

# CAUTION! Derailment Ahead



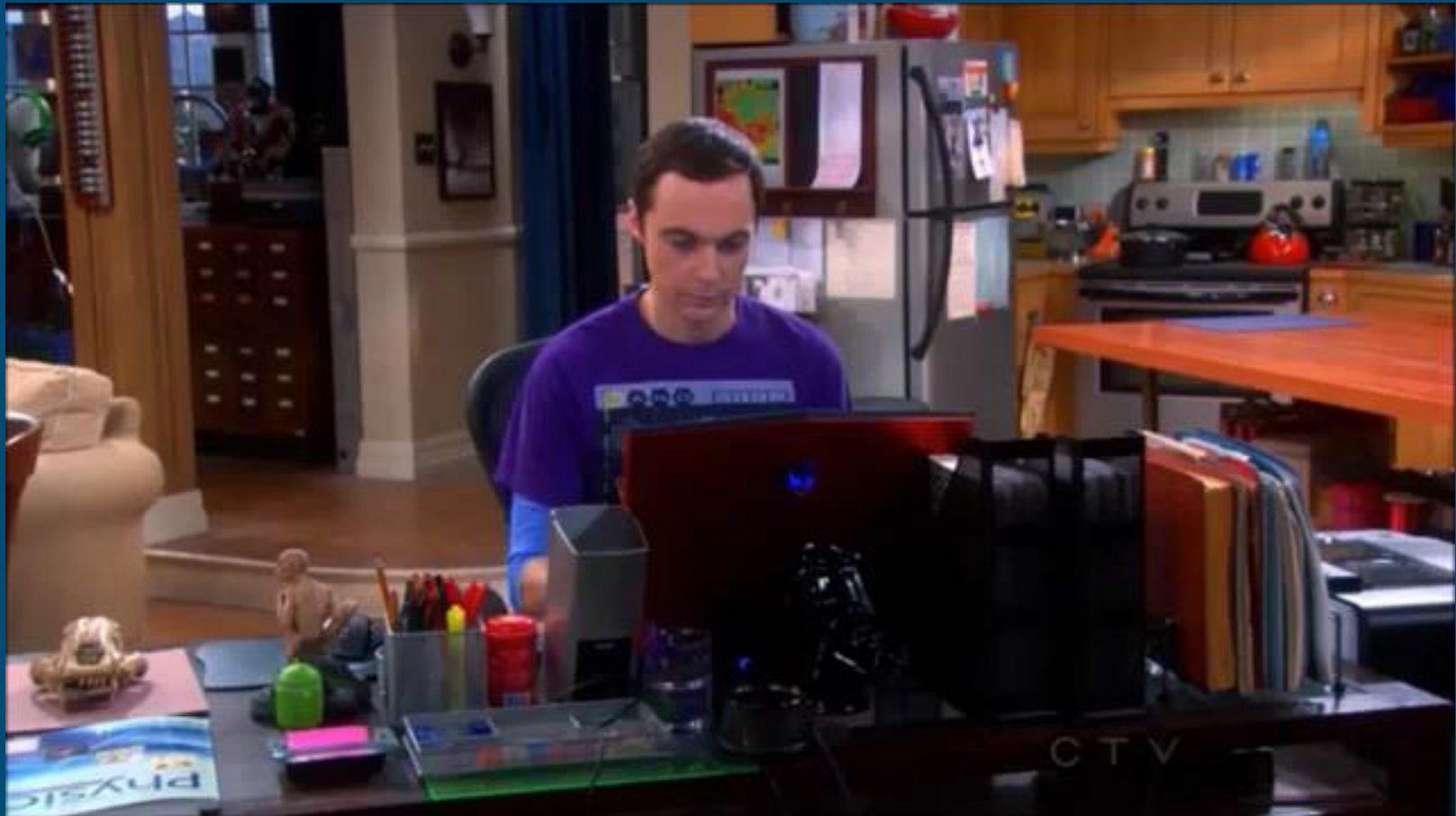
FORUM 2015

How Emotional  
Intelligence Can Save  
Your Career

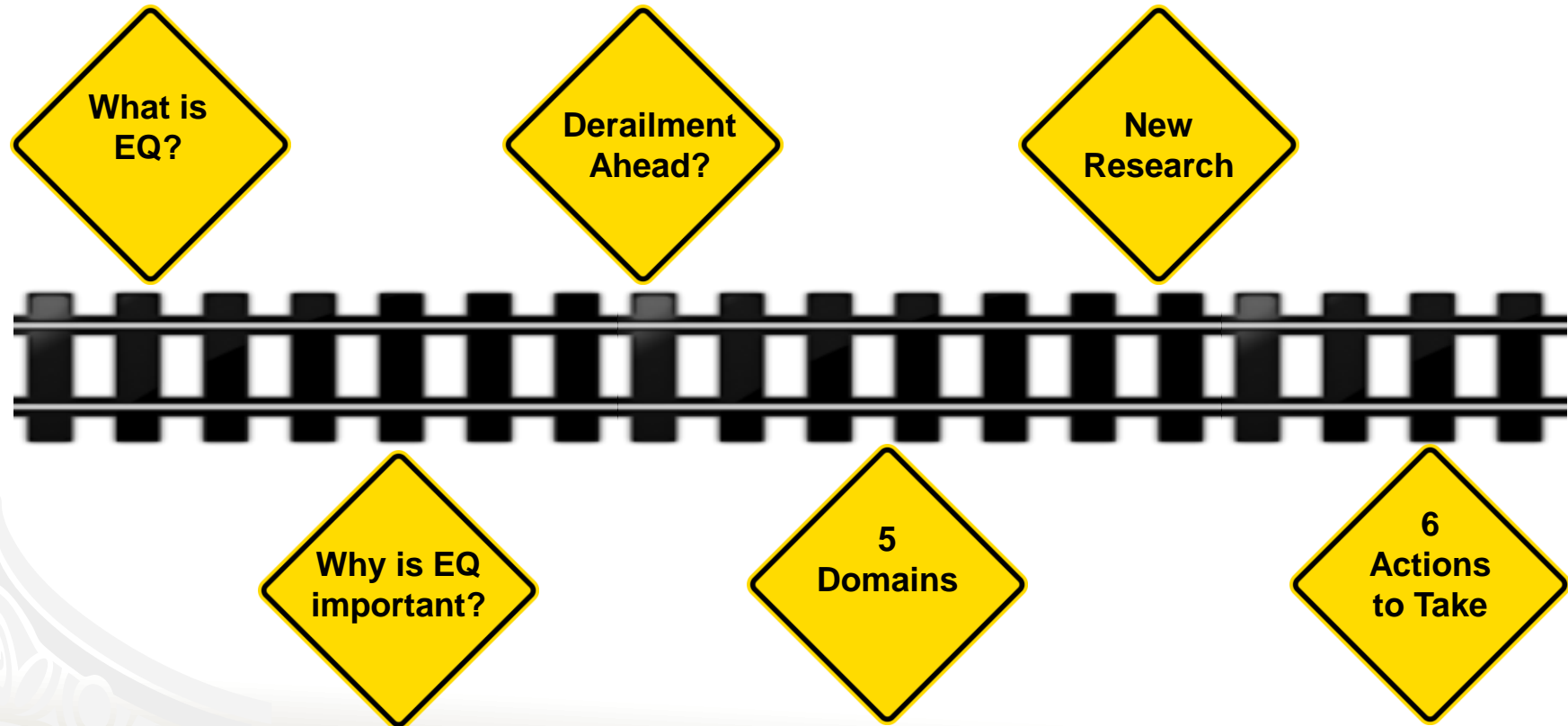
Presented by  
Bob Huebner



# The Big Bang Theory



# Our Travel Today



# Emotional Intelligence



"Emotional intelligence is the ability to **perceive** emotions, to **access and generate** emotions so as to assist thought, to **understand** emotions and emotional knowledge, and to reflectively **regulate** emotions so as to promote emotional and intellectual growth."

- Mayer & Salovey, 1997



# EQ – Historically Speaking



**1930**



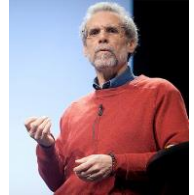
- Edward Thorndike's Social Intelligence

**1975**



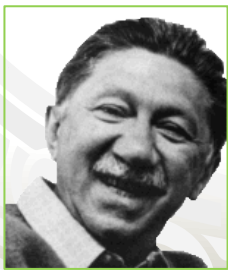
- Howard Gardner's Multiple Intelligences

**1995**



- Daniel Goleman Popularizes Topic

**1950**



- Abraham Maslow's Hierarchy of Needs

**1990**



- Peter Salovey's and John Mayer's Landmark Article on Emotional Intelligence

## SELF

## SOCIAL

RECOGNITION

### Self- Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

### Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation



Emotional  
Intelligence



REGULATION

### Self- Management

- Self- Control
- Transparency
- Adaptability
- Achievement Drive
- Initiative

### Relationship Management

- Developing Others
- Influencing & Inspiring Others
- Catalyzing Change
- Managing Conflict
- Building Bonds



# Research on EQ

Why is EQ important?

Leaders high in EI have a solid level of self-awareness about the link between their behavior and how it makes others feel and, more importantly, perform. Plus:

- They are able to admit their mistakes and take personal accountability
- They are able to listen to others without jumping to conclusions
- They do not avoid difficult conversations and are able to hold people accountable

*The Business Case for Emotional Intelligence –  
The Institute of Health and Human Potential (IHHP)*

# CAUTION! Derailment Ahead?



## Hogan's Dark-Side Personality Characteristics

**Excitable:** moody, easily annoyed, hard to please, emotionally volatile

**Skeptical:** distrustful, cynical, sensitive to criticism, focused on the negative

**Cautious:** unassertive, resistant to change, slow to make decisions

**Reserved:** aloof, indifferent to the feeling of others, uncommunicative

**Leisurely:** overtly cooperative, but privately irritable, stubborn, uncooperative

**Bold:** overly self-confident, arrogant, inflated feelings of self-worth

**Mischievous:** charming, risk-taking, limit-testing and excitement-seeking

**Colorful:** dramatic, attention-seeking, interruptive, poor listening skills

**Imaginative:** creative, but thinking and acting in unusual or eccentric ways

**Diligent:** meticulous, precise, hard to please, tends to micromanage

**Dutiful:** eager to please and reluctant to act independently





# Goleman's Five Domains



**Self-Awareness:** Knowing your emotions

**Self-Regulation:** Managing your emotions

**Motivation:** Motivating yourself

**Empathy:** Recognizing and understanding other's emotions

**Social Skills:** Managing Relationships



# Self-Awareness



Relating to one's emotions and their effects

Knowing one's strengths and limits

Sureness about one's self-worth and capabilities





# John McEnroe (Stockholm 1984)



# Self-Regulation



Managing disruptive emotions and impulses

Maintaining standards of ethic, honesty and integrity

Taking responsibility for personal performance

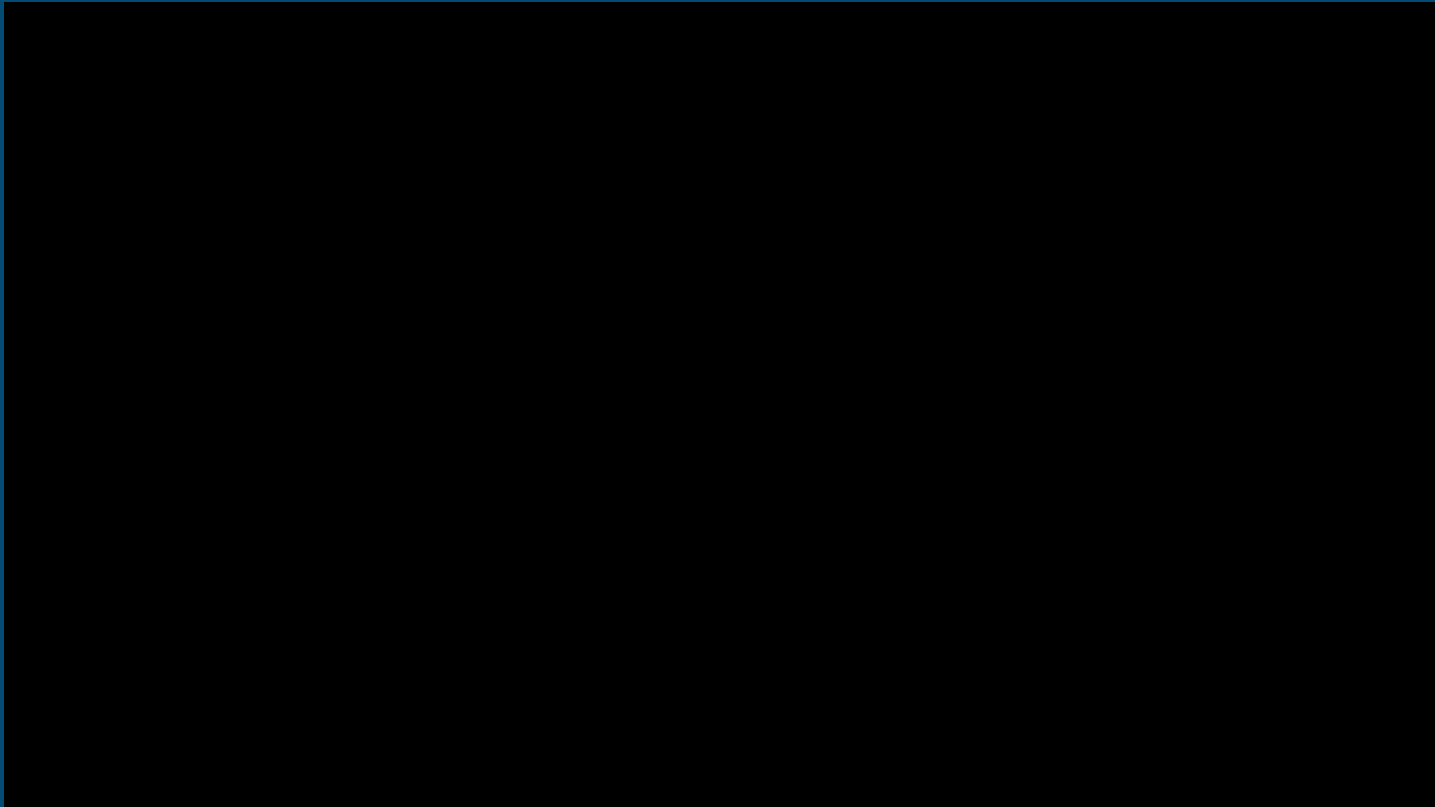
Flexibility in handling change

Being comfortable with and open to new ideas and information

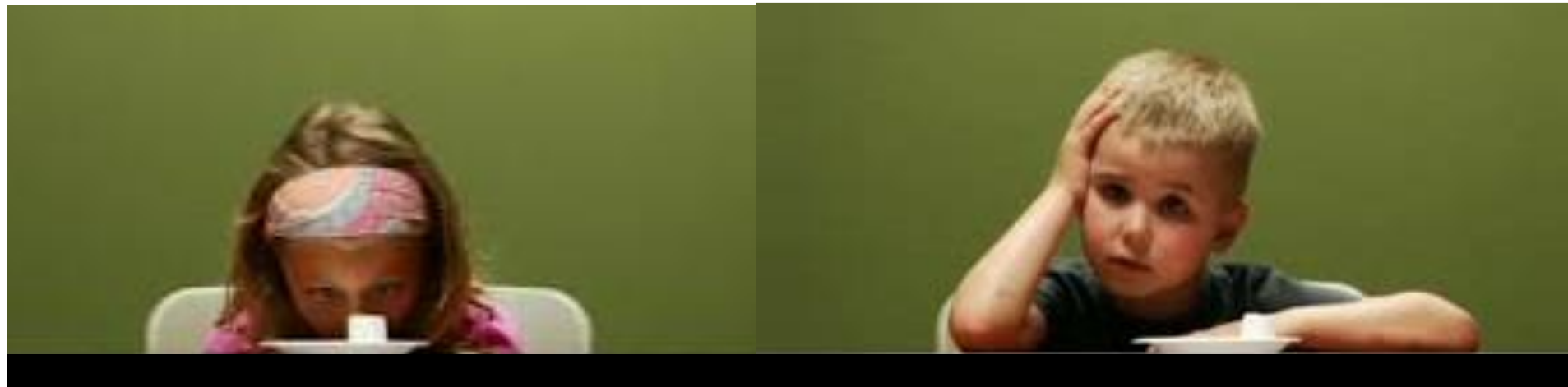




# The Marshmallow Test



# Marshmallow Test



# Motivation

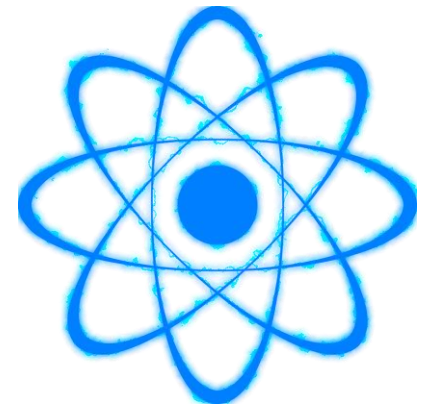


Striving to improve or meet a standard of excellence

Aligning with the goals of the group or organization

Readiness to act on opportunities

Persistence in pursuing goals despite obstacles or setbacks





# The Pursuit of Happiness





# Empathy



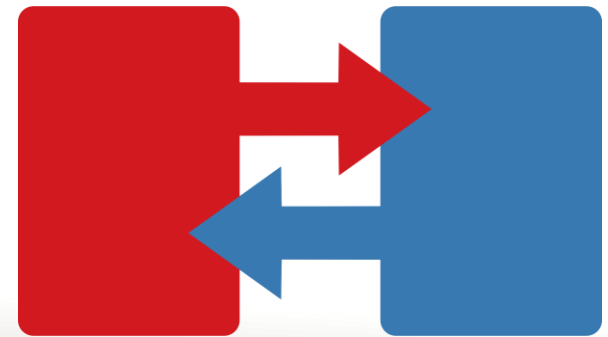
Sensing and taking an active interest in others' feelings and perspectives

Anticipating, recognizing and meeting others' needs

Sensing others' development needs and bolstering their abilities

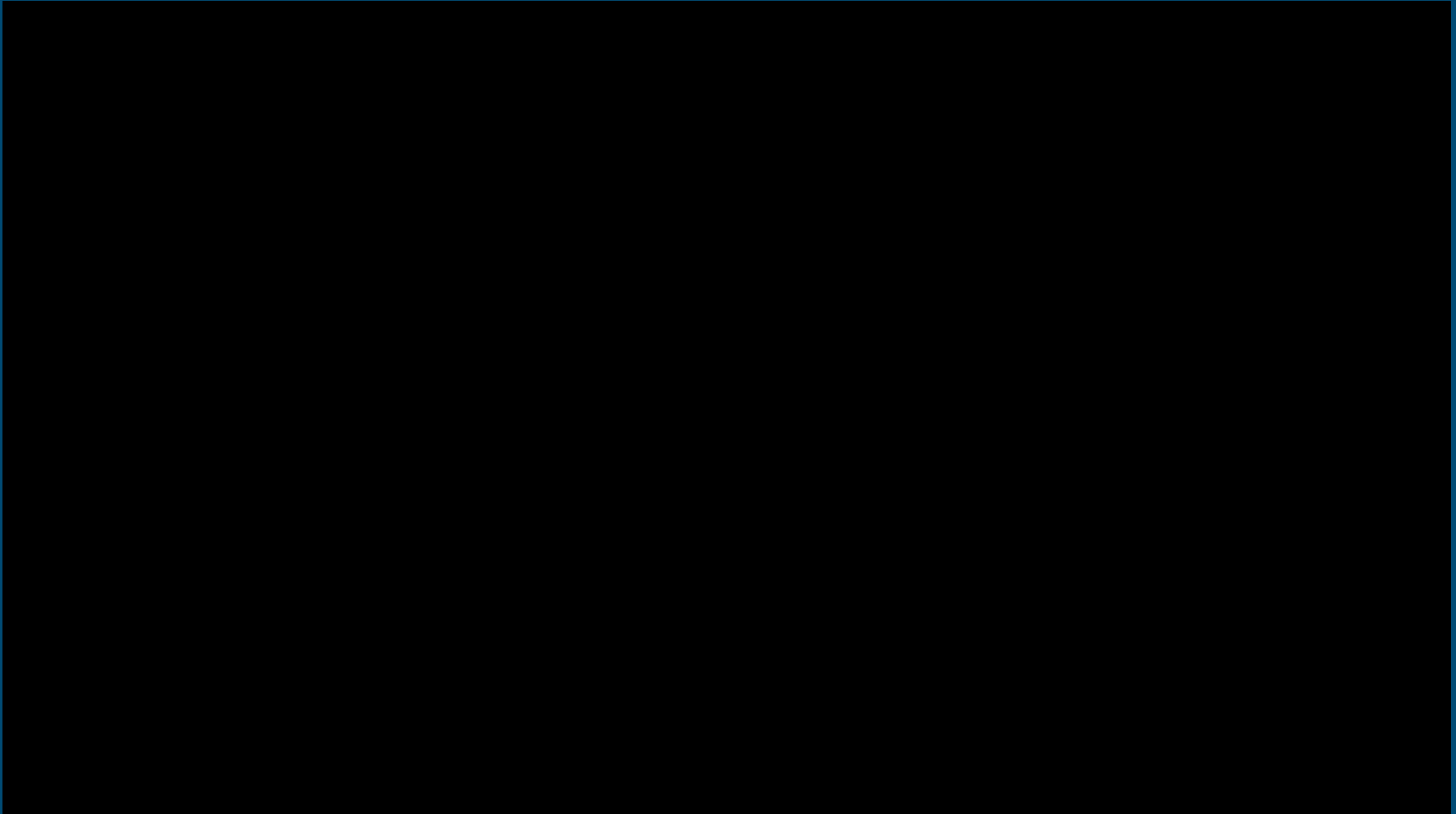
Cultivating opportunities through diverse people

Reading a group's emotional current and power relationships





# Under the Surface



# “That’s nothing. Let me tell you about...”



## The topic – best or most unusual vacation

In groups of three or four:

1. Think about a great or unusual vacation trip you’ve taken
2. Someone starts the discussion by relaying the story about his/her vacation
3. Others listen long enough to understand what the story is about, then interrupt the story with the opening statement “That’s nothing. Let me tell you about my vacation...” The objective is to top what the other person is saying. All parties should be involved in topping or competing to tell the best story.
4. Continue until all group members have tried to top each other’s stories and the interaction becomes chaotic

# What happened?



What words would you use to describe this conversation?

What feeling does the opening line “That’s nothing....” create?

What happened to your listening skills?

If this occurs during a team meeting or in the workplace when we’re trying to solve problems or generate ideas, what’s the effect on the team?

Are people who do this aware of their impact on others? Do they care?

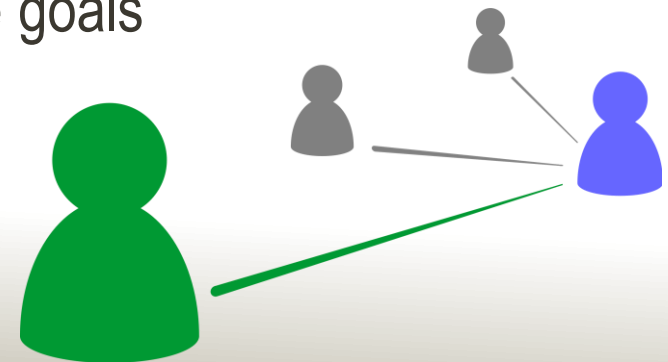
What can you do to increase awareness?

How should you approach someone who treats you like this?

# Social Skills



- Wielding effective tactics for persuasion
- Sending clear and convincing messages
- Inspiring and guiding groups and people
- Initiating and managing change
- Negotiating and resolving disagreements
- Nurturing instrumental relationships
- Working with others toward shared goals
- Creating group synergy in pursuing collective goals



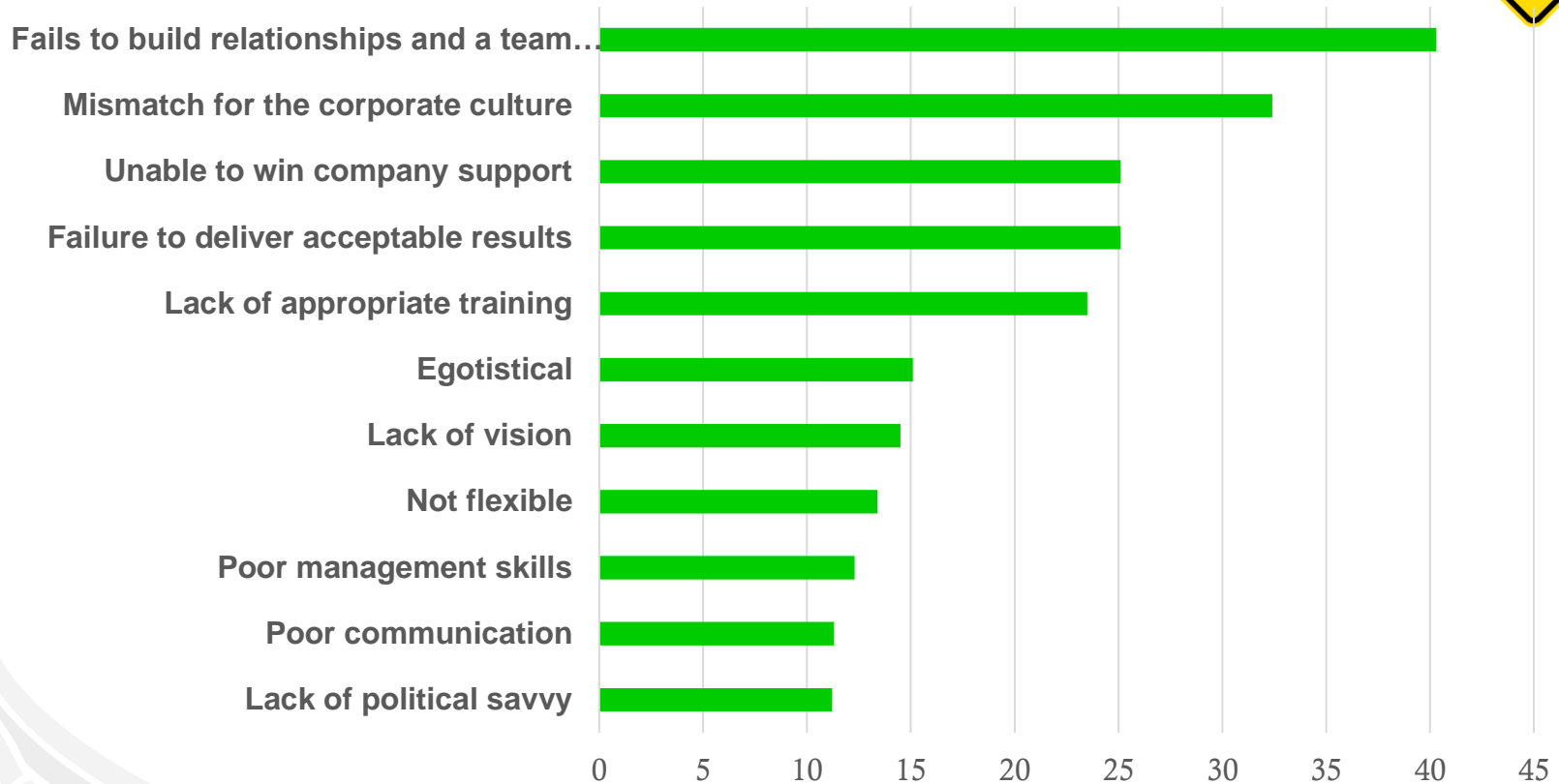


# Toy Story



# New Research on EQ and Derailers

New  
Research



# New Research on EQ and Derailers

New  
Research

The Dark Side of EQ: Using Emotions to Manipulate Others

The Effect of Attention to Emotions on Job Performance

*“In jobs that required extensive attention to emotions, higher emotional intelligence translated into better performance. In jobs that involved fewer emotional demands, the results reversed.”*

Dana Joseph of the University of Central Florida  
and Daniel Newman of the University of Illinois

## Extremely Useful

- Salespeople
- Real Estate Agents
- Call Center Representatives
- Counselors

## A Distraction

- Mechanics
- Scientists
- Accountants



# Six things you can do to increase EQ

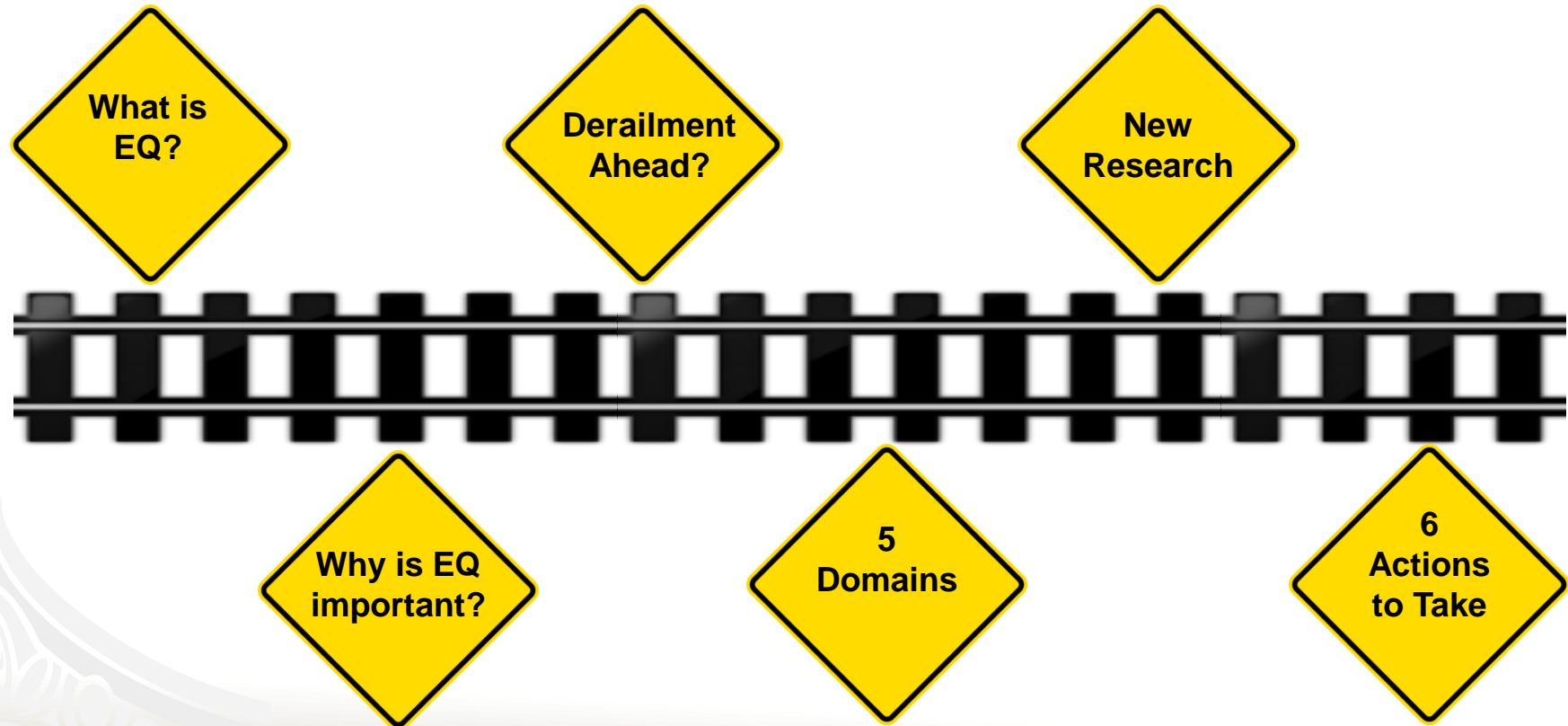


*"Yes, I think I have good people skills.  
What kind of idiot question is that?"*

- Stop, Look and Listen
- Become Self-Aware
- Regulate
- Motivate
- Become "Other"-Aware
- Relate

**6  
Actions  
to Take**

# Our Travel Today



# Summary



Build Your Understanding of Self and Others

Watch for Signs of Pending Derailment

Build Your EQ

