

# EMOTIONAL INTELLIGENCE

Addressing Emotions in the Workplace



By

Neerja Bhatia

and

Steve Davis



Published by [FaciliatorU.com](http://FaciliatorU.com)



# Table of Contents

EMOTIONAL INTELLIGENCE.....	1
Table of Contents .....	2
<b>I. Introduction.....</b>	<b>4</b>
Building a Bridge for Successful Communications.....	5
Learning Objectives .....	5
Activities.....	5
Outcomes .....	6
<b>II. What is Emotional Intelligence? .....</b>	<b>7</b>
What are emotions? .....	7
What is at the root of emotions? .....	8
Building Resilience .....	8
What is Emotional Intelligence about? .....	9
The Five Dimensions of EI.....	9
Key Takeaways .....	12
<b>III. Building Self-Awareness.....</b>	<b>13</b>
Why is self-awareness important?.....	14
Mental Models and the Ladder of Inference .....	16
Key Takeaways .....	21
<b>IV. Self-Management .....</b>	<b>22</b>
How do we do things differently to create different results?.....	24
Mining the Inner of Conflict.....	28
The Vision Star Resilience Model.....	29
Complete Self Care for Self-Management.....	33
Creating Mind Map for Results .....	35
Key Takeaways .....	36
<b>V. Building Social Awareness .....</b>	<b>37</b>
Emotional Intelligence Style Profile Assessment.....	38

Developing Your Emotional Intelligence Style Skills .....	40
The Circle of Life.....	44
Key Takeaways .....	46
<b>VI. Relationship Management.....</b>	<b>47</b>
Stages of Group Development .....	48
Listening.....	50
Clarify and Reveal Assumptions .....	52
Acknowledge, Support and Validate .....	53
Be Empathetic Not Sympathetic.....	55
Tool for Dealing with Adversity .....	56
Key Takeaways .....	58
Emotional Intelligence 1994 Report.....	59
<b>Resources .....</b>	<b>61</b>
<b>About the Author: .....</b>	<b>62</b>

# I. Introduction



“Sorry don’t have time to play I’ve got real work to do!”

We should take care not to make the intellect our god. It has, of course, powerful muscles, but not personality. It cannot lead, it can only serve.  
—Albert Einstein—

This course is organized around an integral perspective of Emotional Intelligence, using Ken Wilber’s Integral Model. The materials are structured around four quadrants that cover the following aspects of emotional intelligence:

- I-Awareness or Self-Awareness
- Managing Actions and Behaviors of Self
- We-Awareness or group awareness
- Managing Actions and Behaviors of the Group

The common thread that runs through these four aspects is the ‘Resilience Factor’ or the ability to be aware, open, flexible and courageous to manage the actions and behaviors of the self and the group.

Tapping into the theory of the ‘Survival of the Fittest’ – it is not the strongest that survives but the one who is most adaptable thrives.

Emotions are the guiding force that can provide the path of adaptability or resilience. By gaining clarity and using emotions as a guiding tool one can move through conflicting situations and chaos. Over time as one builds the muscle of resilience, moving through conflict becomes fun and game.

## Building a Bridge for Successful Communications

A major factor contributing to miscommunication and costing companies billions in lost time is emotional judgment. Success depends upon the individual's ability to distinguish between sound judgment and emotionally clouded judgment. The following learning objectives and activities that we'll cover in this program will help us learn to artfully combine the power of our feelings, critical thinking, and our will to act to significantly enhance any result we set out to achieve.

### Learning Objectives

This course is designed to accomplish the following learning objectives.

- Empower yourself and others
- Learn the art of emotional mastery
- Enhance your negotiation power
- Manage emotions and communicate effectively in challenging situations
- Understand how to expand personal influence
- Expand your ability to be creative and innovative

### Activities

To accomplish the above objectives, we'll engage in the following activities.

- Practice the fundamental skills of emotional intelligence, such as resilience, problem dissolving, interpersonal and intrapersonal relationships, self-awareness, and stress management
- Link the EQ assessment with self-management and relationship management
- Identify areas of emotional intelligence development

## Outcomes

As a result of these activities you will be able to ...

- Recognize subtle emotions before they turn toxic
- Acknowledge and address unhealthy emotions
- Build clarity to listen with intent and purpose
- Shift gears when dealing with preconceived notions
- Manage emotions in self and others
- Increase Self-Awareness
- Address mental blocks to free up time for being effective and creative
- Close the thinking, feeling and doing gap to achieve results

## II. What is Emotional Intelligence?



### Emotional Intelligence

2008 FacilitatorU.com

Gary Hamel, Michael Hammer & Peter Senge issue the following warning to those who would rely on intellect alone...

People with high levels of Personal Mastery cannot afford to choose between reason and intuition, or the head and heart, any more than they would choose to walk on one leg or see with one eye.

Emotional Intelligence (EQ) is the ability to sense, understand, and effectively apply the power of emotions as a source of human energy, information, connection, and influence.

### What are emotions?

An uncomplicated way to view emotions is simply energy in motion. Emotions can become overwhelming when we judge them as wrong, bad, inappropriate, etc. When we misperceive emotions, we may miss the information they carry or stuff them down, only for stronger emotions to emerge later. Emotional intelligence is about processing emotions to gain information and appropriately influence behavior for optimal results.

## What is at the root of emotions?

Close your eyes and think of a challenge you are experiencing.

Where do you sense the emotional signals in your body?

What created those emotional signals?

Take a few deep breaths and notice what happens to the emotional signals.

Notice that these emotions are not solid, but transient.

Now think of a pleasant experience.

Where do you feel the emotional sensations in your body?

What created those emotional signals?

Thought is at the root of emotions.

## Building Resilience

Emotional Intelligence begins with the practice of self-awareness. EI is a collaboration of inherent competencies, skills, and 'the know how' that enhances one's ability to deal with stress, challenges and chaos. Resilience is another word for this ability and is a critical factor in determining one's ability to succeed in life. Consistent practice of EI skills builds our resilience.

We view resilience as the combination of the following three qualities.

**Resilience = Openness + Optimism + Adaptability**

- **Openness:** Being open to different perspectives
- **Optimism:** Seeing failures as stepping stones (we rarely learn anything new from successes, however failure always teaches us something we didn't know before)
- **Options:** There are various options to reach the desired results. The objective is to succeed but when we become fixated on one way of obtaining results, then the intention to thrive is lost and the underlying



anxiety or anticipation becomes a problem in itself. Keeping options open to look at different ways to obtain the results is an asset to succeeding.

## What is Emotional Intelligence about?

EI is about:

- Being courageous
- The Tough Stuff
- Seeing the strength in vulnerability
- Creating time and energy

EI is not about:

- Being subservient
- The Soft Stuff
- Being Weak
- Wasting time and energy

How do we Think?

- Cognizing
- Re-Cognizing
- Feeling
- Reacting

## The Five Dimensions of EI

The outer four dimensions include self-awareness, self-management, social-awareness and relationship management. The fifth dimension is Resilience that is at the heart of bringing the dimensions alive.

### **Understand our own emotions (Self-awareness)**

- Build self-awareness through self-observation and reflection

### **Manage our own emotions (Self-Management)**

- Managing behavior through self-awareness in accordance with a

meta view of relationships

**Understand emotions of others (Social-Awareness)**

- Building social-awareness through an understanding of diverse personalities and individual motivational needs

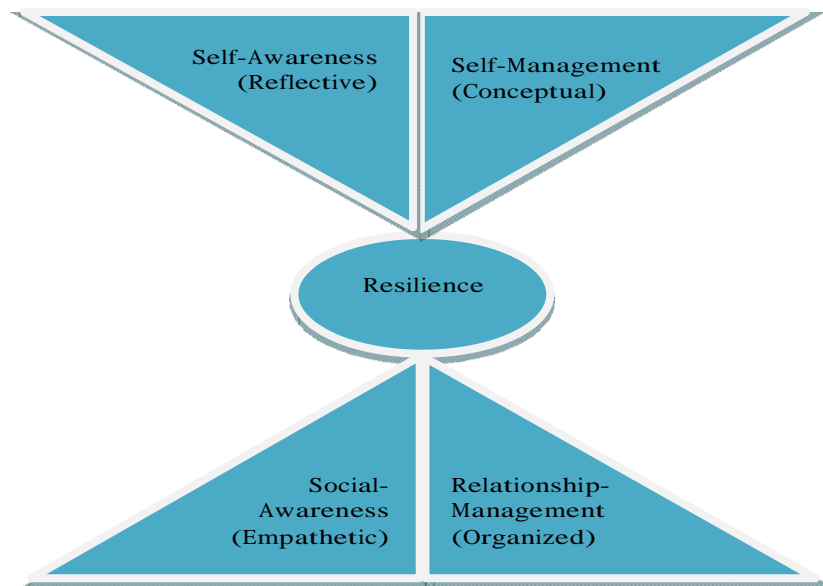
**Manage relationships with others (Relationship-Management)**

- Relate through awareness and empathy with self and others

**Resilience**

- It takes practice to build resilience and cultivate a flexible approach to manage change, diverse personalities and needs

These elements comprise our five-dimensional model of EI is shown below.





CHALLENGE

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

# Key Takeaways

What have I learned from the module that I can apply immediately?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will this enhance my sense of self and attitude?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will I sustain my practice?

---

---

---

---

---

---

---

Who can I buddy up with?

---

Turn to your partner and share your findings.

## III. Building Self-Awareness



### Self-Awareness

2008 FacilitatorU.com

No matter how prominent a feeling or mood or emotion is – it is not one solid lump, it is not a single concrete thing. It's actually made up of small pieces that are connected in a vague sort of way. Known as habit or the thinking mind. If you know to really recognize, a gap immediately appears. A little piece of your basic nature becomes visible. It gets covered again and you need to recognize again. —Krishnamurti

## Why is self-awareness important?

Before we go about trying to deal with the emotions of others, it helps to first understand our own emotions and how they influence us. This starts with cultivating awareness around our own inner thoughts and feelings.

As a human being, your emotions are likely to come up while dealing with colleagues. At times, you may find your anger rise as someone pushes a hot button or challenges you or your approach. You may face fears of being inadequate or ill equipped to handle an emerging conflict, or deep emotional outpourings of a group member. Or you may find yourself identifying with the pain or sadness expressed by a colleague. To be effective, you must be able to manage your feelings, whatever their source. This doesn't mean that you repress them. It means that you are aware of what's going on inside, that you own your feelings as your own, that you heed the information emotions bring forth for you, and act on it responsibly.

Many of our problems with emotions result in our misinterpretation of them. Emotions simply bring forth information. When we kill the messenger, we miss out on important information that could transform negative emotions. Peter McWilliams interprets the purpose of our basic emotions in his book, "Do It."

Fear is the energy to do your best in a new situation.

Guilt is the energy for personal change - it is anger directed toward ourselves, and anger is the energy for change.

Unworthiness keeps us on track--just as we can have anything we want, we can't have everything we want. So too, we are worthy of anything we want, but we may not be worthy of everything we want.

Hurt feelings are a reminder of how much we care.

So how can you use this information to practice emotional mastery? We suggest that you release any old beliefs you hold around emotions and begin to cultivate present moment awareness as your emotions arise. Begin to look at them, not as good or bad, but simply with curiosity, and with the question, what's this energy trying to tell me?

## Action

Practice reinterpreting your emotions by observing those that arise and release prior judgments you might have about them. Focus instead on listening to the information. And if you should be so bold, act on this information by expressing the emotion in a positive fashion.

List some of your fears:

---

---

---

---

---

---

How has the energy of past fears shaped you?

---

---

---

---

---

---

What are your beliefs behind these fears?

---

---

---

---

---

---

Are they continuing to serve you? If not, what would you rather believe instead?

---

---

---

---

---

---



## Mental Models and the Ladder of Inference

As leaders, it is imperative that we understand how mental models dictate the way we view reality. Mental models, also known as patterns, are formed by our experiences, upbringing, culture, society and education. They are impressions that restrict our ability to see situations with clarity. Patterns are the perceptions we see our world through. By and large the ideal way to break patterns is to challenge the underlying assumptions until the conflicting reality dissolves.

A breakthrough requires the practice of self-awareness and presence. Being fully present without a trace of denial disrupts patterns. Over time the understanding begins to shift to a deeper level and creates resolutions. For instance, our distorted perceptions follow certain rules of the mental models which are best explained by the "The Ladder of Inference" a concept from Peter Senge's book *The Fifth Discipline*. He writes that the brain processes information according to the following steps:

1. I observe the conflict.
2. I select the data from the conflict (similar to selective hearing – we will call it selective data gathering).
3. I add meaning to the selected data.
4. I make assumptions based on the meaning I added.
5. I draw conclusion based on the assumptions.
6. I adopt beliefs based on the conclusion.
7. I take action based on the beliefs.

### Example

Let me explain how this works: One of my colleagues I provide contract work for is a highly sophisticated, top-notch facilitator and has been in the training industry for over thirty years. A few years ago she co-facilitated a training program with me. The thought that such an experienced person would be co-facilitating with me made me extremely nervous. Even though I



am a natural facilitator and inspire the audience, when I am under the spell of my mental model, I am pulled into a fear-based roller coaster.

Let me walk through the ladder of inference so you will see what took place in my mind during the rollercoaster ride.

Ladder of Inference	My Reality
I observe the inner conflict	I observe my super sophisticated colleague sitting in the back of the room taking notes and observing me.
I select the data	My attention selects the data that she is looking at me with a critical eye.
I add meaning	The meaning I add after selecting the data is that I am not as sophisticated or seasoned as she is, so she must be looking at my shortcomings.
I make assumptions based on the meaning I added.	She must not like my presentation.
I draw conclusions.	She will never want to work with me again.
I adopt beliefs.	I am not as good as she is and I need years of experience to catch up to what she is capable of. I will never be like her.
I take action based on the belief.	I tell my colleague that perhaps I am not quite ready to co-facilitate with her.

When I sat down to confirm my ladder of inference with my colleague, she laughed as she explained that her reality was the opposite of mine. She was taking notes for the added value and perspective I was providing to the course. She immediately recognized that I was being too hard on myself and continues to hire me to facilitate workshops. Based on this experience I had obviously assumed and jumped to the wrong conclusion. The unconscious false fears create a compelling sense of reality in the mind that overrides facts. The key is not to beat ourselves up but to walk through the inner thinking process using the ladder of inference. It is important to stay aware of how we follow a pattern climbing the ladder of inference; however, when

we have the courage to share distorted unconscious false beliefs; we free ourselves of the assumptions. Since I was willing to share my assumptions with my colleague, we were able to laugh it out, and today we have moved to a new level of friendship.

When assumptions begin to blindly follow the mental model, use the light of awareness to check in, question and clarify through the ladder of inference.

How does Ladder of Inference play out for you?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

What courageous steps can you take to verify your assumptions?

---

---

---

---

---

---

What is the cost of not verifying?

---

---

---

---

**Activity:** How do we Respond to Emotional Triggers?

**Purpose:** To gain mental flexibility in response to events to build emotional flexibility.

**Instructions:** Write down an upsetting emotion you have experienced in the last several days:

---

---

---

---

---

---

**How did this emotion impact your behavior?**

---

---

---

---

---

---

**List at least three ways you could have interpreted the meaning of the triggering event differently.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**How would these interpretations have changed your feelings about it?**

---

---

---

---

---

## Emotional Hijacking

- A term used by Daniel Goleman in his EI work EI in the late 90's.
- Hijacking is referred to as the disconnection between the connectivity of the rational brain and the emotional brain.
- When 'hijacked', we fall prey to fight, flight or freeze

## Disturbing Emotions?

- Have no real existence in itself on itself except for preconceived notions that make it so.
- They are the basic cause of conflict.
- They come about through mistaken ideas, thoughts, concepts & perceptions.

Instinctive beliefs, perceptions, assumptions and judgments play a role and shape how we think and feel. Being aware of our inner structures helps build resilience.

## Key Takeaways

What have I learned from the module that I can apply immediately?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will this enhance my sense of self and attitude?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will I sustain my practice?

---

---

---

---

---

---

---

---

Who can I buddy up with?

---

Turn to your partner and share your findings.

## IV. Self-Management



### Self-Management

2008 FacilitatorU.com

#### The Definition of Insanity:

‘Doing the same things over and over again and expecting different results’  
—Rita Maybrow—

The next dimension of emotional intelligence involves our behavioral response to our feelings. Effective self-management gives us the ability to process our emotions so that their information gets to us, and their energy is used for appropriate action.

The first step towards changing any undesirable response requires that you "own" it as yours. This can be particularly difficult when we view a current behavior as distasteful or unattractive. In this case, we often "project" the cause of own unacceptable behaviors onto others so as not to take personal responsibility for them.

Responsibility is an interesting concept which we believe you can approach from at least two different perspectives, both of which lead to results.

First, once an individual has assumed responsibility for a given behavior or perspective, they then have the power to make another choice. Choosing and committing to a course of action facilitates change.

Second, if the above perspective on responsibility doesn't fit, i.e. you don't see your role in the problem, and then you can choose to be responsible for the solution anyway. If you do, then you've placed yourself in a position of strength and influence. Choosing to take responsibility for a solution also leads to action, and action leads to results.

Either way you slice it, choosing to be responsible is a winning proposition. If you're not choosing to be responsible for either a cause or a solution, then you're choosing to stay in the problem.

How would you respond...?

1. You are running late for a meeting and you are stuck in a traffic jam.
2. Your deadline for an important project was 2 hours ago and you are still waiting for the reports you need to complete your task. In spite of clearly expressing the importance of this deadline to them, your colleague is missing in action.
3. You have worked very hard burning the candle on both ends. This is your opportunity to shine. You have been working on this innovative project and have been preparing for this meeting where the key players will be present. You know this is your chance for advancement and you are just informed that due to cut backs, the project will not be moving ahead so the meeting is cancelled.

Choose one situation that ruffles your feathers, now get into groups of 4s and share how you would react to the given situation.

---

---

---

---

---

---

---

---

Based on what we learned from the Ladder of Inference, what belief about the situation is ruffling your feathers?

---

---

---

---

---

---

---

---

---

---

How can you view the situation differently? What can you do to change your assumption upon which the belief is based?

---

---

---

---

---

---

---

---

## How do we do things differently to create different results?

Here are three insights from 'The path of least resistance' by Robert Fritz around personal change.

### 1. You go through life taking the path of least resistance.

You may try to change the direction of your own flow in certain areas of your life:

- The way you work
- The way you relate to others
- The way you treat yourself
- The attitudes you have about life

And you may even succeed for a time and find you eventually returning to your original behavior and attitudes.



2. The underlying structure of your life determines the path of least resistance.

Just as the riverbed determines the path of the water flowing through it, so the structures in your life determine your path of least resistance. Whether you are aware of these structures or not, they are there. You may barely notice the underlying structures in your life and how powerfully and naturally they determine the way you live. Many continue to live the way they do, often feeling powerless and frustrated. They have attempted to make major changes in their relationship, their careers, their family, their health, and the quality of their lives, only to find themselves, a short time later, back in the same old familiar situation. They are following their old entrenched patterns.

3. You can change the fundamental underlying structures of your life.

Just as engineers can change the path of a river by changing the structure of the terrain so that the river flows where they want it to go, you can change the very basic structure of your life so that you can create the life you want. Furthermore, once a new basic structure is in place, the overall thrust of your life – like the power of the river’s current – surges to form the results you want. And the direct path to those results becomes the path of least resistance.

### How are structures formed?

When you lay cement, within a matter of minutes a structure is formed, similarly when we are growing up our learnings from our environment form structures that limit our thinking. Our thinking is limited by our own myth that consists of barrier of belief, barrier of habit, or psychological blocks.



Fact: To any given situation we respond or react according to our Myth (our scanning process).

- Medical science responds to disease vs. creating health
- Psychologists respond to fixing behaviors vs. creating new structures
- Spouses respond to fixing the other half vs. creating a loving relationship
- Corporate culture responds to blame vs. accountability
- Parents respond to fixing the children vs. creating harmony between the child and themselves
- The Defense Department responds to wars vs. creating peace
- We respond to problems vs. new creations

### Creativity is not style but substance

- Where do we want to focus?
- Problem (Objective)
- Creativity (Subjective)

### Intensity of a problem drives our action...

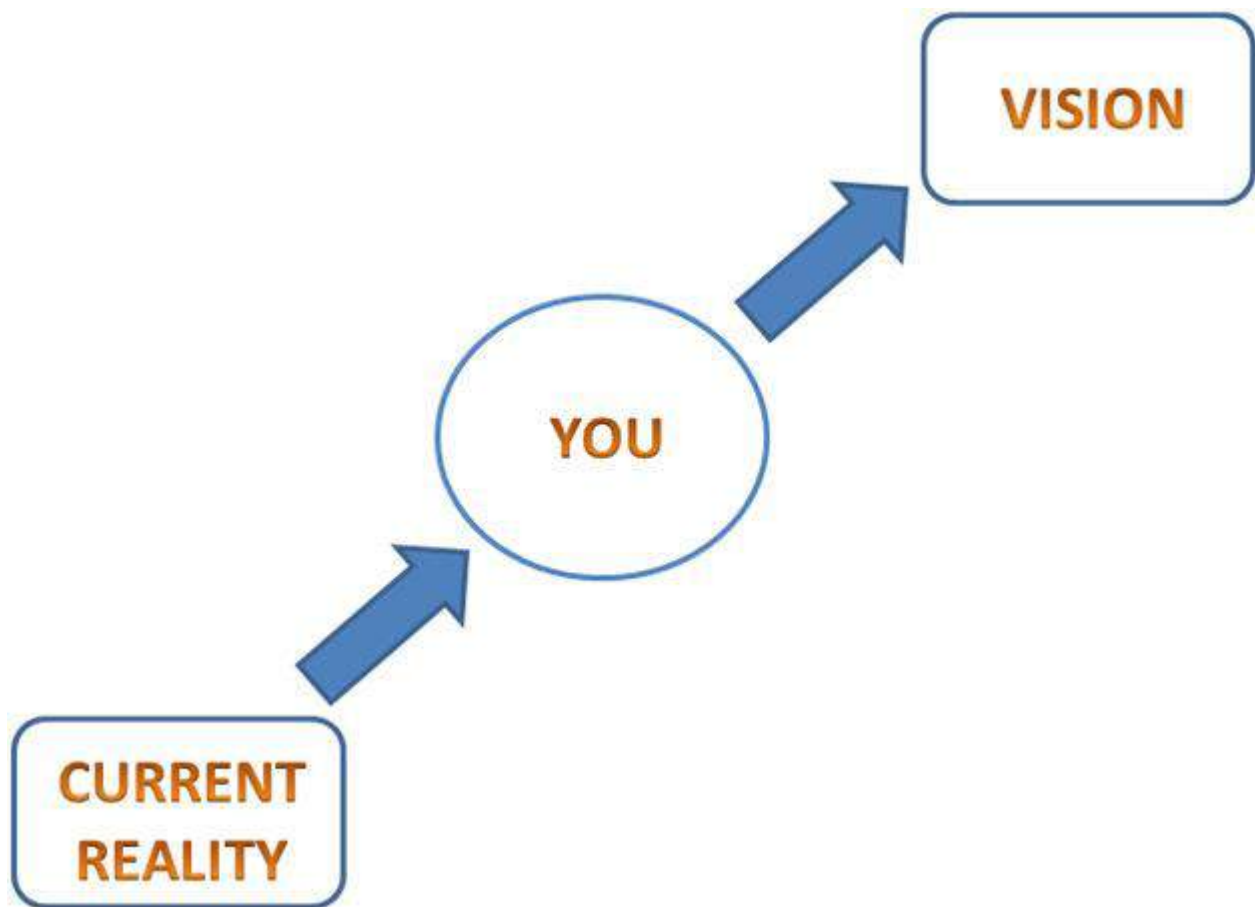
Work is an attempt to find an adequate alchemy that both awakens and satisfies the very root of being. —Thomas Moore, 'Care of the Soul'

- Another word for Problem today is Challenge
- Challenges give us a false sense of security
- People with problems solving skills are highly sought after
- Our society has accepted problems as a way of life
- Our society as such has become problemoholic
- While problem solving distracts you from your true essence, it gives you the illusion that you are doing something of high importance and extremely demanding.

No matter what your problems are, for the most part, solving them won't solve them. You will always have a new problem if you do not know how to create what you want. And creating is no problem. —Robert Fritz

According to Robert Fritz, innovation or creativity comes into play when there is enough tension between what is and what is possible. Tension seeks resolution. In other words, knowing where you are and knowing where you want to go creates the necessary tension that will seek resolution.

The difference between people who succeed and who remain stuck is directly related to what Robert Fritz calls advancement or oscillation. Advancement is related to the forward movement in life and oscillation is related to the struggles one experiences when one step is taken to the goal with the disappointment of two steps taken backwards. For instance trying to quit smoking can become an arduous goal when the tension is weak. The stronger the force of tension the greater possibilities for advancement and the weaker the force of tension, the greater possibilities for oscillation.



How do we change our existing structures to get the results we want in life?

## Mining the Inner of Conflict

Conflict does not have the power to defeat us; what brings us down is how we relate to the conflict. Sometimes when we find ourselves in a difficult situation, managing our emotions and beliefs around the conflict is more important than diving into the bag of tools and techniques to fix the situation.

How we individually handle a conflict depends largely on how positively we feel about our strength to dismantle it. Where does our strength come from?

Allow us to explain the concept of strength in a simple way. We gain physical strength by eating, exercising, and sleeping; emotional strength by doing what we love; intellectual strength by gaining knowledge and conceptual strength by believing in ourselves.

In each four aspects of being human we are working towards building strength. In other words, we build capacity to become resilient towards conflicts. Our resilience depends upon how much we nurture the four aspects of being human. Remember the last time you felt resilient, how did you feel?

A healthy balance to become resilient comes from strengthening each and every aspect of being human, which includes physical, emotional, intellectual and conceptual.

When we are energized, we are in resonance with possibilities. The quality of resonance moves us beyond conflicts. It is a sense of connection, clarity and capacity to make the impossible possible.

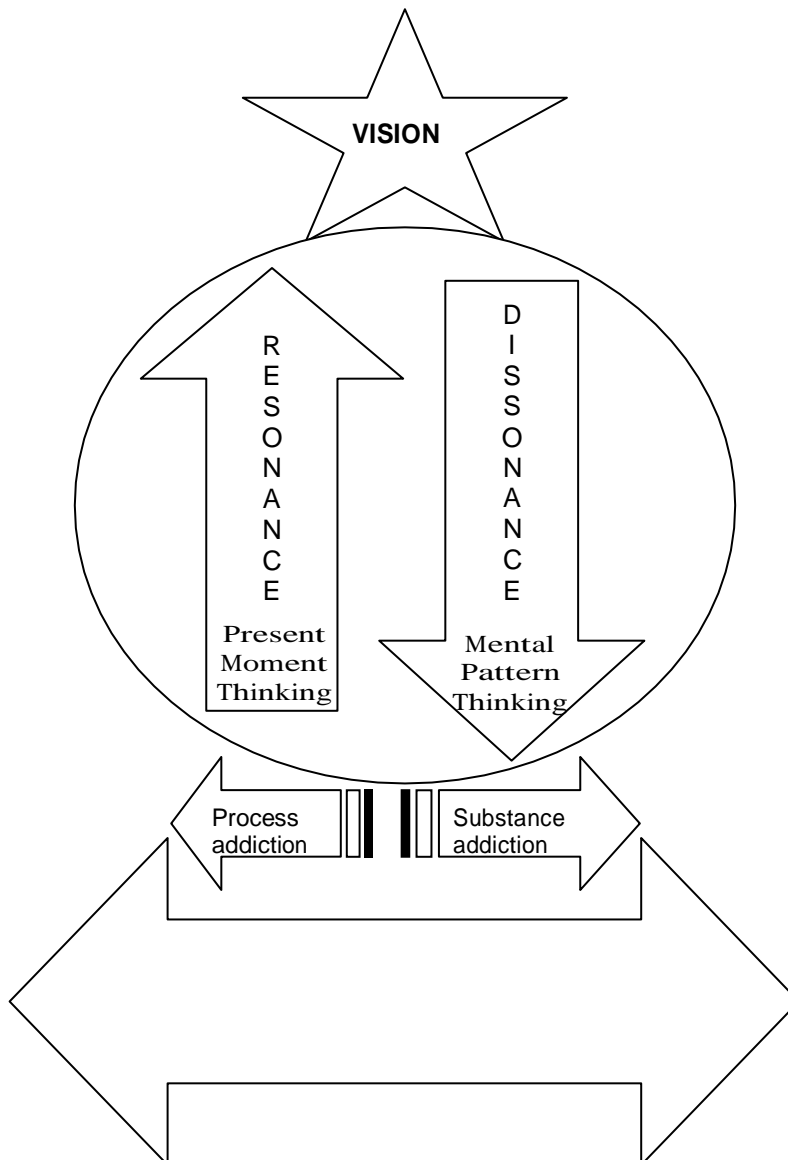
When we are drained, we are in dissonance with possibilities. The quality of dissonance keeps us in status quo. It is a sense of disconnection and confusion, which makes the possible impossible. Can you think of a time when you felt so drained and disconnected?

Let us take a closer look at the model of resilience

# The Vision Star Resilience Model

The first element is the Vision Star – we all aspire to be and do something great. We all want to be successful in what we do. When conflict arises, our sense of Vision Star becomes blurry and the conflict becomes the point of focus.

The second element consists of the resonance and dissonance factors. When our focus and attention is in the present moment, we feel resonance to what is at hand and thus we feel empowered. When our focus and attention is traveling in the mental patterns of the past, we feel dissonance or disconnected and thus we become disempowered. Under the influence of dissonance the conflict can blow out of proportion for some.



## ALARM SYSTEM

Negative Thoughts/Fear  
Negative Emotions/Anger/Frustration/Anxiety/stress  
Negative consequences/poor health conditions

The third element is an addictive behavior where the new brain coming to rescue us from the dissonance or disempowerment. It foolishly believes that by addictions of doing more, eating more, being more, or having more, it would be able to get rid of the dissonance and return to resonance. In situations when conflict arises, we begin to aggravate the conflict by doing more of what does not work.

The fourth element is the natural alarm system that detects the dissonance and sends out an SOS message through the body. However, through continued use of the snooze button feature also known as addictions, our bodies become immune to the danger signs and falls under the spell of 'something must be wrong with the people because I am perfect.' Running away from reality eventually creates mega stress.

For instance, I was facilitating a two-day program of human excellence and the group consisted of scientists. They were brilliant and some were very adamant that they had tried everything and were not open to any motivational theories as they cannot change or impact people's behaviors. Telling them bluntly that they cannot change people without first changing their own attitude would have probably backfired. Clearly, the meeting began with resistance and soon turned into a facilitator bashing zone. Conflict was at a highpoint.

I acknowledged the conflict openly while breathing into the dissonance I was feeling so I could dissipate it through my breath. I brought my Vision Star to the forefront of my mind. (My Vision Star being to ignite the human greatness in every participant) and then I let go of wanting to do more or be more to resolve the conflict. I was listening with intent and believing in each participant's innate ability to bring forth the wisdom of the group in that moment. I asked a simple question, how many of you are here today because someone believed in your talents, your innate abilities?

A participant raised his hand and spoke of his experience with his first manager who believed in him and brought the best out in him. Then there was silence and people began to raise their hands as they reflected upon their earlier days. It was now just before lunch day 1. Throughout the remaining of the day and a half, we shared stories of possibilities and the group had turned into believers of human greatness. They were ready to go back to work with a new perspective and to make a difference.

## Taking Action

For a moment go back to a time of dissonance, and feel how the emotions showed up in your body? Now, instead of reaching for the cup of coffee to shove the feeling, breathe deeply and bring the Vision Star to the forefront of your mind.

How did you feel? Continue to practice in family conflicts first where it is safe and then before you know it, your resilience muscle would have strengthened to handle any conflict.

Remember, shoving the conflict by addictive behaviors will take you down south to the stress land and remembering your reason for being will energize bringing you back to your inner greatness.

Think of a recent conflict you have experienced

---

---

---

---

---

What are you willing and able to learn from the conflict?

---

---

---

---

---

---

---

Where do you want to be in 5 years?

---

---

---

---

---

---

Where are you today in terms of where you want to be in 5 years?

---

---

---

---

---

---

Come up with a vision that will create a strong force of tension between where you are and where you want to be.

For instance: If my vision is to be a managing director and I am a director and I lack the experience of managing people, to create a strong force of tension, I must make my vision compelling and larger than being a managing director. What is the next step after I become a managing director? If the answer is CFO, then aim for the higher vision. Chances are that you will find ways to resolve the tension if your vision is greater than smaller goals.

Creating a compelling vision for yourself

What is your reason for being?

---

---

---

What motivates you?

---

---

---

What do you love to do where you lose track of time?

---

---

---



## Complete Self Care for Self-Management

Being in the work force today is a demanding role that can take its toll on you if you are not prepared at all levels. A master emotional practitioner must have fine-tuned awareness and intuition to sense and act on the nuances of their inner and outer environments. She must stand tall in the face of conflict, willing to walk through resolution if required. She can't afford to space out and miss something important to the process. It may even be true that one may act as a coach and role model that could challenge relationships only to the level of her internal fortitude. So how can we fortify ourselves for this awesome and challenging task?

Though there are some things that you can do for yourself shortly before each interaction, there are also "habits" that take time to develop and cultivate over time, just as the Olympic athlete cultivates and prepares to maintain herself in peak condition to meet the demands of competition. We'll review some examples of these habits and practices below.

Whatever nurturing habits you decide to cultivate, just be assured that if they help you to nurture the high energy, awareness, and perseverance of a leader, you'll be a model for others and a master of your fate no matter what role you play.

A demanding role can take its toll on you if you are not prepared at all levels. Here are a few self-care examples in each of four major dimensions.

### Physical

- Eat light and healthy. Heavy food, sodas, coffee, or junk food will not support you. It will impact your ability to pay attention and reduce your endurance.
- Pamper yourself with massages, hot baths, spa visits, etc. to help you relax and to affirm your self-worth. These actions are a message to yourself that you are important and so are those with whom you work.
- Breathe! Pay attention to your breathing while communicating. This is particularly important during moments of stress when we tend to breathe shallow. Steady, deep, and slow breathing will help keep you present, and provide your brain cells with optimal levels of oxygen for acute mental clarity.

## Mental

Check the messages you're sending to yourself prior to your meetings. If you hear negative, self-defeating, or judgmental thoughts, stop and replace them with thoughts about how you'd ideally like things to turn out. Most successful people talk about visualizing their success prior to it happening. Yet most of us are drawn to visualizing failure. Our thoughts about what might happen are only fantasy anyway, so doesn't it make sense to win in your own fantasy?

## Emotional

Attend to any nagging feelings you might have about anything prior to your meeting. If something is bothering you that can be handled with a quick conversation or action on your part, get it handled so it's not sapping your energy. If you have heavy feelings about something that can't be handled right away, give yourself permission to have the feelings. Express what you can through journaling, conversation with a friend, or private reflection prior to the event and make an appointment with yourself at a time when you can deal with this issue further.

## Conceptual

Grounding, centering, or connecting with the sense of being are very important to effective living. People use such practices as walking, meditation, Tai Chi, martial arts, etc., to enhance their connection with something greater than themselves. Whatever you believe "something greater" to be, use it. It will provide a source beyond your own ego to draw on when things get tough.

## Practice

Decide on at least one self-care habit you're going to implement and practice it daily for the entire week.

## Creating Mind Map for Results

Intellectual Intelligence Quotient	Emotional Intelligence Quotient	Physical Intelligence Quotient	Conceptual Intelligence Quotient
Associated Activity	Associated Activity	Associated Activity	Associated Activity
Task	Task	Task	Task

# Key Takeaways

What have I learned from the module that I can apply immediately?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will this enhance my sense of self and attitude?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will I sustain my practice?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

Who can I buddy up with?

---

Turn to your partner and share your findings.

## V. Building Social Awareness



### Social Awareness

2008 FacilitatorU.com

In the pursuit of knowledge everyday something is added. In the pursuit of wisdom everyday something is dropped. —Lao Tsu, circa 2500 BC—

Emotional intelligence requires us to connect with others at a feeling level. This connection is a reflection of our connection with ourselves, elements of which we discussed in the self-awareness section, and our ability to tune in, listen to, and relate to others.

In this section, we'll examine models and skills to help us relate to others at an emotional level.

# Emotional Intelligence Style Profile Assessment

## What's Your Emotional Intelligence Style?

The term "emotional intelligence" draws on two simple concepts. To be "intelligent," or what is termed "applying knowledge appropriately," and to be "emotionally astute" or "tuned in", or what is termed "applying feelings appropriately". This profile will help determine how appropriately you apply both your knowledge and feelings to a given situation.

The following Emotional Intelligence instrument is easy to interpret and uses a clear framework to provide you with a graphic personal profile of your style preferences. It identifies the benefits of using each style and helps clarify the link between behavior and its consequences. It also gives practical suggestions on positive ways to use each style preference so that you can make progressive adjustments or "flex" your style when facing a variety of situations in the future.

This Emotional Intelligence Style Profile will not help determine your degree of emotional intelligence or your relative state of emotional health. Each person uses his or her emotions and intelligence in different ways. One style is not better or worse than another. Therefore, there are no "right" or "wrong" responses. What that means is that in our day-to-day actions or behavior, we will draw to some extent on each of the four styles. report covers these topic areas.

## Interpreting Your Results

### Empathetic

The Empathetic type is predominantly interested in how the world of inner feelings, beliefs, and values can be better understood. They are therefore likely to adopt an open, giving, and altruistic approach on the basis that it may well engender the same response in others.

## Organized

The Organized type is predominantly interested in how the world of inner beliefs, and the values of every individual, can be accommodated in an ordered way, with a well understood and practical set of parameters in which people can operate with confidence and certainty.

## Reflective

The Reflective type is predominantly interested in how the external world is structured and ordered and is, therefore, concerned to continually gather data to be mentally sifted and reviewed. The Reflective type consequently sees emotions, feelings, beliefs, and values only as observable behaviors or actions that should be noted and appropriately categorized alongside all other perceptions of external events or situations. In other words, personal empathy levels with emotions experienced are low or even non-existent.

## Conceptual

The Conceptual type is predominantly interested in how the external world can be understood in a range of different ways, and changed or altered through action. New information, therefore, helps to modify this person's model of the world. The Conceptual type sees emotions, feelings, beliefs, and values only as observable behaviors to be incorporated into their big picture view of people and life in general.

## Developing Your Emotional Intelligence Style Skills

**Reflective.** Positive ways to use this style.

1. Slow things down and encourage people to take their time before deciding or acting (including yourself).
2. Think about issues in a systematic, sequential, or step-by-step fashion to better understand how things fit together in an overall sense.
3. Slowly and logically collect all the data that is needed in order to weigh the alternatives properly, and make an informed decision.
4. Take the time to write down possible new or different approaches or angles on prevailing problems or challenges.

**Conceptual.** Positive ways to use this style.

1. Put specific and detailed issues into their wider or broader context to help better understand them.
2. Generate lots of new and interesting options and possibilities to help successfully deal with familiar issues and problems.
3. Deal with lots of issues or topic areas more quickly and at a shallower level in the first instance.
4. Idly explore the possible future consequences of different scenarios or potential courses of action.

**Organized.** Positive ways to use this style.

1. Approach situations in a quiet, considered, and controlled manner, looking to understand how individuals are likely to be thinking or feeling.
2. Draw upon experience and things that have been said and done in the past to ensure that future actions are sensible and consistent
3. Encourage individuals to develop systematic approaches and solutions that can be easily tracked and measured to gauge overall success.



4. Focus on what you know for sure or believe to be true rather than to guess or make unfounded assumptions.

Empathetic. Positive ways to use this style.

1. Put other people's needs ahead of your own on a frequent basis.
2. Go out of your way to identify opportunities to bring people together to communicate and resolve any conflict or unhelpful differences.
3. Put yourself in other people's shoes to better understand how they might be thinking or feeling from their perspective.
4. Aim to understand people at a deeper and even more spiritual level, looking to appreciate their fundamental drives and motives.

## Emotional Intelligence Style Pros & Cons

### Open Minded or Conceptual Style

#### Pros:

- Enjoy taking on large and complex issues and challenges
- Raise new and interesting options and possibilities to explore
- Be quick in selecting from a range of alternative options
- Cover a lot of ground in a short space of time

#### Cons:

- Make decisions without much quiet or detailed consideration
- Not engage in much step-by-step planning or preparation
- Quickly jump from one issue to the next (in skittish fashion)
- Not follow through or tie up loose ends.

### Systems Minded or Organized Style

#### Pros:

- Value the development of clear systems and processes
- Look for widespread input from others in shaping a sound conclusion
- See themselves as resolute and dependable

- Highly value practical experience and knowledge

Cons:

- Resist being pushed to decide or act
- Focus on the present much more than the future
- Not push the boundaries or stretch beyond known limits
- Impose controls where they are not wanted

### Facts Focused or Reflective Style

Pros:

- Think about issues quite deeply
- Adopt a logical and analytical approach
- Approach problems systematically
- Able to weigh up complex alternatives and options

Cons:

- Discount people's feelings
- See some strong beliefs as poorly grounded in facts and evidence
- Be seen as cool and aloof
- Dismiss all opinions and assumptions until they have hard "proof"

### Feelings Focused or Empathetic Style

Pros:

- Be generous of spirit and giving as a person
- Take time and trouble to understand people's feelings
- Minimize or avoid conflict and work hard to make peace
- Seek deeper and more meaningful relationships

Cons:

- Take large amounts of time to understand other people's feelings or ignore time constraints
- Use gut feel, instinct, and guesswork to form their views
- Take issues on trust and take people at face value  
Look to avoid difficult or unpopular decisions

## Foundations of EI Style Profile

EI is driven by:

- **Relative Structure or Flexibility of an individual's thinking about him or herself and others.**
- **Applying Knowledge is about combining the power of analysis and intuition.**
- **Applying Feelings is about combining the power of experience and expression**

Why are we unable to change our self-destructive behavior? We may bring about change for a short time and then we end up being, doing, feeling and thinking the old way.

## The Circle of Life Questionnaire

On a scale from 1 to 10, one being the lowest and ten being the highest, please answer the following questions as honestly as possible:

What is your Level of confidence with Colleagues?

1 2 3 4 5 6 7 8 9 10

What is your Level of Confidence in term of your relationship with family

1 2 3 4 5 6 7 8 9 10

What is your Level of Confidence in terms of financial security

1 2 3 4 5 6 7 8 9 10

What is your level of Self Confidence

1 2 3 4 5 6 7 8 9 10

What is your level of Job Satisfaction

1 2 3 4 5 6 7 8 9 10

What is your level of Excellence in Health

1 2 3 4 5 6 7 8 9 10

What is your level of Happiness in Life

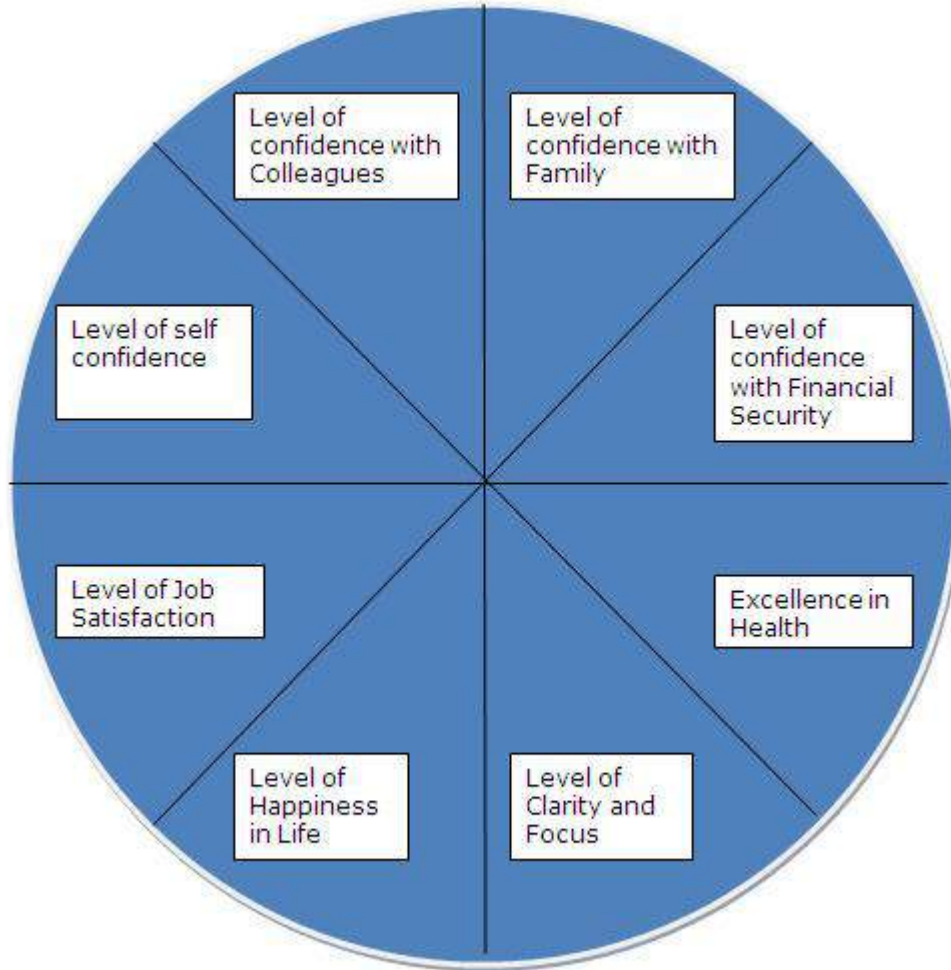
1 2 3 4 5 6 7 8 9 10

What is the level of your sense of Clarity and Focus

1 2 3 4 5 6 7 8 9 10

The following page is your circle of life, please mark your numbers in each pie and join the numbers to form a shape as close to a circle as you can.

## Personalized Circle of Life



## Key Takeaways

What have I learned from the module that I can apply immediately?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will this enhance my sense of self and attitude?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

How will I sustain my practice?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

Who can I buddy up with?

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

Turn to your partner and share your findings.

## VI. Relationship Management



### Relationship Management

2008 FacilitatorU.com

No man is an island, entire of itself; every man is a piece of the continent, a part of the main; if a clod be washed away by the sea, Europe is the less, as well as if a promontory were, as well as if a manor of thy friends or thine own were; any man's death diminishes me, because I am involved in mankind; and therefore never send to know for whom the bell tolls, it tolls for thee. - John Donne (1572 – 1631)

The ultimate aim of building our emotional intelligence is to better interact and cooperate with others in our business and personal lives. We now have tools to enhance awareness of our internal thoughts and feelings, our resultant behaviors, and to empathize with others. We're now ready to look at what we can do with these tools to improve our relationships in the face of everyday disagreements, miscommunication, and conflicts.

# Stages of Group Development

Dr. Bruce Tuckman published his model of group formation in 1965. This model is an explanation of group development and behavior. Tuckman's model explains that as the groups or two people undergo the following stages:

**Forming:** Being 'nice,' energy of each individual is more focused on how they appear to others than what the group might accomplish.

**Storming:** Expressions of truth begin, often in very ineffective ways, i.e. through blaming, shouting, pouting, withdrawing, etc. Groups often retreat from the discomfort of this stage, keeping group fixated in mediocrity. The group needs to be focused on its vision to avoid becoming distracted by emotional issues.

**Norming:** Members begin to identify their individual strengths and weaknesses and seek roles that best fit their abilities and desires. There may be a feeling of quiet, or emptiness in this place, which can be uncomfortable for many in our culture who have difficulty with silence and inactivity.

**Performing:** A group can make fantastic accomplishments whose individuals are now perfectly aligned on the intent to work together. Disagreements occur but now they are resolved within the group positively and necessary changes to processes and structure are made by the group.

Think of a challenge you are experiencing with your colleague or your group. Looking at the Tuckman's model, turn to your partner to share your thoughts as to where you were, what is happening now and what are the possibilities.

---

---

---

---

---

---

---

---

---

---

Groups will evolve toward community given space, time and commitment.



Activity:

**Purpose:** To use attention and awareness to listen beyond words.  
We will be listening to

Tone: \_\_\_\_\_

Mood: \_\_\_\_\_

Energy: \_\_\_\_\_

Feelings: \_\_\_\_\_

**Instructions:**

Listen with awareness to your partner as they communicate with you...

Be open, curious, conscious and aware of the tone, body language, energy level, emotional level and report back to your partner when the conversation is complete.

**What to communicate...**

- 1) Convey information about your business or personal side
- 2) Convey with feeling
- 3) Come alive when speaking so the listener does not tune out

**What do you notice?**

---

---

---

**How was listening to Tone different than listening Mood?**

---

---

---

**Turn to your partner and share your findings.**

# Listening

Possibly the single most important skill any of us can have as human beings is the faculty of listening. Listening also ranks high as one of the greatest gifts we give to others. Nearly every model of success ranks listening as number one. This makes perfect sense given that listening is our primary means of receiving input about others.

A key aspect of social awareness is simply honoring others as fellow human beings who deserve to be heard.

## Statistics on Listening:

How much of what we know that we have learned by listening? 85% (Shorpe)

Amount of the time we are distracted, preoccupied or forgetful? 75% (Hunsaker)

How much we usually recall immediately after we listen to someone talk? 50% (Robinson)

Amount of time we spend listening? 45% (Robinson)

How much we remember of what we hear? 20% (Shorpe)

Amount of us who have had formal educational experience with listening? Less than 2% (Gregg)

Source: [www.listen.org](http://www.listen.org)

## Practice

**Notice Your Judgments.** To help you listen, notice when you are evaluating or judging what you or others are doing. These are voices of the past or future that sap our attention and disconnect us from the speaker and ourselves. Notice when you are judging or processing, as opposed to listening. This is an ongoing practice that will bring you back into the present.

**Grasp Significance and Meaning.** Hearing the essence of what someone is trying to communicate, particularly if they are unclear, is an art. It takes presence, intuition, and empathy to do this effectively. A simple model to

practice is to listen, feel, and respond. Listen reflectively, “sense” meaning conveyed by the words, gestures, and affect of the speaker, then check what you’re hearing with the speaker for accuracy. This approach often helps the speaker more deeply clarify and express what’s going on for them.

**Listen in Appreciation.** Listening as a friend, our attention is a gift to the other. As leaders, we can listen from an appreciative perspective. Appreciate the spirit of the person who is speaking and their willingness to express themselves, no matter how effectively they may be doing so.

**Practice Reflective Listening.** Check in with the speaker periodically to make sure you’re tracking with them, especially when you aren’t following what they are saying. For example, “What I heard you say was... Is that accurate?” Continue this exchange until the speaker acknowledges your understanding of what they are trying to express.

## Clarify and Reveal Assumptions

We so often communicate with others through layers of unspoken assumptions, often without realizing it. The "not realizing it" piece is the killer. Unconscious assumptions present huge barriers to clear communication. One of the most powerful things we can do is to act as detectives in search of assumptions, rout them out, expose them, and reveal them for what they are—suppositions posing as facts. Once assumptions are discovered and labeled, deeper relationships can be cultivated based on mutual respect, understanding, and love.

But when we react to our own assumptions, we are reacting to the unreal and most often, to our own projections of our worst fears. Carl Rogers, one of the 20th century's leading pioneers in psychology and human potential worked extensively with very large groups (warring factions in Brazil and Ireland, for example) with radically opposing views. He and his staff simply held a compassionate space, speaking only to assure everyone and everything is heard. This allowed his groups to seek their own direction. The wisdom of these groups would eventually rise to the surface and all members would bond in mutual respect and understanding.

### How do we detect assumptions?

David Bohm, quoted by Peter Senge in the "Fifth Discipline," identifies three types of incoherence in our thinking that lead to assumptions:

- 1) Denial that you are a participant (It's not my fault! Look at what they did!)
- 2) You stop tracking with reality and start running your program (are you stuck on one point of view?).
- 3) You establish your own standard of reference for fixing problems, problems this frame contributed to creating in the first place. (When someone attacks us, we have to attack them).

Senge goes on to suggest three conditions necessary for "dialogue":

- 1) All participants must "suspend" their assumptions, literally to hold them "as if suspended before us."
- 2) All participants must regard one another as colleagues.
- 3) There must be a "facilitator" who "holds the context" of dialogue.

## Acknowledge, Support and Validate

Our culture is obsessed with the negative. Strangely, it seems that put downs and negative thinking are considered "realistic" in our culture, while support, praise, and encouragement are often considered insincere or manipulative. What an insane world we live in!

Maybe we revel in the mistakes of others to save us from aspiring any higher ourselves or from taking responsibility for our own shortcomings. As an emotionally intelligent leader, you have the opportunity to introduce alternative programming to the people in your life. This alternative entails support, praise, and encouragement. Almost everyone is hungry for this supportive energy and blossom when they receive it.

So seek opportunities to deliver supportive feedback to enliven and empower others, so long as it is sincere. You obviously wouldn't want to acknowledge counterproductive behaviors. Use acknowledgment to incite behaviors that support individual and group effectiveness, praising behaviors such as risk-taking, being real, deep sharing of truth, supporting others, etc. This will lead the people you interact with to higher levels of functioning.

### Example

Here are some examples of supportive statements you might use to validate others:

"Thanks very much for sharing that Sue. It took a lot of courage for you to do that."

"Joe, I love the way you just gracefully brought the group back on task. That just goes to show that we all have the power to facilitate this group. Thanks for modeling that for others."

"Very well put Sally, I couldn't have said it better myself."

"I just want to acknowledge all of you for your willingness to do this work (to improve your group process). I know it's not easy and it's a rare group of individuals that are up to the task. Well done!"

"Bill, thanks for taking notes today, I really appreciate it."

"Jill, thanks for showing us an example of enlightened leadership. You're a fine example of a facilitative leader."

## Practice

Find a partner and take turns giving praise, acknowledgement, and support whether you think they need it or not. How does it feel to deliver support to another in this way? How does it feel to receive it?

## Be Empathetic Not Sympathetic

A key to relating effectively with another is to be able to feel what you'd be feeling if you were in their circumstances. When you can do this, people feel understood, cared for, and willing to trust and share at a deeper level. This will be important if you interact with colleagues through emotional issues or any issues that become emotional. It will also be important not to rescue those that choose to not be responsible for their own feelings and actions.

### Sympathy or Empathy?

Empathy is an important dimension of emotional intelligence. However, this quality is often confused with sympathy. So what's the difference between sympathy and empathy? Sympathy, while highly valued in our culture, can actually be very disempowering. The sympathetic perspective tends to place you above the other, placing you in a position that might sound something like, "Oh you poor thing, this is just terrible what's happening to you." From an empathetic perspective, you understand what the other is feeling but don't necessarily "go there" with them. Instead, you view them as capable of working through the issue at hand. If you were being empathetic in the same situation, you might say something like, "I sense that you're hurting right now. Is there any support you'd like to ask for right now?" This stance is one of understanding and one that places the responsibility for getting the necessary help in the hands of the person who needs it. Don't rescue! Many people play the victim role so that others can play the rescuer role. Give people the opportunity to find the strength they need.

### Practice

Find a partner and share with them a particularly difficult life experience that you're facing right now or have faced in your recent past. Tell the story sharing your deep feelings, seeking sympathy from your partner.

The other partner should listen intently from the perspective that this person has all the resources and inner strength they need to handle this situation and grow from it. Be very present with them in an effort to understand what you might be feeling in a similar situation. Practice not getting caught in having the feeling yourself, but rather empower them to get the help they need to move forward.

## Tool for Dealing with Adversity

‘Power of optimism’ by Martin Seligman who coined the term ‘learned optimism.’

- Optimists make specific, temporary, external causal attributions. For example, “I failed this test because my energy was low.”
- Pessimistic make global, permanent, internal attributions. For example, “I can’t believe I always have bad luck... I failed again!”

A Adverse Event	B Belief	C Consequences	D Discard	E Effect
My work has been rejected for the third time this week.	I am a loser.	I feel low about myself and am prone to making more mistakes.	I discard the belief: I am a loser.  Think of or make a list of all the times that I have succeeded or produced great work!	I feel high about myself and am prone to producing quality work again!

A Adverse Event	B Belief	C Consequences	D Discard	E Effect



## Action Plan



What are you willing and able to do to  
keep your emotional wisdom alive!

## Key Takeaways

What have I learned from the module that I can apply immediately?

---

---

---

---

---

---

---

---

---

---

---

---

How will this enhance my sense of self and attitude?

---

---

---

---

---

---

---

---

---

---

---

How will I sustain my practice?

---

---

---

---

---

Who can I buddy up with?

---

Turn to your partner and share your findings.

# Emotional Intelligence 1994 Report

In a 1994 report on the current state of emotional literacy in the U.S., author Daniel Goleman stated:

"...in navigating our lives, it is our fears and envies, our rages and depressions, our worries and anxieties that steer us day to day. Even the most academically brilliant among us are vulnerable to being undone by unruly emotions. The price we pay for emotional literacy is in failed marriages and troubled families, in stunted social and work lives, in deteriorating physical health and mental anguish and, as a society, in tragedies such as killings..."

Goleman attests that the best remedy for battling our emotional shortcomings is preventive medicine. In other words, we need to place as much importance on teaching our children the essential skills of Emotional Intelligence as we do on more traditional measures like IQ and GPA.

Exactly what is Emotional Intelligence? The term encompasses the following five characteristics and abilities:

1. Self-awareness--knowing your emotions, recognizing feelings as they occur, and discriminating between them
2. Mood management--handling feelings so they're relevant to the current situation and you react appropriately
3. Self-motivation--"gathering up" your feelings and directing yourself towards a goal, despite self-doubt, inertia, and impulsiveness
4. Empathy--recognizing feelings in others and tuning into their verbal and nonverbal cues
5. Managing relationships--handling interpersonal interaction, conflict resolution, and negotiations

## Why Do We Need Emotional Intelligence?

Research in brain-based learning suggests that emotional health is fundamental to effective learning. According to a report from the National Center for Clinical Infant Programs, the most critical element for a student's success in school is an understanding of how to learn. (Emotional Intelligence, p. 193.) The key ingredients for this understanding are:

- Confidence
- Curiosity
- Intentionality

- Self-control
- Relatedness
- Capacity to communicate
- Ability to cooperate

These traits are all aspects of Emotional Intelligence. Basically, a student who learns to learn is much more apt to succeed. Emotional Intelligence has proven a better predictor of future success than traditional methods like the GPA, IQ, and standardized test scores.

Hence, the great interest in Emotional Intelligence on the part of corporations, universities, and schools nationwide. The idea of Emotional Intelligence has inspired research and curriculum development throughout these facilities. Researchers have concluded that people who manage their own feelings well and deal effectively with others are more likely to live content lives. Plus, happy people are more apt to retain information and do so more effectively than dissatisfied people.

Building one's Emotional Intelligence has a lifelong impact. Many parents and educators, alarmed by increasing levels of conflict in young schoolchildren--from low self-esteem to early drug and alcohol use to depression, are rushing to teach students the skills necessary for Emotional Intelligence. And in corporations, the inclusion of Emotional Intelligence in training programs has helped employees cooperate better and motivate more, thereby increasing productivity and profits.

"Emotional Intelligence is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them."--Daniel Goleman, *Emotional Intelligence*, p. 80.

# Resources

## Assessment

Emotional Intelligence, Style Profile      By Dr. Jon Warner

## Reading

Emotional Intelligence      Daniel Goleman

Learned Optimism      By Martin E. Seligman

Path of Least Resistance      By Robert Fritz

The Fifth Discipline      By Peter Senge

Bliss is in Knowing the Self      By Neerja Bhatia

## About the Author:

### Neerja Bhatia

Neerja Bhatia has more than 15 years of experience in management, business development, marketing and organizational facilitation and training. Her training background includes, delivering programs on such topics as emotional intelligence, leadership, situational coaching, and change management, and communication.



Neerja is known for creating a life altering experience by helping individuals see through the not so obvious, the root cause of problems. Her keen sense of awareness provides clarity and focus for her clients. Her expertise is in providing simplified and experiential approach to problem dissolving. Her clients have included Philips International, Boehringer Ingelheim, Schering Plough, Purdue, Zurich Re, Wolter Kluwer, Microsoft, Bridgeport Hospital, Selfcorp, Qwest and Phillip Morris.

What makes Neerja unique is her ongoing research and unbreakable belief in human greatness. She believes that once we begin to unleash our Greatness, we become extraordinary. The unleashing is initiated through self-awareness. We are born impeccably astonishing, however, the restrictions and fears we adopt while growing makes us ordinary. We break free when we let go of the inherited fears.

Neerja's formal studies included Business Management from the University of Calgary and her passion includes studies of eco psychology and consciousness. She has published 'Bliss is in Knowing the Self' a book on self-awareness and is in the process of publishing her second book on topics Related to human greatness. She publishes weekly articles for FacilitatorU, a virtual university for helping leaders, managers and facilitators worldwide.

Neerja lives in Stamford, Connecticut with her husband and her two young adult children. She enjoys spending time with her family, reading, writing, cooking and walking in the nature.