

# EQ

EMOTIONAL INTELLIGENCE

## What is Emotional Intelligence?

\* *Emotional Intelligence* is that “little something” in each of us that is a bit intangible.

\* It affects how we manage behavior, navigate social complexities; and make personal and professional decisions that achieve positive results.

\* People who are *Emotionally Intelligent* have a deep understanding of themselves and other people.

\* They feel and show empathy.

\* They effectively express their own feelings.

\* In being able to do so, they are predisposed for proven personal and professional success.

\* EQ taps into a fundamental element of human behavior that is distinct from your intellect.

\* There is no known connection between IQ and EQ; you simply can't predict *Emotional Intelligence* based on how smart someone is.

\* Intelligence is your ability to learn. It is the same at age 15 as it is at age 50. *Emotional Intelligence*, on the other hand, is a flexible set of skills that can be acquired and improved with practice.

\* Although some people are naturally more emotionally intelligent than others, you can develop high *Emotional Intelligence* even if you aren't born with it.

\* There is a formula/curriculum that will get you there if you put in the time and effort.

\*\*\* The book... *Emotional Intelligence 2.0*, written by Dr. Travis Bradberry and Jean Greaves, presents such a formula. This book offers step by step strategies for developing your own EQ by cultivating the **4 EQ Skills**.

\* These skills will ultimately give you a distinct advantage in the pursuit of your life's goals and objectives.

## The Four Skills

### Self Awareness

- Is your ability to identify and understand your own emotions, habits and tendencies.
- Is when you are able to not only understand other people and how they perceive you...But also your own attitude and the reasons you respond the way you do.
- Is when you can see and understand where your thoughts and feelings are taking you.
- Is when you begin to perceive how to manage your emotions and behaviors so you can make changes where changes are needed.

### Self Management

- Is learning how to effectively manage both the negative and positive aspects of your emotions.
- Is your ability to use what you know about yourself and your emotions (self awareness), to direct and manage your own behavior.
- Involves keeping a clear head and a calm demeanor, even when your emotional reaction is extreme.
- Is about thinking clearly regardless of what you are feeling.

### Social Awareness

- Is about thoughtfully considering what others want; and then figuring out a way to communicate with them to meet their needs.
- Is the Ability to Listen and Observe... This means we need to stop talking and stop thinking about what we are going to say next... and focus on the other person and *really* hear what they are saying (this is the most important aspect of Social Awareness).
- Is being Organizationally Aware.

### Relationship Management

- Involves using your emotions and the emotions of others to successfully manage interactions.
- Involves building long term bonds with others.
- Requires clear communication and successful handling of conflict.
- Those who have this skill are: Great Leaders - Great Team Players - and are Trusted by others.

## Why Emotional Intelligence Matters

How much of an impact does *Emotional Intelligence* have on your professional success?

\* The short answer is: A lot!

\* It is a powerful way to focus your energy in one direction with impactful results.

\* *Emotional Intelligence* is the strongest predictor of performance.

- Decades of research now point to EQ being the critical factor that sets Top Performers apart from the rest of the pack.

- People with average EQ outperform those with the highest IQ 70% of the time.

- 90% of top performers have high EQ.

- People with high Emotional Intelligence earn more \$\$\$ a year than those who have low EQ.
- This holds true across all industries, at all levels, in every region of the world.

- Despite the significance of EQ, its intangible nature makes it difficult to know how much you have, and what you can do to improve it if you lack it.
- Unfortunately, quality (scientifically valid) EQ tests aren't free, so Dr. Bradberry analyzed the data from the million-plus people [TalentSmart](#) has tested in order to identify behaviors that are the hallmarks of a high EQ.

- This data shows that what you **don't** do is just as important as what you **do**, when it comes to EQ.
- The beauty of EQ is that it is a flexible skill you can easily improve with effort. Absolutely anyone can enhance their EQ by emulating the habits of Emotionally Intelligent people.
- Start with these critical behaviors that Emotionally Intelligent people are careful to **avoid**. They consciously **avoid these behaviors** because they are tempting and easy to fall into if one is not careful.

### ***They don't stay in their comfort zone.***

- Self-awareness is the foundation of EQ, and increasing your self-awareness isn't comfortable.
- You can't increase your EQ without pushing yourself to discover what you need to work on and what you should be doing differently.
- This can be challenging; when you take a really good look at yourself you aren't going to like everything you see. It's more comfortable to keep the blinders on. But by doing so you will never achieve a high EQ.

### ***They don't give in to fear.***

- They say that bravery is being scared to do something, and doing it anyway.
- Many times that's true, even when it comes to your career. The fear doesn't have to come from something as extreme as rushing into a burning building; it can be a fear of public speaking or going out on a limb to try for a promotion.
- If you use fear as an excuse not to do something, you've already lost. It isn't that Emotionally Intelligent people aren't afraid—they simply pick themselves up and fight on regardless of the fear.

### ***They don't stop believing in themselves.***

- Emotionally Intelligent people persevere.
- They don't give up in the face of failure, and they don't give up because they're tired or uncomfortable.
- They are focused on their goals, not on momentary feelings; and that keeps them going even when things are hard.
- They don't take failing to mean that they are a failure.
- Likewise, they don't let the opinions of others keep them from chasing their dreams.

### ***They don't beg for attention.***

- People who are always begging for attention are needy. They rely on the attention of others to form their self-identity.
- Emotionally Intelligent people could care less about attention. They do what they want to do and what needs to be done, regardless of what other people think.

### ***They don't act like jerks.***

- People who act like jerks are unhappy and insecure. They act like jerks because they don't have the emotional strength to be nice when they don't feel like it.
- Emotionally Intelligent people place high value on their relationships, which means they treat everyone with respect regardless of their mood.

### ***They don't hold grudges.***

- The negative emotions that come with holding onto a grudge are actually a stress response.
- Holding onto that stress wreaks havoc on your body and can have devastating health consequences over time.
- Holding onto a grudge means you're holding onto stress. Emotionally Intelligent people know to avoid this at all costs.

### ***They don't hang around negative people.***

- Negative people are bad news because they wallow in their problems and fail to focus on solutions. They want people to join their pity party so they can feel better about themselves.
- People often feel pressure to listen to negative people because they don't want to be seen as callous or rude. But there is a fine line between lending a sympathetic ear and getting sucked into a negative emotional spiral.
- Emotionally Intelligent people avoid getting drawn in by setting limits and distancing themselves from negative people when necessary.

### ***They don't feel sorry for themselves.***

- Here's the worst thing about feeling sorry for yourself. In addition to it being annoying, it shifts your focus of control outside yourself.
- Feeling sorry for yourself is, in essence, declaring that you are a helpless victim of circumstance.
- Emotionally Intelligent people never feel sorry for themselves, because that would mean giving up their power.

### ***They don't feel entitled.***

- Emotionally Intelligent people believe the world is a meritocracy and that the only things they deserve are those that they earn.
- People who lack EQ often feel entitled. They think the world owes them something. Again, it's about focus of control.
- Emotionally Intelligent people know that they alone are responsible for their successes or failures.

### ***They don't close their minds.***

- When people close their minds to new information or opinions, it's typically because they find them threatening.
- They think that admitting someone else is right means they are wrong. This is very uncomfortable for people lacking EQ.
- Emotionally Intelligent people aren't threatened by new things. They are open to new information and new ideas, even if it means admitting that they are wrong.

### ***They don't let anyone limit their joy.***

- When your sense of pleasure and satisfaction are derived from comparing yourself with others, you are no longer the master of your own happiness.
- When Emotionally Intelligent people feel good about something they've done, they don't let anyone's opinions or accomplishments take that away from them.
- While it's impossible to turn off your reaction to what others think of you, you don't have to compare yourself with others, and you can always take people's opinions with a grain of salt. That way no matter what other people are thinking or doing, your self-worth comes from within.

### ***They don't get eaten up by jealousy and envy.***

- Emotionally Intelligent people understand that the happiness and success of others doesn't take away from their own, so jealousy and envy aren't an issue for them.
- They see success as being in unlimited supply, so they can celebrate others' successes.

### ***They don't live in the past.***

- Failure can erode your self-confidence and make it hard to believe you will achieve a better outcome in the future.
- Most of the time, failure results from taking risks and trying to achieve things that aren't easy.
- Emotionally Intelligent people know that success lies in their ability to rise in the face of failure, and they cannot do this if they are living in the past. Anything worth achieving is going to require taking some risks. You can't allow failure to stop you from believing in your ability to succeed.
- When you live in the past, that is exactly what happens—your past becomes your present and prevents you from moving forward.

## Great employees don't leave jobs... they leave bosses

EQ Leadership Lessons

- "No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can't ignore it." (Jack Welch)

\* Few things are as costly and disruptive as managers who kill morale.

\* Demotivated employees underperform and then walk out the door at the first opportunity.

\* The scariest thing is how prevalent this lack of motivation is.

\* Gallup research shows that **70%** of employees consider themselves to be disengaged at work.

\* Disengaged employees cost an organization approximately **34%** of their salary.

\* Organizations know how important it is to have motivated, engaged employees. But most fail to hold managers accountable for making it happen.

\* When they don't, the bottom line suffers.

\* 65% of people with bad bosses said they've sometimes misrepresented the truth at work, compared to only 19% of those with good bosses.

\* Just as great bosses bring out the best in us, bad bosses bring out the worst.

\* Research from the University of California found that motivated employees were **31% more productive**, had **37% higher sales**, and were **3 times** more creative than demotivated employees.

\* They were also **87% less likely to quit**.

\* Gallup research shows that a mind-boggling **70%** of an employee's motivation is influenced by his or her manager.

\*\*\* It's no wonder employees don't leave jobs; **they leave bosses**.

## Making Things Worse

Before managers can start creating motivated, engaged employees, there are some critical things they need to **stop doing**.

What follows are some of the **worst behaviors** that managers need to eradicate from the workplace.

### ***Making a lot of unnecessary rules***

\* Companies need to have rules—that's a given. But they don't have to be short sighted attempts at creating order.

\* Whether it's an overzealous attendance policy or taking employees' frequent flier miles, even a couple of unnecessary rules can drive people crazy.

\*When good employees feel like Big Brother is watching, they'll find someplace else to work.

### ***Letting accomplishments go unrecognized***

\* It's easy to underestimate the power of a pat on the back, especially with top performers who are intrinsically motivated. Everyone likes kudos, none more so than those who work hard and give their all.

\* Rewarding individual accomplishments shows that you are paying attention.

\* Managers need to communicate with their people to find out what makes them feel good (for some, it's a raise; for others, it's public recognition) and then reward them for a job well done.

### ***Hiring and promoting the wrong people***

\* Good, hard-working employees want to work with like-minded professionals.

\* When managers don't do the hard work of hiring good people, it's a major de-motivator for those stuck working alongside them.

\* Promoting the wrong people is even worse. When you work your tail off only to get passed over for a promotion that's given to someone who glad-handed their way to the top..... it's an insult. No wonder it makes good people leave.

### ***Treating everyone equally***

\* Not everyone deserves a medal or reward.

\* Treating everyone equally shows your top performers that no matter how high they perform (and, typically, top performers are work horses), they will be treated the same as the under-performer who does little more than punch the clock.

### ***Tolerating poor performance***

\* It's said that in any band, the band is only as good as the worst player. No matter how great some members may be, everyone hears the worst player.

\* The same goes for a company. When you permit weak links to exist without consequence, they drag everyone else down; especially your top performers.

### ***Going back on their commitments***

\* Making promises to people places you on that fine line between making your employees happy, or watching them walk out the door.

\* When you uphold a commitment, you grow in the eyes of your employees. You've proven yourself to be trustworthy and honorable (two very important qualities in a boss).

\* But when you disregard your commitment, you come across as uncaring and disrespectful.

\*\*\* After all, if the boss doesn't honor his or her commitments, why should anyone else?

### ***Being apathetic***

\* More than half of people who leave their jobs do so because of their relationship with their boss.

\* Smart companies make certain their managers know how to balance being professional with being human. These are the bosses who celebrate an employee's success, empathize with those going through hard times, and challenge people, even when it hurts.

\* Bosses who fail to really care will always have high turnover rates. It's impossible to work for someone eight-plus hours a day when they aren't personally involved and don't care about anything other than your productivity.

### **Making things better**

Once managers have eradicated the seven negative behaviors that *demotivate* their best people, it's time to replace them with the following ***seven behaviors that make people love their jobs.***

### ***Follow the Platinum rule***

\* The Golden Rule (treat others as you want to be treated) has a fatal flaw: it assumes that all people want to be treated the same way.

\* It ignores the fact that people are motivated by vastly different things. One person loves public recognition, while another loathes being the center of attention.

\* The Platinum Rule (treat others as they want to be treated) corrects that flaw. The best managers are great at reading other people and adjusting their behavior accordingly.

### ***Be strong without being harsh***

\* Strength is an important quality in a leader. People will wait to see if a leader is strong before they decide to follow his or her lead.

\* People need courage in their leaders. They need someone who can make difficult decisions and watch over the good of the group. They need a leader who will stay the course when things get tough.

\* People are far more likely to show strength themselves when their leader does the same. A lot of leaders mistake domineering, controlling and otherwise harsh behavior for strength. They think that taking control and pushing people around will somehow inspire a loyal following.

\* Strength isn't something you can force on people; it's something you earn by demonstrating it time and again in the face of adversity. Only then will people trust that they should follow you.



### ***Remember that communication is a two way street***

- \* Many managers think they are great communicators, not realizing that they are only communicating in one direction.
- \* Some pride themselves on being approachable and easily accessible, yet they don't really hear the ideas that people share with them.
- \* Some managers don't set goals or provide context for the things they ask people to do. Others never offer feedback, leaving people wondering if they are more likely to get promoted or fired.

### ***Be a role model.. not a preacher***

- \* Great leaders inspire trust and admiration through their *actions*, not just their words.
- \* Many leaders *say* that integrity is important to them. But great leaders walk their talk by demonstrating integrity every day.
- \* Harping on people all day long about the behavior you want to see has a tiny fraction of the impact you achieve by demonstrating that behavior yourself.

### ***Be transparent***

- \* Good managers are transparent and forthcoming about company goals, expectations and plans.
- \* When managers try to sugarcoat or mask information in order to make things seem better than they are, employees see right through it.

### ***Be humble***

- \* Few things kill motivation as quickly as a boss's arrogance.
- \* Great bosses don't act as though they are better than others, because they don't *think* they are better than them.
- \* Rather than being a source of prestige, they see their leadership position as one that holds them accountable to serve those who follow them.

### ***Take a genuine interest in an employee's work/life balance***

- \* Nothing burns good employees out quite like overworking them.
- \* It is tempting to work your best people hard, and managers frequently fall into this trap. Overworking good employees is perplexing to them; it makes them feel as if they are being punished for their great performance.
- \* Overworking employees is also counterproductive. New research from Stanford shows that productivity per hour declines sharply when the workweek exceeds 50 hours. Productivity drops off so much after 55 hours that you don't get anything out of the extra work.

### **In Summary**

- Improving your Emotional Intelligence is the single most important thing you can do to advance your leadership career.
- The good news is that you can make it happen with a little determination, effort and a good model to follow.