

Leadership & Why It's Difficult Now More Than *Ever*

What is Emotional Intelligence (EQ-i 2.0 model)

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What are we going to do this session?

- Overview of the importance of emotional intelligence
- Review the EQ-i 2.0 model

Learning Outcomes

- Understand what emotional intelligence is and how to leverage it in your daily life as well as during key decisions
- Come up with a plan to increase your use and understanding of 1 – 2 key emotional intelligence practices

The Importance of Emotional Intelligence

- **90%** of top performers have a higher level of emotional intelligence.
- Emotional intelligence accounts for **90%** of career advancements when IQ and technical skills are roughly similar.
- Your emotional intelligence is responsible for over **half** of your job performance (fifty-eight percent, to be exact).
- A recent study from the Carnegie Institute demonstrated that **85%** of your financial success was due to skills in “human engineering,” personality, and ability to communicate, negotiate, and lead. Only **15%** of your financial success, it turned out, was due to technical ability.
- People with higher emotional intelligence experience **less stress** and **burnout**.
- A study of 2,800 physician “star performers” showed that **75%** of a high-achiever’s success is a function of emotional intelligence.

What is Emotional Intelligence?

What is Emotional Intelligence?

Emotional Intelligence is defined as:

A set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.

Emotional intelligence (EI or EQ) —as defined here and applied in the Emotional Quotient Inventory (EQ-i 2.0) —reflects one's overall well-being and ability to succeed in life.

EQ-i 2.0 Model



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EQ-i Composites

- Self-Perception Composite
 - Self-Regard
 - Self-Actualization
 - Emotional Self-Awareness



Self-Regard

Self-Regard is the ability and tendency for you – in full light of both your positive and negative qualities – to both like and have confidence in yourself.

Self-Regard

Low Self-Regard results in:

- Self-doubt and lack of self-confidence
- Disrespect yourself
- Insecurity and burdened by thoughts of inferiority

High Self-Regard results in:

- Feelings of self-acceptance and self-esteem

When Self-Regard is too high or over-done:

- Arrogance
- Over-confidence
- Vain and conceited
- False sense of superiority
- Narcissistic

Self-Actualization

Self-Actualization refers to your ability and tendency to grow and strive – to see your potential, set meaningful goals and work toward your betterment and fulfillment.

Self-Actualization

Low Self-Actualization results in:

- Underperformance, laziness, and lack of ambition
- Appearance of boredom, closed to learning, or uninspiring
- Lack of confidence to change, grow or rise to the occasion

High Self-Actualization results in:

- Visible drive towards self-improvement

When Self-Actualization is too high or over-done:

- Perpetually dissatisfied with status quo
- Overly goal driven – too intense
- Self-centered – blind to other's needs

Emotional Self-Awareness

Emotional Self-Awareness relates to your ability and tendency to know what you are feeling and why. Emotional Self-Awareness enables you to tell one emotion from another and to see the logical cause of each.

Emotional Self-Awareness

Low Emotional Self-Awareness results in:

- Appearance of emotional unawareness or immaturity
- Ignorance of personal emotional needs and motivations
- Deny own feelings; often misunderstands other's emotional states

High Emotional Self-Awareness results in:

- Knowing your own feelings and why

When Emotional Self-Awareness is too high or over-done:

- Selfish
- Self-indulgent
- Inattentive to the needs and realities of others

EQ-i Composites

Self-Perception Composite

- Emotional Expression
- Assertiveness
- Independence



Emotional Expression

Emotional Expression relates to your willingness and tendency to share, to communicate, and to be reasonably transparent with your feelings.

Emotional Expression

Low Emotional Expression results in:

- Withholding emotions
- Secretive and mistrusting of others
- Deny own feelings; emotional ignorance

High Emotional Expression results in:

- Healthy and open disclosure of emotions

When Emotional Expression is too high or over-done:

- Emotionally transparent
- Emotionally hijacking
- Overly expressive and inappropriate

Assertiveness

Assertiveness relates to your ability to put your needs, thoughts and opinions out into the world – even when doing so invites opposition or conflict or causes you to take a stand.

Assertiveness

Low Assertiveness results in:

- Seeming bashful, shy or soft-spoken
- Withholding important information or opinions
- Appearing uncommitted, weak, or lacking substance

High Assertiveness results in:

- Speak your mind and stand up for yourself

When Assertiveness is too high or over-done:

- Aggressive
- Abusive or militant
- Bossy, commanding, unwilling to compromise

Independence

Independence refers to your ability and tendency to be self-directed in your thinking, feeling, and actions – to go at it alone when needed.

Independence

Low Independence results in:

- Emotionally clinging to other's ideas, opinions or feelings
- Being easily lead – following the crowd
- Seeming uninformed and indecisive

High Independence results in:

- Effectively autonomous and self-assured

When Independence is too high or over-done:

- Counter-dependent
- Un-collaborative
- Detached and isolated

EQ-i Composites

Interpersonal Composite

- Interpersonal Relationships
- Empathy
- Social Responsibility



Interpersonal Relationships

Interpersonal Relationships relates to your ability and tendency to give and receive trust and compassion and to establish and maintain mutually satisfying personal relationships.

Interpersonal Relationships

Low Interpersonal Relationship results in:

- Withdrawing from relationships and social contact
- Seeming unfriendly, cold, and hard to get to know
- Preference to go your own way and seem a bit loner

High Interpersonal Relationship results in:

- Building and nurturing close relationships well

When Interpersonal Relationship is too high or over-done:

- Co-dependent, unable or unwilling to be alone
- Inappropriately familiar or intimate
- Too much disclosure of personal data

Empathy

Empathy is your ability and willingness to take notice of and be sensitive to other people's needs and feelings.

Empathy

Low Empathy results in:

- Inattention to other's feelings
- Being uncompassionate, unfeeling or inhumane
- Emotional detachment or distance

High Empathy results in:

- Staying attuned to other's needs and feelings

When Empathy is too high or over-done:

- Unable to separate your emotional needs from others
- Dishonest – holding back the truth when it will hurt
- Conflict avoidant

Social Responsibility

Social Responsibility is your ability and tendency to cooperate and contribute to the welfare of a larger social system, to have and act in accordance with social consciousness and to show concern for the greater community.

Social Responsibility

Low Social Responsibility results in:

- Social and environmental irresponsibility
- Paying more attention to your own needs than those of the group
- Showing little care for the needs of groups with whom you do not identify (out-group)

High Social Responsibility results in:

- Caring about society and tendency to help others

When Social Responsibility is too high or over-done:

- A martyr – putting group needs before yours
- Overly sensitive to other's needs
- Unable or unwilling to accept help or outreach from others

EQ-i Composites

Decision Making Composite

- Problem Solving
- Reality Testing
- Impulse Control



Problem Solving

Problem Solving relates to your ability and tendency to solve problems that involve emotions and to use emotions as an effective problem solving tools.

Problem Solving

Low Problem Solving results in:

- Getting overwhelmed and delaying or avoid making decisions
- Letting worry cloud your judgement
- Giving up quickly and taking a defeatist attitude

High Problem Solving results in:

- Solving problems readily, even when upset

When Problem Solving is too high or over-done:

- Problem solving is engaged too quickly, even when paused or reflection may be prudent
- May well not engage conflict avoidance as a legitimate conflict approach, which at times it can be

Reality Testing

Reality Testing is the ability and tendency for you to assess the here-and-now reality of any given moment or situation – what is actually going on – and compare that objectively to your fantasy of what is going on.

Reality Testing

Low Reality Testing results in:

- Having unrealistic contributions
- Daydreaming, easily losing perspective
- Being impractical, exaggerate and at times being seen as dishonest

High Reality Testing results in:

- Staying well grounded, tuned into the real world

When Reality Testing is too high or over-done:

- Unimaginative, too objective – unable to connect to the subjective
- Unable to trust or connect with elements of life outside of verifiable facts – including loyalty, love, esprit, de corps, and/or spirituality

Impulse Control

Impulse Control relates to your ability or willingness to delay an initial temptation to do or say something – to filter action or expression as appropriate.

Impulse Control

Low Impulse Control results in:

- Being rash and impetuous
- Having little self-control, hard to stop talking
- Seeming impatient

High Impulse Control results in:

- Resisting or delaying impulses and temptations to act

When Impulse Control is too high or over-done:

- Repressed, inhibited
- Unable or unwilling to be spontaneous
- Verbally or emotionally stifled or constrained

EQ-i Composites

Stress Management Composite

- Flexibility
- Stress Tolerance
- Optimism



Flexibility

Flexibility is your ability and tendency to adjust your emotions, thoughts, and behavior to changing situations and conditions, to adapt – to take in new data and change your mind or approach.

Flexibility

Low Flexibility results in:

- Thinking rigidly, resist change
- Lacking curiosity
- Being slow to start new projects or efforts

High Flexibility results in:

- Flexing to new conditions and being open to change

When Flexibility is too high or over-done:

- More starts than finishes
- Unable or unwilling to stick to plans or commitments
- Easily bored with routine and predictability

Stress Tolerance

Stress Tolerance relates to your ability and tendency to live your life effectively in the face of stress.

Stress Tolerance

Low Stress Tolerance results in:

- Rattling easily, succumbing to panic and nervousness
- Becoming physically and emotionally overwhelmed by anxiety
- Tendency to avoid confronting stress or unpleasant situations

High Stress Tolerance results in:

- Facing crises and problems in the face of stress

When Stress Tolerance is too high or over-done:

- Disconnected from expected and reasonable emotional state
- Disregarding of the severity or importance of the outcome or situation at hand – what is important

Optimism

Optimism refers to your ability and tendency to look at the brighter side of life and to maintain a positive attitude even in the face of adversity. Optimism gives you hope and enables you to see the future as a positive, inviting place.

Optimism

Low Optimism results in:

- Being a pessimist
- Acting hopelessly and /or feeling helpless
- Engaging in self-defeating thoughts and judgments

High Optimism results in:

- Maintaining a positive attitude in adversity

When Optimism is too high or over-done:

- Blind to reality and danger
- Can envision opportunities that do not exist
- Unrealistic belief in a positive outcome taking the place of effort and hard work, the tools that may secure the positive outcome

Small Group Conversation

- Which one of the 15 dimensions of EQ do you feel you could lead a workshop on and why?
- Which one of the 15 dimensions would you guess is your lowest and what might you do to improve in that area?

Almost done...

- Reflection Questions
 - How can you insert EQ into your daily life?
 - How can you leverage EQ to affect your current education and/or work environment?
 - Name a person in your life who is low on EQ. Name a person who is high on EQ? What traits would you like to avoid from those who are low on EQ? What traits would you like to adopt from those who are high on EQ?