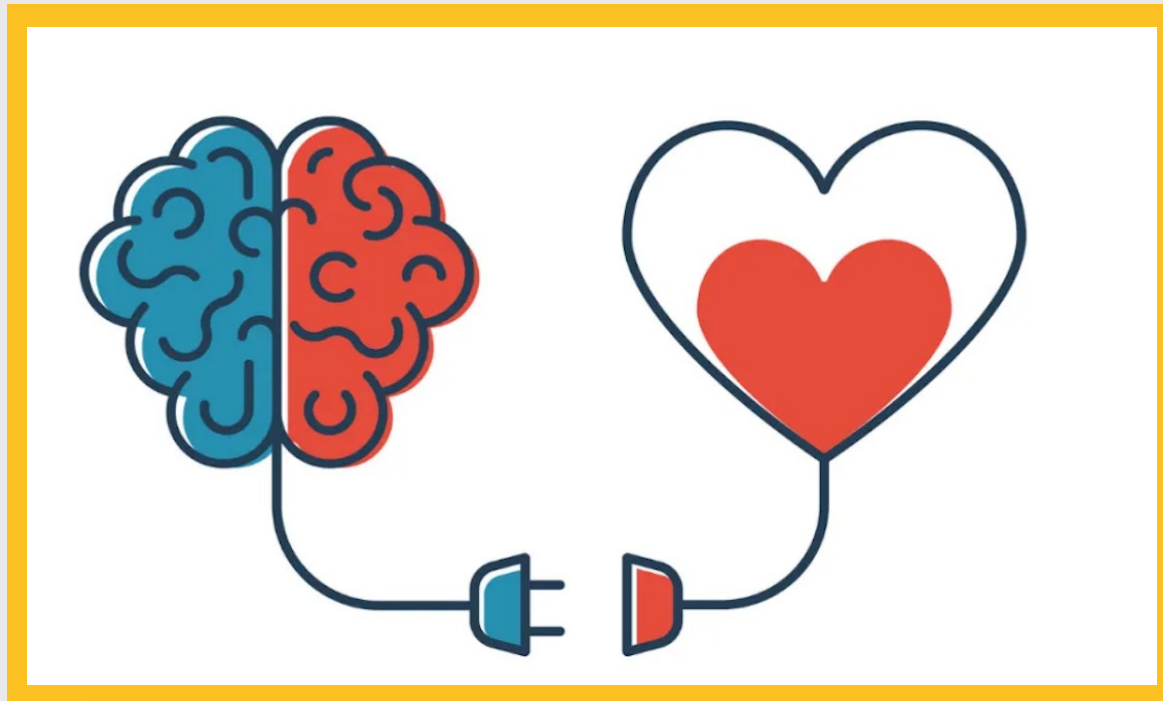
KNOWLEDGE CHECK

Feedback

The best answer is B. Evaluating Results is important because we can observe patterns of success, failure, or challenge, over a period of time and restrategize for continued improvement.

CONTINUE

WRAPPING IT UP



SUMMARY

Strategies for improving emotional intelligence

- Mindfulness
- Reframing
- Anticipating triggers
- Data-driven decision-making

Download
Report

What EQ is
and how it
affects us

Behaviors of
EQ-I 2.0
Model

How EQ is
critical for
success