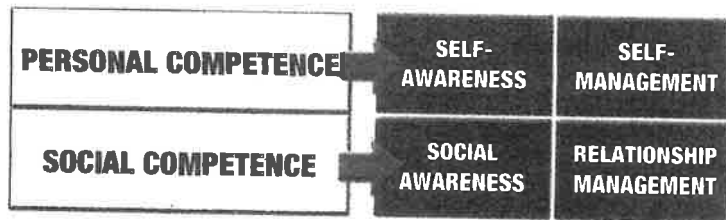


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WHAT EMOTIONAL INTELLIGENCE LOOKS LIKE: UNDERSTANDING THE FOUR SKILLS

To truly improve your ability in the four emotional intelligence skills, you need to better understand each skill and what it looks like in action. The four emotional intelligence skills pair up under two primary competencies: personal competence and social competence. Personal competence is made up of your self-awareness and self-management skills, which focus more on you individually than on your interactions with other people. Personal competence is your ability to stay aware of your emotions and manage your behavior and tendencies. Social competence is made up of your

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The four skills that together make up emotional intelligence. The top two skills, self-awareness and self-management, are more about you. The bottom two skills, social awareness and relationship management, are more about how you are with other people.

social awareness and relationship management skills; social competence is your ability to understand other people's moods, behavior and motives in order to improve the quality of your relationships.

Self-Awareness

Self-awareness is your ability to accurately perceive your own emotions in the moment and understand your tendencies across situations. Self-awareness includes staying on top of your typical reactions to specific events, challenges, and people. A keen understanding of your tendencies is important; it helps you quickly make sense of your emotions. A

high degree of self-awareness requires a willingness to tolerate the discomfort of focusing on feelings that may be negative.

The only way to genuinely understand your emotions is to spend enough time thinking through them to figure out where they come from and why they are there. Emotions always serve a purpose. Because they are your reactions to the world around you, emotions always come from somewhere. Many times emotions seem to arise out of thin air, and it's important to understand why something gets a reaction out of you. People who do this can cut to the core of a feeling quickly. Situations that create strong emotions will always require more thought, and these prolonged periods of self-reflection often keep you from doing something that you'll regret.

Self-awareness is not about discovering deep, dark secrets or unconscious motivations, but, rather, it comes from developing a straightforward and honest understanding of what makes you tick. People high in self-awareness are remarkably clear in their understanding of what they do well, what motivates and satisfies them, and which people and situations push their buttons.

The surprising thing about self-awareness is that just thinking about it helps you improve the skill, even though much of your focus initially tends to be on what you do “wrong.” Having self-awareness means you aren’t afraid of your emotional “mistakes.” They tell you what you should be doing differently and provide the steady stream of information you need to understand as your life unfolds.

Self-awareness is a foundational skill; when you have it, self-awareness makes the other emotional intelligence skills much easier to use. As self-awareness increases, people’s satisfaction with life—defined as their ability to reach their goals at work and at home—skyrockets. Self-awareness is so important for job performance that 83 percent of people high in self-awareness are top performers, and just 2 percent of bottom performers are high in self-awareness. Why is this so? When you are self-aware you are far more likely to pursue the right opportunities, put your strengths to work and—perhaps most importantly—keep your emotions from holding you back.

The need for self-awareness has never been greater. Guided by the mistaken notion that psychology deals exclusively with pathology, we assume that the only time to learn about ourselves is in the face of crisis. We tend to

embrace those things with which we’re comfortable, and put the blinders on the moment something makes us uncomfortable. But it’s really the whole picture that serves us. The more we understand the beauty and the blemishes, the better we are able to achieve our full potential.

What Self-Awareness Looks Like

Dave T., regional service manager

Self-awareness score = 95*

What people who work with him say:

“Dave has clear long-term goals, and he doesn’t make sacrifices for short-term gains. Dave is an ‘up-front’ kind of guy who doesn’t play ‘mind games’ with people. I have witnessed this at company meetings and in meetings with customers.”

“The best example I can provide for Dave is his move to our company. I’m sure there was an intense desire to make changes within the local team right out of the gate, but Dave took extra care to diagnose the situation, the team, and the customer prior to offering suggestions or mandates for change.”

“In short, Dave manages his emotions; they don’t manage him. I’ve seen him accept difficult business news with a brief frown and then he quickly moves beyond that and partners with his team to find solutions to improve the situation.”

*Scores are on the 1- to 100-point scale from the *Emotional Intelligence Appraisal*®. Scores and coworker comments are from actual people, though names and other identifying information have been altered.

Giles B., operations director

Self-awareness score = 67

What people who work with him say:

“Giles is very much in his ‘own little world.’ He obviously does care about his coworkers, but he doesn’t seem to know where to draw a line. His personality can be overwhelming, but he doesn’t notice when the other person is feeling annoyed, frustrated, or overwhelmed by him.”

“When working with customers, he is very good at talking about the products and services we offer. On group projects, sometimes he gets so focused on the outcome, the process is missed. If he were to take a moment and let all the emotions settle, then take a look at the options to reach the desired outcome, things would go more smoothly.”

“Giles is passionate about what he does. Sometimes that passion gets in the way. He might not notice that I am busy with something else before he jumps in and starts talking to me. When he is excited, he talks over you, and it is hard to get a word in edge-wise. He doesn’t mean to; he just is excited about what he does.”

Self-Management

Self-management is what happens when you act—or do not act. It is dependent on your self-awareness and is the second major part of personal competence. Self-management is your ability to use your awareness of your emotions to stay flexible and direct your behavior positively. This means managing your emotional reactions to situations and people. Some emotions create a paralyzing fear that makes your thinking so cloudy that the best course of action is nowhere to be found—assuming that there is something you should be doing. In these cases, self-management is revealed by your ability to tolerate the uncertainty as you explore your emotions and options. Once you understand and build comfort with what you are feeling, the best course of action will show itself.

Self-management is more than resisting explosive or problematic behavior. The biggest challenge that people face is managing their tendencies over time and applying their skills in a variety of situations. Obvious and momentary opportunities for self-control (i.e., “I’m so mad at that darn dog!”) are the easiest to spot and manage. Real results come from putting your momentary needs on hold to

pursue larger, more important goals. The realization of such goals is often delayed, meaning that your commitment to self-management will be tested over and over again. Those who manage themselves the best are able to see things through without cracking. Success comes to those who can put their needs on hold and continually manage their tendencies.

Real results come from putting your momentary needs on hold to pursue larger, more important goals.

What Self-Management Looks Like

Lane L., healthcare administrator

Self-management score = 93

What people who work with her say:

“Lane is the epitome of patience and understanding during heated, emotionally-charged meetings. Others around her become fully embroiled in the discussions, and Lane actively listens and responds with knowledge and wisdom.”

“I have seen first-hand how well she deals with difficult situations (i.e., termination of an employee). Lane is sensitive, yet direct and to the point. She listens patiently and sets a high standard of conduct.”

“Lane is great one-on-one. She communicates well and thinks on her feet. Her reaction to crisis is excellent. Her ability to separate emotion from logic makes her a good tactical manager. I wish there were many more of her.”

Mei S., regional sales director
Self-management score = 61

What people who work with her say:

“Mei needs to not be *so* honest. Her staff don't need to know about all of the bull that goes down at corporate. If certain things upset her, she needs to learn to keep them to herself. When she is unhappy, it sets the tone for our team. Mei tends to radiate stress in certain situations, and as a leader, it impacts her team negatively by creating stress and negativity rather than diffusing them.”

“Mei has a hard time congratulating staff for their accomplishments, and it comes across as jealousy. It feels like I am in competition with her rather than feeling like she wants me to succeed. I think Mei is a great sales professional, and she treats clients well. I wish she would give her employees the same treatment.”

“Mei needs to be proactive instead of reactive. In times of crisis, she shouldn't reveal to everyone how stressed she is. She's so focused and driven to personally succeed that perhaps she takes on too much herself. She has a demanding workload managing the West Coast Team, but she needs to hold her emotions back when people vent about their own problems in meetings.”

Social Awareness

As the first component of social competence, social awareness is a foundational skill. Social awareness is your ability to accurately pick up on emotions in other people and understand what is really going on with them. This often means perceiving what other people are thinking and feeling even if you do not feel the same way. It's easy to get caught up in your own emotions and forget to consider the perspective of the other party. Social awareness ensures you stay focused and absorb critical information.

Listening and observing are the most important elements of social awareness. To listen well and observe what's going on around us, we have to stop doing many things we like to do. We have to stop talking, stop the monologue that may be running through our minds, stop anticipating the point the other person is about to make, and stop thinking ahead to what we are going to say next. It takes practice to really *watch* people as you interact with them and get a good sense of what they are thinking and feeling. At times, you'll feel like an anthropologist. Anthropologists make their living watching others in their natural state without letting their own thoughts and feelings disturb the

observation. This is social awareness in its purest form. The difference is you won't be 100 yards away watching events unfold through a pair of binoculars. To be socially aware, you have to spot and understand people's emotions while you're right there in the middle of it—a contributing, yet astutely aware, member of the interaction.

What Social Awareness Looks Like

Alfonso J., pharmaceutical sales manager

Social awareness score = 96

What people who work with him say:

“Alfonso has a rare talent to be able to read the emotions of others very well. He adjusts to different situations and manages to build relationships with almost anyone. Good examples are dinners, meetings, and ride-alongs with reps.”

“Alfonso does an excellent job relating to the frustrations reps have with other departments within our company. He is always looking out for his reps, and has the ability to put himself in the reps’ shoes, and ask himself what is wrong with the situation. People become very loyal to Alfonso.”

“Alfonso recognizes emotions very effectively when it comes to the end-of-month numbers and end-of-year numbers with his reps, getting the most out of his team. He was great at building relationships with the surgeons at the dinner table because he could read how to lead the conversation without them feeling like they were being controlled.”

Rachel M., project manager
Social awareness score = 62

What people who work with her say:

“Rachel misses the non-technical currents in meetings. The mood and evolution of opinions are lost on her. Rachel needs to learn to absorb the non-technical, human side of meetings and become a student of people and their feelings.”

“Rachel gets singularly focused on a particular issue and does not see the forest for the trees. This can get frustrating for those of us around her. She is typically oblivious to our reactions. She should check with everyone around the table to calibrate where their head is at before getting too enmeshed in the details of her project. She would be better served by framing the topic in large chunks rather than taking everyone through the details straight away.”

“Rachel can sometimes get so caught up in her own thoughts during meetings and one-on-one conversations that she is not really listening to either the explicit or implicit dialogue going on. This makes her less effective because she is not actively participating in the ongoing conversation and misses opportunities to influence the direction. Rachel needs to work on considering issues from the other person’s agenda or point of view so that she can more effectively influence, or at least directly address, their perspective. It will also help her to work on making her conversations as concise and targeted as possible. People can lose interest or get confused during long explanations, or when they are unclear about the message.”

Relationship Management

Though relationship management is the second component of social competence, this skill often taps into your abilities in the first three emotional intelligence skills: self-awareness, self-management, and social awareness. Relationship management is your ability to use your awareness of your own emotions and those of others to manage interactions successfully. This ensures clear communication and effective handling of conflict. Relationship management is also the bond you build with others over time. People who manage relationships well are able to see the benefit of connecting with many different people, even those they are not fond of. Solid relationships are something that should be sought and cherished. They are the result of how you understand people, how you treat them, and the history you share.

The weaker the connection you have with someone, the harder it is to get your point across. If you want people to listen, you have to practice relationship management and seek benefits from every relationship, especially the challenging ones. The difference between an interaction and a relationship is a matter of frequency. It's a product of the

quality, depth, and time you spend interacting with another person.

Relationship management poses the greatest challenge for most people during times of stress. When you consider that more than 70 percent of the people we've tested have difficulty handling stress, it's easy to see why building quality relationships poses a challenge. Some of the most challenging and stressful situations people face are at work. Conflicts at work tend to fester when people passively avoid problems, because people lack the skills needed to initiate a direct, yet constructive conversation. Conflicts at work tend to explode when people don't manage their anger or frustration, and choose to take it out on other people. Relationship management gives you the skills you need to avoid both scenarios, and make the most out of every interaction you have with another person.

What Relationship Management Looks Like

Gail C., chief financial officer

Relationship management score = 95

What people who work with her say:

“Gail has an innate ability to read people and their emotions, and she uses what she learns to create a safe and inviting forum for discussion. There has never been a time that Gail’s door was not ‘open’ when I have needed her, and she always manages to maintain a pleasant and professional manner even when her workload is demanding. People know that they can count on Gail and what they say to her in confidence will be respected and not repeated.”

“Gail is very sensitive to others and tries to make situations better. When someone is upset, she asks just enough questions to get a handle on the situation, and then is able to give concrete advice and help to the person, making them feel 100% better. Gail makes you feel smart and confident when she delivers feedback, even if you’ve made a mistake. She helps her staff improve and grow, and she sets a good example for dealing with people assertively and speaking up.”

“Even during tough conversations, Gail is concerned about maintaining good, comfortable relationships with all parties involved. Gail finds out something about the other person’s interests and inquires about it when meeting, even if it appears there

is no common ground. Gail has a firm handle on her own emotions and almost seems to feel what you feel when she is talking with you, which helps you feel like she relates to you and understands you.”

Allister B., physician

Relationship management score = 93

What people who work with him say:

“Allister is a wonderfully patient, empathetic listener, which is why his patients love him. He tries very hard to be nonjudgmental and gives people the benefit of the doubt. He is the same way with the nurses and technicians. I’ve seen Allister in situations where his patients’ families were asking difficult questions, and he was able to remain calm and answer without alienating the family member asking the questions. He listens carefully to what others say and never shows if he is upset or bothered by it. He responds kindly but with authority.”

“Allister’s interaction skills are supreme. In situations that I’ve witnessed him less than pleased with a specific outcome, he has always expressed his position with thoughtful insight about his expectations without anger or outburst. I’d describe him as direct, yet free from confrontation or sounding out of control. He is also quick to praise the staff’s efforts and success when deserving. He is good at seeing the overall picture and then counseling in a compassionate and realistic manner.”

"I have never left Allister feeling anything less than 110%. He knows when to approach an issue sensitively, and knows when to give praise and encouragement. Allister knows his colleagues very well, and this enables him to handle conflict in a calm and positive manner. He's respected for collecting feedback before drawing conclusions. He tries to find the best way to communicate with others, even when there's an atmosphere of resistance, confusion, or outright conflict. His ability to empathize with others is outstanding, and it creates positive, strong relationships."

What a Lack of Relationship Management Looks Like

Dave M., sales manager

Relationship management score = 66

What people who work with him say:

"If Dave doesn't see eye-to-eye with someone, he makes it apparent that it's not worth developing the relationship. I wish that he would still dedicate the time and resources necessary to make a win for the territory. When he feels that a certain person he is working with may not be an 'ally' but someone not to be trusted, he will be very clear about his opinion about that person. This has a ripple effect on the people he tells, and it erodes camaraderie. Dave is usually effective when he gets to know people better, and trusts that they are not a threat, but he'll have to get over this if he wants to keep climbing the ladder."

"Dave can get over-excited when meeting new people and this can be a good trait, but some people don't respond to his enthusiasm, and they pull back from him. It makes it hard for them to connect with him. I would like to see Dave work on unifying his team, and dispel the feeling that some decisions are made based on his personal opinion or bias. Too often, people feel as if they've had their professional opinion ignored in spite of providing a solid foundation for that opinion."

"Dave always reacts to people rather than responding to them. To have a strong opinion is fine, but to dismiss others' thoughts is not. He also needs to tailor his communication style to the person. His approach is nearly always very direct, which can be difficult for some people to handle."