



Keith Willis

Chapter One: Introduction to Emotional Intelligence

Global Workplace Skills Library

Keith Willis

Developing Emotional Intelligence

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Whatever the mind can conceive and believe, the mind can achieve.

Dr. Napoleon Hill

Preface

Taking control over the emotions that shape our lives can have powerful effects. Emotional intelligence (EI) is the ability to recognize and manage our emotions, behaviors, and impulses, as well as apply this knowledge to the world around us. It encourages self-awareness, internal motivation, and the exploration of diverse perspectives. Through effective and authentic communication, emotional intelligence will create positive relationships within any organization.

Emotional intelligence is a skill that can be developed, in which these skills will help you to maximize your personal and professional success. The Developing Emotional Intelligence course will provide participants with the tools to gain control over emotions, navigate challenging situations, and communicate empathetically. With emotional intelligence, you can build a happy and prosperous life

People may not remember what you said, but they remember the way you made them feel.

Maya Angelou

Chapter One: Introduction to Emotional Intelligence

Emotions play a big role in our lives; they help to guide decisions for the world around us and influence our interactions with others. Accordingly, emotions are also shaped from the external world. Emotional intelligence brings control to our everyday emotions, and will affect every aspect of our lives. The ability to control one's emotions and use them in a healthy manner can be life-changing. Emotional intelligence combines emotional and social skills to navigate through organizations and relationships, as well as deal with emotional stress. It is a skill that can be learned and strengthened, bringing great success to an individual's personal and professional life. With an emotionally intelligent team, maximum success can be achieved.

Defining Emotional Intelligence

Every day we face situations in which we emotionally react. Emotional intelligence (EI) brings cognition to emotional responses. It involves recognizing, understanding, and *managing* our own emotions, as well as recognizing, understanding, and *influencing* the emotions of others. This includes being aware of the emotions that drive specific behaviors. It does not mean denying personal feelings, but rather identifying and reasoning with them. Developing emotional intelligence is especially important in the workplace, as it teaches professional and empathetic communication.

The Importance of EI

Emotional intelligence is incredibly valuable to many major aspects of our lives- our mental and physical health, professional success, and personal relationships. There are many positive traits that come from emotional intelligence. In business, emotional intelligence will cultivate motivation, change and leadership. It encourages us to step away from an autopilot mode, and become better at navigating through the many social complexities in life. Respectively, emotional intelligence will help us to create a healthy and balanced lifestyle.

Signs of low emotional intelligence include:

- Having a victim mentality
- Being unaccepting of feedback
- Dwelling on mistakes
- Difficulty listening and connecting
- Often quick to make judgments

Who Needs It?

Humans are wired for connection; these connections consist of social interactions full of emotions. Essentially, identifying and building emotional intelligence is important for *everyone*. High emotional intelligence is a hiring trait desired by leading corporations, and to some extent, more important than IQ. Emotional intelligence provides a strong foundation for humans to reflect on their emotional responses, including when managing feelings of stress or overwhelm, creating a collaborative environment, and having difficult conversations with others. It is the key to achieving success in any leadership role.

When emotional intelligence is lacking from one individual in the workplace, it affects everyone else within the organization. These repercussions can include a lower company morale, and decrease in productivity and performance. A positive work environment requires employees who are willing to coach and motivate one another, in which emotional intelligence is the foundation

What Are Emotions?

Since emotional intelligence is all about the management and control of emotions, it is advantageous to understand what emotions are and why they matter. Although we all share the same emotions, we do not all experience these emotions the same way. Emotions are natural reactions that we experience, in response to a situation, mood, or connection. They signal a change that has occurred within us, or in our environment. The six basic human emotions, also known as primary emotions, are happiness, sadness, surprise, fear, disgust, and anger.

Emotions may be momentary or long-lived. There are three key elements of emotions, including the subjective experience (how someone experiences an emotion), the physiological response (how their body reacts to this emotion), and the behavioral/expressive response (how they behave in response to this emotion). Emotions will guide decisions, help us to avoid danger, and motivate action. Our daily lives are influenced on whether we are feeling happy, sad, or bored.

EQ vs. IQ

The intellectual capabilities of humans are complex. Intelligence Quotient (IQ), developed in the early 1900's, is the measure of an individual's general intelligence, including their reasoning skills, logic, abstract thinking and working memory. Over the years, experts have recognized that an individual's intelligence is more than just cognitive abilities, but emotional abilities as well. Emotional Quotient (EQ) is the measure of an individual's emotional intelligence. Where IQ includes intellectual potential, EQ involves social skills, conflict resolution, leadership abilities and emotional control.

Although these concepts measure very different traits, they are both important thinking skills that are determinants of success. In some ways, EQ may be considered more valuable than IQ. EQ can have a great impact on our happiness and overall health, as well as professional growth and achievement.

Practical Illustration

Shawn was in charge of hiring the new marketing analyst. He was looking for an employee who was knowledgeable in this field, along with great social skills and emotional control. After reading a few resumes, he had two strong prospects that he chose to interview. The first candidate, Hunter, had many years of experience. Although he had a lot of knowledge to bring to the team, he did not demonstrate strong leadership and interpersonal skills.

Shawn's second prospect, Leah, did not have many years of experience. Leah understood the essentials for the position, and assured Shawn that she was willing to learn and transition with the company. She was confident, empathetic, and professional. The positive impact that Leah left on Shawn had helped to guide his decision. He believed that Leah was perfect for the position, and would share her enthusiastic attitude with the rest of the team.

Your emotional state affects the way you think and thus the choices that you make.

Claudia Velandia

Chapter Two: The Components of EI

It's one thing to recognize emotions, but to be able to understand and gain control over these emotions, will define an individual's emotional intelligence abilities. To better develop emotional intelligence, it is important to begin by enhancing the key aspects of emotional intelligence. According to psychologist Daniel Goleman, there are five key components of emotional intelligence that help individuals navigate through complex emotional situations, resulting in conflict management and resolution. These components relate to the day-to-day lives of everyone. By recognizing these elements and what they entail, one can gain a clearer understanding, form proper decisions, as well as promote and contribute to an emotionally intelligent workplace.

Self-Management

Self-management is all about controlling impulsive behaviors, adapting to changes, following through on personal commitments, and overall managing emotions in a healthy way. An emotionally intelligent person who is competent in self-management will think before they speak, and consider any consequences that are associated with their actions. For example, rather than becoming defensive or aggressive when receiving criticism, an individual who possesses strong self-management skills will accept the criticism, maintain composure, and process their emotions with a clear headspace. In order to improve self-management abilities, it is critical to recognize that there are many things in life that will be out of our control.

Consider the following points to master the act of self-management:

- **Accept accountability:** Things will not always work out as planned, but it is important to be flexible to get things back on track. Focus on the future, and be ready to adjust.
- **Stick to goals and values:** It's easier to make decisions when they are aligned with specific goals and values. Clearly defined goals will also help others to understand specific actions and behaviors.
- **Continue Learning:** It's important to keep up with the information in our ever-changing world. Be an avid reader. Talk and listen to mentors and peers.
- **Care for the mind and body:** Exercising the body is just as crucial to self-management as exercising the mind. A body that is not well rested, nutritionally fed, or physically exercised can lead to emotional and physical illnesses.

Self-Awareness

Self-awareness is the key to self-confidence and creating a meaningful life. Simply put, self-awareness is to recognize traits of the self. This includes emotions, strengths, weaknesses, and patterns of one's own behaviors. Beyond this, self-awareness involves being aware of the *effects* of your emotions, patterns, and actions. With the awareness of these traits, we can learn to better manage interactions with others and set boundaries.

Self-awareness is a critical step in the process of full acceptance or change. Without understanding the reasons behind why a person thinks the way they do, or acts in a certain way, one may never fully appreciate or understand the importance of making changes toward improvement. Emotional clarity will result in emotional responses that are healthy and appropriate.

To increase introspection and improve self-awareness, consider the following:

- Avoid making decisions at the peak of an emotional situation
- Build a growth mindset
- Identify your triggers
- Reflect on behaviors
- Ask yourself questions (What impact did I have? What could I do differently next time? What should I continue doing?)

Inference

Social skills and awareness are aimed to help manage emotional connections with others. The best way to strengthen social skills and create healthy connections is through emotional intelligence. Social skills focus on communication, influence, leadership, and conflict management. Being socially aware simply means having the ability to understand alternative perspectives, and empathize with others from diverse backgrounds, resulting in effective interactions and the building of networks. People with strong social skills pay close attention to their surroundings.

The development of social skills can be a continuous process of learning from life's experience. This involves being open to change and new situations, and reaching out to others to understand emotional needs. A great leader will always be aware of their social surroundings, which benefits the whole team.

To strengthen social skills and increase social awareness, consider the following:

- Pay attention to both verbal and nonverbal communication
- Ask open-ended questions to gain knowledge or insight
- Develop a positive outlook on others
- Look for new opportunities and be flexible to change

Internal Motivation

To excel in life, we need to be self-motivated. Self-motivation is the desire to learn and grow, based off of personal goals. It is also one of the personal competencies that are associated with emotional intelligence. A higher emotional intelligence is related to a higher motivation, optimism and resiliency. Internal motivation involves striving for personal development, in which harnessing our emotions will help to take appropriate action and implement hard work to achieve success.

It's important that we understand the importance of motivating ourselves, rather than depending on others to do it for us. For example, emotional intelligence teaches us that if we do good on a test, we can be proud of our successes, rather than questioning our worth based off of feedback from others.

To increase self-motivation, consider the following:

- Celebrate personal results
- Focus on small, achievable goals
- Be accountable
- Introduce new challenges

Empathy

Empathy is essential for forming interpersonal connections, as well as understanding emotional responses. Those who are empathetic will be both perceptive and proactive. Empathetic awareness is a big aspect of emotional intelligence; it helps to create awareness and sensitivity to the needs of those around us. Emotionally intelligent people will listen to gain an understanding of the feelings of another person, so that they can grasp how to properly respond to the situation.

In order for empathy to work, a person must first achieve self-awareness, and be able to recognize, classify, and understand their own feelings. This will help to relate to others, while enhancing mutual understanding and respect. Empathy will help to drive connection.

Practical Illustration

Jamie, who works as a salesman, had recently applied for the position of Sales Manager with his company. He was confident that he was the right fit for the job, especially with this past year's increase in sales and positive customer reviews. On the morning of the announcement, Jamie cheerfully went to his desk to check his e-mails. Much to his surprise, he had received the company wide e-mail that congratulated Tom on being the new Sales Manager for the team. Jamie was furious. He began typing an angry e-mail to his boss, stating that the position should have been his.

Before Jamie sent the e-mail, he paused for a moment. He knew that this was not an appropriate response, and that it would do no good by reacting at the height of an emotional moment. Jamie considered the decision from the boss's point of view, as well as Tom's perspective. Although Jamie wanted this promotion, he was still proud of his own personal results and would continue to work towards his goals. Later that day, Jamie passed Tom in the hall and congratulated him on his well-deserved promotion.

If you want to positively influence others, begin by influencing how they experience you.

Sylvia Baffour

Chapter Three: Tools to Gain Control

Emotional intelligence requires emotional control. Emotions are a compelling part of everyone's experiences, in which the ability to control difficult emotions is a highly important skill. Fortunately, there are many tools to help gain control over emotions and transform the outlook of emotional situations. Emotional control begins with acknowledgement, and continues with the formation of strategies to reach desired outcomes. Controlling emotional reactions will help to respond to situations in a positive, flexible, and socially tolerable way.

Journaling

Journaling is a great way to express and reflect on thoughts, and to make sense of emotions. Emotionally intelligent individuals will use journaling as a healthy way to be introspective to decisions and behaviors. With journaling, they are better able to identify specific patterns about their behaviors, as well as the behaviors of those around them. Expressing both positive and negative thoughts in a journal will increase self-awareness by studying personal experiences or interactions with others. It is especially helpful when we are feeling overwhelmed by our emotions.

Coping with emotions through journaling allows for clarity and tracking personal growth. Through self-reflection, specific questions may arise, such as, "Where did I excel?", "How are those around me feeling?", "Was there a certain situation that has caused me frustration? Why?".

Meditation and Mindfulness

Developing positive emotions within oneself is an essential step to being able to manage emotions. Negative thinking will take over focus and cloud the judgment of an individual. Meditation and practicing mindfulness are helpful techniques to take action over your emotions and increase resiliency. These mental practices will help to slow down racing thoughts and create a clear perspective. Meditation is easy and requires little preparation; simply get comfortable, focus on breathing, and notice any thoughts and emotions. By acknowledging these emotions in a calm and reflective manner, negative thoughts can be turned into positive thoughts.

Meditation can help to increase emotional intelligence in a variety of ways, including:

- Increasing awareness of, and disconnecting from negative thoughts
- Helps to stay calm, balanced, and remain in the moment
- Dissolves emotional baggage, depression and anxiety
- Helps to become more in tune with other people's emotions, energies and vibes

Similar to meditation, mindfulness places focus on being in the present and acknowledging the external world. This can be practiced anytime and anywhere. It helps to create conscious thoughts out of unconscious worries. For example, instead of worrying about an upcoming situation, consciously plan the situation to create a positive outcome.

Identifying Emotional Triggers

A valuable tool for gaining control over emotions is to identify emotional triggers. An emotional trigger is anything that makes us uncomfortable, or evokes a negative emotional response. Emotional triggers are different for everyone. Common triggers that can occur in a workplace may include lack of recognition, the need of autonomy or control, or the need to be included. They may come from experiences, events, or even memories. When we become aware of our triggers, we can better anticipate these situations.

Identifying triggers is a key step in improving emotional health. Consider the following steps:

1. Identify the common trigger.
2. Visualize a situation when this trigger occurred, and reflect on what emotions were felt during this time. Determine why these emotions were felt.
3. Choose alternative responses to this trigger. What is your ideal response? Determine what you want from the situation.

Breathing Techniques

Everyone will benefit from incorporating relaxation and breathing techniques in their daily lives. These techniques hold powerful, calming effects on the brain, resulting in an ease of stress and anxiety. Relaxation techniques will help to reduce stress by slowing one's heart rate, lowering blood pressure and improving concentration. By balancing the mind and body, we are able to become better at managing our emotions and more in tune with our feelings. Relaxation and controlling of the breath are incredibly beneficial in improving self-regulation, and bringing us back to the present.

There are several effective relaxation and breathing techniques. A few simple breathing techniques include:

1. Pursed Lip Breathing: Begin by relaxing your face and shoulders. Next, breathe in slowly through your nose, while pursing your lips into a round shape. Slowly exhale through your mouth (this exhale should be longer than your inhale). Allow the air to be released naturally. Repeat.
2. Belly Breathing: Begin by sitting up straight, or lying flat. Place one hand on your chest and the other hand on your stomach. While keeping your chest still, breathe in slowly, expanding your belly. You should feel a comfortable stretch. Then, breathe out through your mouth, and feel your belly relax under your hand. Repeat.
3. 4-7-8 Breathing: Begin by sitting straight, and placing your tongue to the roof of your mouth (where it will remain for this exercise). Next, exhale completely through your mouth. Close your mouth and inhale quietly through your nose, while counting to four. Hold your breath, and count to seven. Finally, exhale and count to eight. This is one cycle; repeat the cycle three more times.

Taking a Break

When emotions from the demands of life become overwhelming, it is best to take a break and distance ourselves from the situation. Breaks are extremely beneficial in both our personal and professional lives, to help us stay focused, restore motivation, and boost positive emotions. Activities that increase joy and comfort, such as taking a walk, listening to music, spending time with a friend or pet, or watching a movie, are all great activities to boost one's mood. Exercise will increase blood flow to areas of the brain, which improves focus and attention.

Practical Illustration

For the past few months, Silas has been feeling invisible in his workplace. Recently, he had been working endless hours to update the company's cybersecurity system, and had finally completed the upgrade. When Silas informed his boss, his boss gave him a nod and continued with his work. The lack of recognition had triggered a negative emotional reaction for Silas. He felt hurt that his boss did not show appreciation for his hard work, and went home that day feeling defeated.

Later that evening, Silas was still feeling upset. He knew that in order to feel better, he had to take control over his negative emotions. Silas decided to grab his journal and head to the park. As he sat at the picnic table at the park, he practiced mindfulness and took some time to write down his thoughts in his journal. Silas decided that the alternative response to these feelings was to be proud of himself for his success. The next day, Silas practiced breathing techniques in the car before work. He entered his workplace to discover a surprise celebration for all of his hard work.

Experience is not what happens to you, but how you interpret what happens to you.

Aldous Huxley

Chapter Four: Verbal Communication Skills

Emotions play a major role in the way we communicate with one another. Strong verbal communication skills are important in many areas of life, especially within a business. Emotional intelligence involves taking the time to recognize the emotions of ourselves and others, and understanding how these emotions influence the way that we communicate. With this information, we can adapt as needed throughout interactions and control emotional responses in workplace situations.

Without effective communication skills, there is little understanding or trust between people, and connections are not successful. This lack of skill can make it difficult to get a point across, articulate needs and desires, or even compete in the business world. By improving our emotional intelligence, we can become better at leveraging our emotions, to create better personal and professional communication.

Active Listening

In order to be an effective communicator and better connect with others, it's vital to be a great listener. This is a skill that is seldom mastered, but essential to every industry. Active listening is more than just hearing the words that someone is using, but rather developing meaning behind what is being said by the speaker. It conveys to the speaker that the listener is correctly receiving the message. Not only will giving the speaker our undivided attention allow us to gain perspective and knowledge, but it will also show respect and understanding to them. This information will be shared through spoken words and other cues that they exhibit.

Active listening shows a willingness to overcome challenges and be a team player, as well as a strong interest in the successes of an organization. Distractions, whether they are through technology, noise or even our own thoughts, can make it difficult to actively listen. It can be painfully obvious when a person is not wholeheartedly interested in what someone else has to say. Not only does this make the listener look uncaring, but it may also influence the speaker to go elsewhere when they need to speak about matters.

Active listening can be improved through many practices, including:

- Put aside distracting thoughts and remove distractions
- Show that you are truly listening by nodding occasionally, smiling, and paying attention to your posture
- Encourage the speaker to continue through small comments, such as "mmm", "I see"
- Do not interrupt the speaker, even if you do not agree with their stance
- Paraphrase the speaker's message
- When the speaker is done, provide feedback and ask questions

Asking Questions

Asking great questions is the key to enhancing an interaction and becoming a better communicator. Questions are used to create engaging conversations, and share insights and knowledge with one another. It is also one of the easiest ways to show interest in a conversation or the speaker's message. Inquiry will communicate value to the speaker. Without asking clarifying or probing questions, it is difficult to truly understand everything that the speaker is saying.

The questioning process will not only allow us to gain a better understanding of a situation, but also an understanding of someone's emotions and reactions. Open-ended questions are especially beneficial for expanding insight. Through questions, we can build rapport and trust with those around us.

Consider Your Audience

One of the most effective ways to connect with other people and successfully deliver a message is to consider our audience when we are talking. When our communication is tailored to suit the audience, it will allow for a better impact from the message. There are different factors that can be considered about the audience, including age, familiarity and seniority. With this information, we can better prepare for a conversation and make adjustments to the way the message is being presented, with regards to language, behavior, and tone.

If we are having an informal conversation with a close friend, we are more likely to use a warm, familiar tone. On the other hand, if we are having a formal conversation or holding a presentation, we are more likely to use a professional tone. It is also important to consider the audience's level of knowledge on the topic that is being addressed.

Choosing Your Words

The words we use can have a big impact on shaping the situations around us. Words are the basic building block to verbal communication and an important part of clear communication. Choosing the right words, or rather using our words in a positive way, can make a significant difference. A key aspect of increasing our emotional intelligence is to be mindful of the words and responses we use. Ultimately, our words will convey our confidence and professionalism.

When we use the wrong words, it can affect how others perceive us, or even escalate conflicts. It's best to avoid using any language that can inflame a situation or make another person feel negative. This includes words such as *can't* (often resulting in feelings of rebellion or disagreement), and *but* (often used to make excuses). To address another individual, consider using "I" statements, rather than "you" statements. Using "I" statements encourages the speaker to express their concerns in an open, honest, and less threatening way.

Be Authentic

Needless to say, we all want people to be honest with us. Authenticity and honesty in communication will make or break a connection. Being authentic will convey a sense of ease and comfort, that encourages others to be transparent as well. It involves the sharing of real information and elimination of assumptions. We gain respect from others by being honest when we do not know the answers, rather than pretending or providing an inaccurate response. If we avoid a particular issue, it can create a misunderstanding of what is being communicated. With honesty comes trust, which will help to strengthen interpersonal communication. Authentic social connections are critical for the long-term success of organizations.

Practical Illustration

Callie was preparing to present a new innovation of the company's product to her management team. She felt confident about the change, but she was unsure how to professionally present it to the team. Callie knew that her audience understood the product and was knowledgeable of the industry, so she did not have to cover the basics about the product. She decided to focus on the change itself, and how it would reshape the business for future success.

On the day of the presentation, Callie confidently shared her idea to the management team. She could tell they were engaged in the presentation, by the occasional nods, smiles, and feedback. At the end of her pitch, there were some questions about Callie's idea, to gain further insight and knowledge. When Callie was asked questions in which she was not certain about the answer, she was honest with them and told them that she would soon find out the answer. The management team was very happy with Callie's presentation, as she communicated her idea with professionalism and honesty.

Getting or giving anything is about social skills. The world is about being comfortable where you are and making people comfortable.

Penelope Trunk

Chapter Five: Nonverbal Communication Skills

There is more to communication than the words one speaks or the message being conveyed; facial expressions and body movements share a lot about our emotional life. Nonverbal communication, specifically how to use, identify and manage these forms of communication, plays a big role in emotional intelligence. Unconscious language, such as posture, touch, and expressions, are all emotionally driven reactions that convey inner thoughts and intentions.

The signals shared through nonverbal communication can enhance a sense of trust, interest and empathy between individuals. Being able to recognize an individual's nonverbal messages will help to build a good rapport, and communicate more effectively.

Body Language

Body language is a significant form of communication that uses mannerisms to send strong messages. This may include gestures, expressions, eye movements and touch. Through emotional intelligence, we can learn to use body language, and read other's physical behaviors. The ability to recognize body language amongst our peers will substantially improve communication. The use of body language can have positive and negative effects. If we are not conscious of our own body language while we are talking, the wrong message could be conveyed.

There are two main categories of body language:

- Closed: Arms/legs crossed, body pointed towards exit, rounded upper body, head tilted down.
- Open: Body is receptive to communication, pointed straight to action; head is upright, arms uncrossed.

It is well known that open body language is perceived as more positive, more persuasive, and more approachable. Closed body language is perceived as more negative and less cooperative.

Tone Matters

"It's not what you say, it's how you say it" is often said to indicate the power of tone in communication. The emotions that are tied to our words can affect the meaning of the message. For example, if a boss is asking an individual to come into their office with a concerned look on their face, this may be an indication that there is an important issue to discuss. On the other hand, if they are saying this statement while trying hard to keep from laughing, they may be wanting to share a joke or funny story.

Tone can display aggression, confidence, anger or sarcasm. A sarcastic tone will indicate that the words are conveying an opposite meaning than what is being said. When tone is misinterpreted, it can result in miscommunications and misunderstandings. Being aware, and paying attention to our pitch, pace, and timing of speech, will help to emphasize tone and eliminate miscommunications.

Facial Expressions

Our faces are extremely expressive, and can reveal a lot of emotion and information without a verbal message. It's common to unconsciously react with facial expressions. Expressions are universal, so it is easy to pick up on how others are feeling. For instance, if someone is smiling, they are happy or content. If they roll their eyes, this may be an indicator of frustration or annoyance. Paying attention to the facial expressions of others can give us a better understanding on their true reactions. Likewise, it is important to be cautious of our own facial expressions, especially in any professional setting.

We can interpret what expressions mean by focusing on different areas of the face, including:

- Eyes: Staring (full attention or anger), looking away (distracted or uncomfortable), quick blinking (discomfort)
- Mouth: Side of mouth raised (indicating ridicule or hate), lip biting (may be nervous or anxious), open mouth (fear or shocked)
- Eyebrows: Raised (surprised), lowered (fear or anger)
- Nose: Wrinkled (disgust), pinching bridge of nose (frustrated or feeling negative)

Eye Contact

Our eyes can share a lot of information, making them a valuable tool for communication. Maintaining eye contact throughout a conversation will show interest and engagement to the individual who is speaking. It is a great indicator of the amount of attention that is being paid to the message. This encourages the speaker to continue, and forms a personal connection between the speaker and receiver. Delivering a message with effective eye contact will display confidence and honesty.

There are times when eye contact is avoided or broken. When someone has difficulty making eye contact, this is a good indicator of low self-confidence, guilt, or shame. If an individual starts to look away throughout the conversation, this may suggest that they have become distracted or disinterested in what the speaker is saying. In different cultures, the meaning behind eye contact could indicate different things.

Distance and Personal Space

Throughout the messages that consist of facial expressions, eye contact, and other forms of body language, there exists another important form of nonverbal communication; distance and personal space. Our personal space is influenced by culture expectations, familiarity, and situational factors. The proximity in which we sit or stand with someone can be very telling to the content of the conversation, the personal connection, and the agreement or disagreement to the topic at hand. Often in the workplace, an individual who has higher authority will be given more personal space.

Personal space is often based on trust levels. A higher degree of trust will bring people closer together during their interactions. In order to create or maintain a comfortable environment, it's important to be mindful and show respect to the personal space of others.

Practical Illustration

Harry was meeting with his group to work on their risk management plan. Each group member was assigned a certain part of the plan, and the deadline was quickly approaching. While everyone was actively engaged in the discussion, Harry noticed that his good friend Quinn was more quiet than usual. She seemed distracted, avoided eye contact, and was biting her lip. When it was Quinn's turn to share her progress, she simply said with a soft tone that it was going fine, and the conversation quickly shifted. Since Quinn is usually upbeat and joyful, Harry was concerned with the messages being shared through her facial expressions, movements, and tone.

After the meeting, Harry decided to approach Quinn and ask her if everything was okay. Since Harry and Quinn had been friends for years, she knew that she could trust Harry. She felt comfortable telling Harry that she was having some struggles with her part of the project, and that it was weighing on her emotionally. Harry listened carefully, maintaining eye contact with Quinn and positioning his body to be open to communication. He told Quinn that he would help her finish her part of the plan, and her face lit up with a smile. She was thankful for Harry, and they went on to complete an excellent risk management plan.

When awareness is brought to an emotion, power is brought to your life.

Tara Meyer Robson

Chapter Six: Managing Relationships With Others

The social connections that we form matter. The ability to effectively communicate with other employees and clients, is an area of emotional intelligence that is a great asset to one's career, and critical for business success. Communication and interactions are 'people skills' that create a sense of belonging and security. Strong social skills and relatability will contribute to a happier and healthier workplace, making these skills a highly sought-after trait by all employees. By recognizing and reflecting on our personal networks and the quality of how we manage our relationships with others, we can work towards ways to improve these connections, making them stronger and healthier.

Building Rapport

Rapport is all about emotional connections and creating deeper relationships with others. Building rapport is a crucial process in effectively managing relationships with others. Rapport helps individuals feel understood and supported. Without it, there is a large barrier to communication, and trust can be challenging. Building rapport is especially important in a business setting for networking, interviewing, and helping to advance one's career. There are many great outcomes from relating to others in a positive and constructive way.

Here are some ways to build rapport with others:

- Look for opportunities to connect
- Ask genuine questions about a person's work, interests or home life, including hobbies, family, sports
- Remember names and specific details about the conversation
- Be genuine and friendly, while reserving judgment
- Compare your goals
- Be respectful to the other individual's time

Respond, Don't React

A powerful skill that emotionally intelligent people have is the ability to respond, rather than react. This involves adjusting emotions to meet the surrounding environment. When challenges or disputes occur, it is common to react with emotional outbursts. However, reacting will often lead to bigger problems. Anger can make us say things that we do not truly mean, and may later regret. An emotionally intelligent response is to remain calm, take the time to think the situation through, and process our emotions in a healthy way. This allows us to become more in control and take ownership over the problem, as well as maintain healthy connections. Responding will bring us further towards achieving the goal of resolution.

Show Gratitude

Every employee has different skills and experience that they contribute to the organization; being able to help employees recognize and use these abilities will significantly benefit the business. Sharing positivity, whether it is showing appreciation or simply bringing out the best in others, is a powerful way to build relationships and create a positive atmosphere. After all, it's difficult to be negative in the presence of positivity.

Emotionally intelligent leaders make it a part of their work culture to show gratitude towards other employees. It can be as simple as a compliment or words of encouragement. Always be present, generous, and open-minded with others.

Finding Common Ground

Since we all come from different backgrounds and hold different beliefs, we will not always agree on everything. One of the easiest ways to overcome disagreements or differences and build rapport with others, is to find common ground with them.

Simply put, to find common ground means to identify any topic, interest, or opinion that opposing sides can agree on. Common ground will help to bring people together, despite their differences. Emotionally intelligent people will look for common ground as a means to open conversation and make communication possible. Once the conversation is established, there is a greater chance that it will continue, and help to build that connection.

Here are a few suggestions to help find common ground:

- Stay focused on the big picture
- Do not get caught up in personal feelings
- Check on your assumptions
- Be curious and open-minded
- Embrace the small talk

Setting Boundaries

The ability to set healthy boundaries for ourselves and others is a crucial life skill. These boundaries build our emotional intelligence and are important in any personal or professional relationship. Emotional boundaries are the limits that we set in order to protect our values, time, and energy. Without boundaries, we can feel as though we are lacking control. It can be easy to be pressured into additional tasks or responsibilities, disrespected, or feel powerless. By establishing healthy boundaries, we can eliminate these negative situations and gain control. The workplace will become a more positive and productive environment, with stronger relationships.

To set limits with others and establish healthy emotional boundaries, consider the following strategies:

- Notice when you are feeling uncomfortable
- Learn how to say no
- Be assertive, but not aggressive
- Recognize what you are able to tolerate
- Be firm and speak up for yourself

Practical Illustration

Maya and Kit were asked to prepare a presentation to the local high school on entrepreneurship and business success. At first, Maya was concerned. Kit was known to be very controlling and negative, and Maya was worried that Kit's attitude would reflect in their results. Maya decided that she would set emotional boundaries with Kit. She would be assertive and firm, but remain professional.

When Maya approached Kit's workspace, Kit expressed that she was not looking forward to this presentation. Feeling uncomfortable, Maya decided to remain positive and ask Kit about the picture of the dog that was on her desk. After a long chat about their dogs, they agreed to meet up later to take the dogs for a walk and discuss their presentation.

Throughout their walk, Maya and Kit were able to share many laughs and ideas with one another. As they walked through the many paths in the park, they decided to shape their presentation around the 'Pathway to Success.' Maya was happy that she chose to be open-minded while working with Kit. With the strong rapport that was built, Maya and Kit were able to accomplish a great presentation.

When obstacles arise, you change your direction to reach the goal; you do not change your decision to get there.

Zig Ziglar

Chapter Seven: Overcoming Obstacles

Conflict within a workplace is *inevitable*. There are always situations arising that require us to deal with emotional stress, including personal conflicts, outside pressures, and workload stress. When high emotions are involved, logic often becomes left behind. The ability to deal with conflict and handle these emotional stressors can be difficult, but it is not impossible. To be successful at managing and overcoming workplace obstacles, starts with being successful at acknowledging and managing your emotions. Recognizing how we handle our emotions when faced with difficulties or failures, can help to turn a negative situation into a positive one.

Recognizing and Admitting Failure

Failure is not something that we strive for, but it can often be mandatory to reach success. Recognizing and admitting failure can actually have positive results. When we make mistakes, it's important to remember that failure is not final. The outlook that we hold on failures will determine how these failures affect our future. It's highly beneficial to have an organization that is resilient when faced with unavoidable failures.

Failure is all about growth; it creates an opportunity for improvement and to gain relevant knowledge. When we recognize failure as a necessity to personal growth, we can begin to evolve. Recognizing and admitting our failures, rather than ignoring or hiding them, will relieve stress and anxiety, and improve our relationships with other employees. We become better prepared to deal with the situation and identify the possibilities. What is learned from failure can often be more important than the act itself.

Disagreeing Constructively

Disagreements in the workplace are unavoidable. To achieve innovation and progress with the team, it's important to disagree constructively. Constructive disagreements are designed to express viewpoints in a positive, productive manner. They are not used to be negative or destructive of another's thoughts. Emotionally intelligent people recognize the value in disagreeing constructively, and are able to express any differences of opinion in a composed manner that builds a stronger team. Constructive disagreements ensure that professionalism is being maintained, while encouraging a more productive and enjoyable workplace. Disagreements can escalate into bigger conflicts when they are not handled effectively.

To disagree constructively, there are a few things remember:

- Be sure to listen for understanding
- Ask questions to ensure understanding
- Provide evidence to your explanation
- Establish common ground
- Use “I” statements
- Remember your goals and visions- always keep in mind the big picture
- Do not make the disagreement personal

Staying Cool Under Pressure

High-pressure situations, such as heavy workloads, strict deadlines, uncertain job expectations, or workplace conditions, can occur in any workplace. When these situations arise, the most important thing to remember is to stay cool. Conflicts will often result in individuals becoming emotionally charged, leading to outbursts of anger or frustration. Additionally, stress has many negative effects on the body, including headaches, muscle tension, increased heart rate and blood pressure, as well as fatigue. By staying emotionally grounded, we can overcome the pressures from conflict and stress, and limit the negative effects.

Staying cool under high-pressure situations involves reframing negative experiences, and training our minds and bodies. The aim is to develop healthy, positive responses. Staying calm, communicating with others, or simply just taking a break from the issue by exercising, are all effective ways to keep our cool at work. Emotional intelligence helps us to gain control over the emotions that result from workplace stressors. With a positive mindset, we can thrive under the pressure.

Be Open to Perspectives

When it comes to dealing with disagreements and disputes, we must keep in mind that our own viewpoint is not the only one. Every individual has unique strengths and their own perspective, which has been influenced by several factors throughout their lives. Perspective-taking allows us to be open-minded and see the world through different point of views. Emotional intelligence involves empathizing and considering the perspective of others. By doing this, we can gain a better understanding as to why they behave in certain ways, as well as their motivations. With this information, we can find ways to provide support, rather than neglecting their feelings and desires. Although we may not always agree, it's important to allow others to express their arguments or beliefs.

Another way of being open to perspective is to adjust our negative interactions into positive ones. For example, instead of looking at confrontation as a negative argument, we can adjust the perception of this interaction to be viewed as a learning experience from the other person's assignment or position. With this shift in perception, the conflict can now be a great way to effectively collaborate with the individual to work towards a shared goal. There is great value in being able to shift our perspectives with ourselves, other people, and the world.

The Power of Forgiveness

A sign of high emotional intelligence is the ability to forgive others, and yourself. To forgive means to move beyond our present emotions and make a conscious effort to resolve an issue. Although forgiveness can be challenging, it can come with many great rewards. Forgiveness helps to free our minds from emotional constraints, or negative emotions that can damage relationships. It eliminates feelings of anger or resentment. Rather than placing blame, attempt to gain perspective.

Forgiveness will not only reflect in personal growth, but it helps an organization grow as well. When employees are aware of their actions or mistakes, it encourages them to work towards developing skills to prevent these mistakes. In turn, freeing our minds from negative emotions will allow us to have better concentration on our goals.

Practical Illustration

Samuel was in charge of delivering the monthly reports to his boss, Ari. On the last day of the month, Samuel rushed in to work, feeling exhausted. With the recent overwhelm in Samuel's home and work life, he did not realize that it was the end of the month and that the report was due. He was worried that Ari would be angry with him, and he did not need this additional stress. Samuel took a deep breath to stay emotionally grounded. Rather than becoming overwhelmed with this stress, he knew he had to stay calm and collective.

After Samuel was able to gain control over his emotions, he approached Ari's office to tell her what happened. He knew that if he ignored the issue, it would only make things worse. Ari was proud of Samuel for being honest with her and choosing a positive response. She understood that Samuel had many busy work assignments, and was tired with a new baby at home. Ari empathized with Samuel, and forgave him for his mistake. After talking to Ari, Samuel left to go complete the monthly report. He felt relieved that he had a boss like Ari to support him, and help him grow as an employee.

It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head- it is the unique intersection of both.

David Caruso

Chapter Eight: Application to Business Practices

When applied to business practices, emotional intelligence will help to strengthen the team. Emotions are contagious, so how someone feels and expresses these feelings in the workplace will reflect on their team. It's important to carefully control and express our emotions to improve the workspace for everyone. Not only will emotional intelligence have a positive effect on others, but it will have a positive effect on the work itself. Emotional intelligence can be beneficial to many of our business practices.

Working as a Team

The importance of teamwork in a business cannot be overstated. Teamwork happens when a group of individuals are able to cooperate and collaborate, while working to achieve a shared goal. Business efficiency and innovation requires team collaboration. One of the most effective team building components is emotional intelligence.

Emotionally intelligent team members recognize their own strengths and motivations, and will contribute them to the advancement of the team. In doing this, they encourage others to do the same. A team that develops emotional intelligence is able to move beyond the distractions or conflict that are commonly a part of working with a team, and work towards reaching their full potential. Decisions are made much more efficiently, and productivity increases.

Setting Business Goals

To be successful at work, it's necessary to set goals. Goals are what give us drive and direction. In order to create the most effective personal and team goals, they have to engage us emotionally. Emotional intelligence encourages people to be more committed to success, and motivated to see their goals through. Self-awareness allows us to see ourselves more clearly; recognizing what we want or need, as well as identifying what actions are necessary to reach these wants and needs. Creating emotionally intelligent goals will also support us in our decision-making processes, through careful consideration of the choices that shape our future.

Emotionally intelligent team goals should incorporate collaboration, empathy, and adaptation. When setting these goals, it's important that everyone is heard and supported. With the help of great communication skills, the team can move past conflict and distractions that could interfere with achieving business goals. Goals will help to create a sense of purpose, and guide every team member forward within the organization.

Interviewing for Successful Hires

When searching for a successful hire, it's vital to look for individuals who not only have the hard skills for the job, but have great soft skills as well. Emotional and social intelligence are a highly valuable skill of any worker. These skills have a positive influence on an employee's performance, ability to collaborate and empathize, and communicate with others. Individuals who are emotionally intelligent have the potential to transition and grow within the company.

Verbal and nonverbal communication play a big role in a prosperous interview. Emotional intelligence can be demonstrated through interactions and interview responses. An emotionally intelligent candidate will have a strong sense of who they are, as well as how others perceive them. The recruiter can ask questions to give them a better understanding of the individual's ability to manage their own emotions and influence the emotions of others.

Questions that will determine emotional intelligence may include:

- Describe a time you experienced a conflict and how you handled this conflict.
- How do you celebrate success?
- How do you respond to failure?
- How do you stay focused on your goals or ambitions?
- How do you build a rapport with others?
- What do you do when you become angry or overwhelmed at work?

Giving and Receiving Feedback

Effective feedback in the workplace is incredibly valuable. Feedback is given to encourage improvements and make important decisions. Giving feedback to others can be a difficult process to master. While the aim is to bring out the best in this person, it is important to not come across as hurtful or belittling. An emotionally intelligent approach to giving feedback to an employee is to tailor the feedback to this individual, by considering their strengths and weaknesses, style of communication, and motivations. This will help to create a stronger impact on the person. Feedback should be given face-to-face, whether in person or on a video call, with consideration to tone and body language. The feedback becomes more meaningful when the one giving it has a supportive attitude, with a solution-oriented approach.

Similar to giving feedback, being on the receiving end can be challenging. Although we do not have the control over how this feedback is given, we do have control over how we react and respond. With negative feedback, it's common to become angry or defensive. The key is to choose acceptance. Always be humble, and assume that the feedback has positive intent. We can gain further information by becoming curious and asking questions for clarification, before proceeding to take action.

Customer Experience and Rapport

The best way to create a loyal customer is to ensure a satisfied customer. Emotional connections can significantly improve customer experience and build rapport. These connections can be built through effective communication and shared experiences, resulting in enjoyable interactions. Empathy is also a powerful way to better a customer's journey. Clients like to feel understood and heard. Being empathetic involves putting ourselves in the customer's position. By understanding the wants and needs of the customer, we can help to effectively deliver these needs. The ability to deal with rude or dissatisfied customers, address questions, and build trusting relationships will result in long-term business success. A company's emotional intelligence will be verified through their customers experience.

Practical Illustration

Jean has recently hired a new salesman, Sawyer. Jean was confident that Sawyer would be a great asset to the team, and had potential to grow within the company. He displayed many skills in his interview, including communication and self-awareness. During Sawyer's first week, he was stuck dealing with a difficult customer on video chat. Through empathy and shared stories with the customer, as well as guidance from the other sales representatives, Sawyer was able to better the customer's journey and successfully gain the sale. Jean was happy to see the connections that were being built with the customers, along with the team.

At the end of the week, Jean provided Sawyer with some effective feedback to encourage improvements. She made sure that her feedback was supportive and solution-oriented, to ensure it was meaningful to Sawyer. Jean focused on Sawyer's strengths and weaknesses. Sawyer was appreciative of the feedback from Jean, and chose to accept the suggestions. He knew he would use this feedback to continue to grow, and work towards his business goals.

Let's not forget that the little emotions are the great captains of our lives and we obey them without realizing it.

Vincent Van Gogh

Chapter Nine: Benefits of Being Emotionally Aware

Emotional intelligence is a powerful trait that every professional should develop. The impact of emotional intelligence on a company culture can have significant benefits. Employees who are able to identify and control their emotions will help to ensure that the company is operating efficiently and effectively. Ultimately, emotional intelligence can improve all areas within a workplace. Through the identification of emotions, one can begin to use these emotions for positive reasons, and to improve the day-to-day relations within themselves and those around them.

Strong Interpersonal Relationships

Emotions are ingrained in all aspects of social interaction. The ability to work well with other people requires sharp communication skills of your own emotions, as well as the ability to interpret emotions from others. Accordingly, emotionally intelligent professionals have higher levels of team performance and stronger connections. The ability to communicate ideas to others, as well as listen and value the ideas of others, will increase trust and enhance interpersonal skills. This is especially important as many organizations move towards a more team-based work environment.

Emotional intelligence teaches us that when conflicts arise, it's important to remain calm and reflect, in order to avoid damaging business or personal relationships. Communicating in a more positive manner improves our relationships with everyone we encounter.

Able to Manage Change

Change is unavoidable- especially in dynamic environments such as a workplace. Whether it is a change in employees or change in processes, these shifts can become emotionally draining. Emotional intelligence helps to navigate through these changes and alter the way we respond to changes in any dynamic environment. Those with high emotional intelligence are able to manage and control emotions, cope with stress, display emotional maturity, and have a strong sense of social intelligence; all in which aid in adapting to change.

Emotional intelligence creates a positive outlook to any situation. When change occurs, identify the primary emotion that arises from this change and question what might be driving this emotional response. With these answers, we can hold ownership over part of the situation, and alter our emotions to create a positive outlook. Emotional intelligence will help to embrace change.

Reduced Stress and Anxiety

Challenging situations are bound to happen in a workplace; whether it is the pressures of the job, relationships, or money. These challenges result in emotional reactions that can make it difficult to problem-solve, or think logically. Although we cannot always change what causes our stress, we can find effective ways to manage it. Emotional intelligence is a healthy resource to help manage the symptoms of stress and anxiety, with control and regulation of our emotions. Through self-awareness and self-regulation, we become better aware of the indicators of the stress, and are then able to find ways to manage our reactions.

Improved Decision Making

Every day we are faced with many decisions that are guided by emotions. Emotionally intelligent leaders recognize that decisions can hold a strong impact on shaping the future, so it's important that they are made with careful consideration to our emotions. This does not mean completely dismissing one's emotions, but rather gaining control over the emotions and removing the ones that are not beneficial or relevant to the decision. Great decision making requires strong emotional control.

Before making a decision, take the time to process the information thoroughly, and identify the emotions that may influence the current decision. Emotional intelligence will help to create successful decision makers that focus on intuition and self-awareness.

Boosts Employee Morale

A workplace that is comprised of emotionally intelligent people is one with high company morale. Company morale is the overall satisfaction, emotions, and outlook from every team member. It includes employees feeling motivated and supported. High company morale is important, since it is a determining factor in overall productivity. Employee satisfaction also has a direct effect on employee retention and customer support. A company culture significantly becomes stronger when employees respect, value, and validate one another. Through social and empathetic awareness, emotional intelligence will help to guide the behavior and thoughts that contribute to building the company morale.

Practical Illustration

Lucy was feeling anxious. Her company had been informed that they would be receiving new management, and Lucy always seemed to have trouble coping with change. She thought about the last time that there was a major change in their work environment, and how difficult it was to adjust to alterations and additional tasks. All of these thoughts running through Lucy's head was becoming emotionally draining. She decided to talk to her good friend and co-worker, Leanne, who always shared powerful and professional advice.

Leanne suggested to create a positive outlook to the change. Rather than stress about the new management, she recommended that Lucy discuss with the new management about expectations and future plans. By communicating to the new management, they would be able to form a strong connection and eliminate any feelings of anxiety or unknown. With Leanne's advice, Lucy immediately took control over her emotions. Her new manager was happy to enter a workplace that had such a high company morale.

A life is not important except in the impact it has on others.

Jackie Robinson

Chapter Ten: Making an Impact

There are opportunities we face each day that allow us to make a measurable impact on the lives of others. With emotional intelligence and conscious efforts, *positive* impacts happen with powerful effects. Emotional intelligence teaches us to care, listen, and properly react to certain situations. Our words and actions can make or break someone; sometimes forgiveness or understanding can be just what that person needs. A positive impact in the workplace has many great benefits, including higher employee morale, an increase in recognition, and an overall improved work culture. By sharing positivity with others, we increase happiness within ourselves.

Creating a Powerful First Impression

There is no denying the importance of first impressions. A poor first impression can be difficult to overcome, especially in a workplace setting. Everything that is affiliated with one's business success is connected emotionally. Since first impressions are formed in shorter than 30 seconds, it's critical to be mindful of this time to ensure a positive first impression. After all, the impact of a first impression can make the difference between receiving a job offer or contract, or not receiving one. Emotionally intelligent individuals are conscious in interactions, resulting in the best first impressions.

To create a powerful first impression, consider the following:

- Be prepared in advance: Use resources to explore background information that may be important to the first impression. Consider certain information, such as location, appropriate clothing, as well as other elements that can help to make everyone feel more comfortable in the interaction.
- Be present: Give full attention to the other person when they are speaking, and avoid any distractions or signs of disinterest. Focus on their body language.
- Be self-aware: Consider how others may perceive the conversation or interaction. This encourages a positive approach, that includes a warm smile, firm handshake, and confident demeanor.
- Be open and understanding: Ask great questions, and show interest in others. Attempting to learn more about the other individual will build on conversations. Find common ground on topics to discuss.
- Recognize the importance of names: Recognizing the names of other individuals, companies, or departments, is an indicator of importance. Learn to properly pronounce these names to show acknowledgement and respect.

Maintaining Your Composure

When life's challenges happen, it is critical to stay calm and balanced. Maintaining composure is an acquired skill that involves awareness and thought, rather than simply relying on how you feel. The workplace can be a place that is full of stressors, in which being able to maintain composure may seem impossible. Being smart about our emotional responses can save us from escalating a difficult situation.

To become better at maintaining composure, consider the following:

- Incorporate calming, stress-relieving activities into your schedule
- Pause before reacting to any emotional situation
- Before work, mentally prepare yourself for any negative emotions that may occur
- Allow yourself to be vulnerable, but not defensive

Inspiring Leadership

The key component to effective leadership in any organization is to have emotionally intelligent leaders. These leaders will successfully collaborate with others and foster a positive work environment. While achieving their own personal and professional goals, they will encourage those around them to strive for success as well. To bring out the best in others, it's influential to be an excellent example. A great way to do this is to be a mentor to others. Since emotions arise in many different work situations, such as failure, achievement, interactions, change, or burnout, it's important to have strong skills to inspire confidence and share ideas. Ultimately, developing emotional intelligence will also inspire stronger leadership.

Gaining Self-Confidence

There is a strong link between self-confidence and emotional intelligence. Emotionally intelligent people display healthy self-confidence, while impacting others by sharing their optimistic and positive views. They will see challenges as learning opportunities and step out of their comfort zone to overcome these challenges. A lack of self-confidence in the workplace can have detrimental effects. Someone who is lacking self-confidence may have a hard time apologizing, admitting mistakes, or moving towards goals and objectives. A high degree of self-confidence ensures people make sound decisions when faced with pressure, by understanding their own abilities.

Patience and Practice

Mastering the art of emotional intelligence will not happen overnight; it takes conscious efforts to be able to manage one's emotions. Emotional intelligence is a great way to challenge your thinking, and overcome automatic responses out of habit. Recognizing triggers, and determining ways to change those emotions and reactions, is key to building rapport, empathy, motivation, and many other positive social skills that an employer will value. With patience and practice, everyone is capable of developing their emotional intelligence.

Practical Illustration

Henry was ecstatic. He had applied to a management position with a great company, and had just received a phone call from a lady named Jen, asking him to come in for an interview. Henry immediately started preparing for the interview. He wanted to make a powerful first impression on Jen, to show that he is the right fit for the job. With the help of online resources, Henry explored background information about the company, and made sure he had the correct location. The night before the interview, Henry practiced meditation and mindfulness to stay calm, and chose an appropriate outfit.

The next morning, Henry woke up refreshed and confident. He made sure to arrive early, and greeted Jen with a warm smile and firm handshake. Throughout the interview, he made sure to give Jen his full attention, maintain eye contact, and use her name. Henry also informed Jen about his great leadership skills and previous management experience. When Henry had left the room, he noticed another man who was rushing into the foyer. The man explained to Henry that he was running late, got lost, and even had to ask Henry the name of the interviewer. A few days later, Henry had received another call from Jen, congratulating him on the position.

Some of the greatest moments in human history were fueled by emotional intelligence.

Blaise Pascal

Closing Thoughts

The emotional brain responds to an event more quickly than the thinking brain.

- Daniel Goleman

The strength of character and emotional intelligence to face your failures and learn from them are at the core of success.

- Robert Kiyosaki

A leader who understands emotional intelligence well achieves milestones.

- Ishita Vadher

Your day will go the way your emotional intelligence guides both your thoughts and actions.

-- T.Y.Howard

Developing Emotional Intelligence

Taking control over the emotions that shape our lives can have powerful effects. Emotional intelligence (EI) is the ability to recognize and manage our emotions, behaviors, and impulses, as well as apply this knowledge to the world around us. It encourages self-awareness, internal motivation, and the exploration of diverse perspectives. Through effective and authentic communication, emotional intelligence will create positive relationships within any organization.

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About the Author

Keith Willis

Keith stands out as a seasoned trainer and leadership expert, renowned for delivering transformative learning experiences across a spectrum of management, leadership, and business disciplines. His journey in leadership and training is a blend of military experience and a distinguished corporate career, marked by his contributions to the pharmaceutical industry.

As a captain in the US Army, Keith demonstrated skills in team building, strategic planning, and leadership in a variety of roles including Platoon Leader, Maintenance Control Officer, and Adjutant managing the administrative functions for over 800 personnel. This experience ingrained in him a unique blend of discipline and resilience, vital for high-stakes decision-making and effective team management.

Transitioning to the corporate sector, Keith applied these skills to elevate team performance in sales, operations, and training. His significant achievements in the pharmaceutical industry include supporting the growth of several billion-dollar brands.

Keith's expertise extends to project management, product training, curriculum development, and performance consulting. He has developed comprehensive training programs and guided sales and account management teams to achieve notable sales success.

Today, Keith utilizes his rich experience to offer tailored solutions that empower clients from various sectors to achieve excellence in their performance.

Keith's mission is to unlock the potential within organizations, set new standards of excellence, and transform the landscape of corporate performance.

Global Workplace Skills Library

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