1. Topic

The central focus of emotional intelligence (EQ) is how we manage ourselves and our relationships. The term was originally created by two researchers, Peter Salavoy and John Mayer. The term, EQ, was popularized by Daniel Goleman in his 1996 book of the same name.

To be an effective and authentic leader, we need to recognize and understand emotions in ourselves and in others. Navigating social complexities and achieving positive results require that we use not only our cognitive intelligence, known as our IQ, but also our EQ.

It is no accident that 90 per cent of high performers are also high in EQ. People with high EQs make more money – an average of $29,000 more per year – than people with low EQs (Bradberry and Greaves). The key is being self-aware: that is, recognizing, understanding and governing your own emotions, and, being aware of the impact your actions and words have on others.

In daily practice, this means being aware that emotions often drive our behavior. As a result, you must learn how to read, and to moderate, your own emotions and those of your colleagues, team members, boss, particularly when you are under pressure. Being able to name one’s emotions at any given time is a good practice. Then, learning how to self-regulate disruptive impulses and moods, together with the ability to suspend judgement and to think before acting, is an indispensable skill for any leader. Self-regulation includes being trustworthy, demonstrating a sense of humor, and, being open to change and ambiguity. Being internally motivated, demonstrating optimism even in the face of failure, pursuing goals with energy and persistence, with a strong commitment to a unifying vision, are also aspects of being emotionally intelligent. Empathy and social skills, and fostering an ability to find common ground, helps leaders to build strong and collaborative teams. Creating a high-trust and high-performance environment is the hallmark of a leader who possesses high EQ.

2. Assignment

You are being asked to discuss how self-aware you are.

a) Assess your ability to self-regulate. Do you lose your composure when something goes wrong? Or, do you find ways to de-escalate a situation and to focus on achieving a positive outcome?
b) Can people trust your word? Do you have integrity? Do you confer trust in others?

c) Are you comfortable with ambiguity and change?

d) Are you accountable for your actions?

e) Do you have an inner vision and are you inspired to lead from your vision and values?

f) Do you pursue and continue your goals with optimism – even when obstacles appear?

g) Are you a patient and empathetic listener? Or, do you leap to judgement?

As you answer these questions truthfully, observe yourself as an anthropologist would: objectively, while being astutely aware of the effect that you have on others around you. Stop and ask yourself, “Why you do the things that you do?” Get to know yourself and think about the ‘ripple effect’ of your behaviors on your employees and colleagues, especially when you are operating under stress in the workplace.

3. Video Descriptions and Instructions

You are being asked to view two short videos in this module.

The first video features Daniel Goleman and it is entitled, “Daniel Goleman Introduces Emotional Intelligence.” It is five minutes and 31 seconds in duration (April 23, 2012). Goleman refers to four components of emotional intelligence or EQ: self-awareness; self-management; empathy; and, skilled social relationships. He proposes that women tend to be better in demonstrating empathy and in fostering excellent relationships. Men, he says, are more likely to display self-confidence and to manage distressing emotions. Overall, managing with ‘heart’ in the workplace contributes to achieving better outcomes for employees and for organizations. The old-style managers, he observes, who left a trail of broken bodies behind them as they produced results, are detrimental to organizational success. With practice, Goleman believes that anyone can become more skilled at picking up on emotions and managing them. You may view the video by going to this link: https://www.youtube.com/watch?v=Y7m9eNoB3NU

The second video features Brené Brown and it focuses on empathy. The video is 2 minutes and 53 seconds long. A distinction is made between sympathy and empathy. Brown observes that empathy is the ability to establish an emotional connection with someone and to connect with the emotions being experienced by another individual. To be empathetic is to suspend judgement and to associate with someone else’s perspective in a supportive way. Being empathetic is a choice. Please refer to the video at: https://www.youtube.com/watch?v=1Eywgu369Jw
4. Follow-up Activities and Application

After reviewing these videos, answer the following questions:

a) Do you respond well to feedback? Remember that feedback is a unique gift. It is meant to help us to improve. Do you give feedback constructively to others?
b) What response should you choose when you are surprised by feedback you have received?
c) Are you able to process disappointment and grief and move on?
d) Do you apologize in an authentic way when you have engaged in poor behavior, or, when you have let someone down?
e) How are EQ skills and empathy visible in current news today? Think about politicians and celebrities, by way of example.
f) Identify some of the EQ skills that you would most like to adopt. Write them down and practice applying these in your workplace.

Self-management skills tend to increase steadily with age. Sixty year olds score higher than 50 year olds. So, start to close the gap and abide by the ‘golden rule’ of treating others as you wish to be treated.

5. Expert Knowledge

Dawn Nicholson-O’Brien is the President and CEO of Celtic Oracle, an executive services consulting firm. A former executive in the Government of Canada, Dawn served in executive level roles during three and a half decades. She also served as the Vice President of the Institute on Governance, has developed and delivered advanced leadership programs for executives, and, she is the recipient of numerous leadership awards. Dawn is a sought-after speaker and author (see www.celticoracle.ca).

6. Key Words

Key words include: Emotional intelligence (EQ); IQ; empathy; self-management; self-regulation; self-awareness; social skills; good relationships; active listening; reading emotions of others.

7. Additional Resources and Reading

Curated Video Titles

- Travis Bradberry, “How Successful People Stay Calm,”

Submitted by: Dawn Nicholson-O’Brien
President, Celtic Oracle
613-592-7708
dnicholsonobrien@rogers.com