

PARTICIPANT'S HANDBOOK

MODULE: LEADERSHIP

TOPIC 1:

SOCIAL AND EMOTIONAL INTELLIGENCE

DURATION OF THE SESSION: 120 MINUTES

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SIGNS FOR NAVIGATION

- ❖ Group Exercise
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I. Introduction to the Training

As a project manager or project team leader you must be able control and manage not only the technical processes, but also your team's emotional atmosphere. This means, not only to be able to work with your own emotions but also to understand the emotions of others. When people work together under stress and deadlines, like on a project, emotional and social intelligence are crucial factors to becoming a successful leader and also to execute the project successfully.

During the next two hours you will learn simple, yet very powerful tools and techniques of Social and Emotional Intelligence, which can be used by you directly or by your project management and team members. These techniques will help you to understand yourself from the social and emotional point of you as well as of others. Moreover, you will understand your strengths and weaknesses of your actual level of EQ.

II. Topic Presentation

- ❖ There are many definitions, approaches and theories to the Social and Emotional Intelligence. But what do they mean to you? Why do you need to learn more about them? Can you answer the following questions?
 1. What is Social and Emotional Intelligence?
 2. What are the differences and similarities between Social and Emotional Intelligence?
 3. Why are they important?
 4. What specific questions besides these three would you like this training to answer?

(Follow the trainer for more instruction of this exercise).

Social and Emotional Intelligence

1. What is Social and Emotional Intelligence?

There are two types of intelligences that are unmeasurable in IQ tests and are pivotal for success in leadership levels in business, and even in innovation. These two kinds of intelligences are Social Intelligence and Emotional Intelligence.

Social Intelligence develops from experience with people and learning from success and failures in social settings and social context. According to social scientist R. Honeywill Social Intelligence is an aggregated measure of self- and social-awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social change. Psychologist Nicholas Humphrey believes that it is Social Intelligence, rather than quantitative intelligence, that defines who we are as humans.

People with good social intelligence are:

- Adaptable
- Excellent listeners
- Good analysers of behaviours of people
- Shows different types of personalities
- Concerned about the impression they make on others.

Emotional Intelligence is gained by managing and identifying our own feelings and of others as well. Moreover, Emotional Intelligence is used to make decisions for the current situation. For instance, we can understand the current context by identifying facial expressions of people. Studies have shown that people with high EQ have greater mental health, job performance and leadership skills, although no causal relationships have been shown and such findings are likely to be attributable to general intelligence and specific personality traits rather than Emotional Intelligence as a construct.

The key skills for building your Emotional Intelligence and improving your ability to manage emotions and connect with others are:

- Self-management
- Self-awareness
- Social awareness
- Relationship management.

2. Why are they important?

When Social and Emotional Intelligences come together, they form so-called ESI, or Emotional and Social Intelligence. These competencies are linked to self-awareness, self-management and relationship management, which enable people to understand and manage their own and others' emotions in social interactions. Furthermore, social and emotional intelligence are two measures of intelligence that are very crucial in leadership levels to make a business successful. ESI competencies are responsible for the gap between the performances of those leaders that are great from those that are just deemed average. Fortunately, ESI competencies can be learned and improved over time

3. What are the differences and similarities between Social and Emotional Intelligence?

According to Harvard University, Social Intelligence is known as an interpersonal intelligence and Emotional Intelligence as an intrapersonal intelligence. We need both these models to understand ourselves and the way we interact with others.

The key difference between Social Intelligence and Emotional Intelligence is that Social Intelligence is basically a person's ability to interact with others whereas Emotional Intelligence is a person's ability to recognise one's own feelings and other's feelings. Social Intelligence helps to make decisions for the future whereas Emotional Intelligence helps to make decisions for the current situation. In certain cases, Social Intelligence is wider concept than Emotional Intelligence.

III. EQ Test – The Mixed Model of D. Goleman

David Goleman found that while the qualities traditionally associated with leadership such as intelligence, toughness, determination and vision are required for success, they are insufficient. The Mixed Model of Emotional Intelligence is heavily focused on defining Emotional Intelligence using a vast array of skills and competencies that affect leadership performance. Thus, the Mixed Model is often used in a corporate or other professional settings to train and evaluate management potential and skills.

In the Mixed Model Theory, it is believed that these natural characteristics, inherent to each individual, will help determine the potential success one may reach through the development of their Emotional Intelligence. **The Mixed Model** outlines five essential **Emotional Intelligence Competencies**:

- **Self-awareness:** The ability to recognize what you are feeling, to understand your habitual emotional responses to events and to recognize how your emotions affect your behavior and performance. When you are self-aware, you see yourself as others see you, and have a good sense of your own abilities and current limitations.
 - **Managing emotions:** The ability to stay focused and think clearly even when experiencing powerful emotions. Being able to manage your own emotional state is essential for taking responsibility for your actions and can save you from hasty decisions that you might later regret.
 - **Motivating oneself:** The ability to use your deepest emotions to move and guide you towards your goals and objectives. This ability enables you to take the initiative and to persevere in the face of obstacles and setbacks.
 - **Empathy:** The ability to sense, understand and respond to what other people are feeling. Self-awareness is essential to having empathy with others. If you are not aware of your own emotions, you will not be able to read the emotions of others.
 - **Social skills:** The ability to manage, influence and inspire emotions in others. Being able to handle emotions in relationships and being able to influence and inspire others are essential foundation skills for successful teamwork and leadership.
- ◆ This self-assessment test based on the Goleman Mixed Mode of EQ is designed to get you thinking about various competences of emotional intelligence as they apply to you. In the following 50 you will measure 5 competences of EQ and as you go through the results you will understand which competence is your strength, which needs attention or is a development priority.

(Follow the trainer for more instruction of this exercise).

IV. The Feeling Wheel – Understand Your Emotions

Emotional Self-Awareness is the ability to identify one's own emotions and those of others is a skill that is related to emotional intelligence (Salovey & Mayer, 1990). Emotional Self-Awareness is also one of the most important skill/competence of the Goleman's EQ Mixed Model. People differ in the extent to which they are able to identify the degree of specificity of their experiences:

- People high in differentiation are able to communicate more detailed emotional experiences on different occasions and use different adjectives to represent different kinds of experiences. People with this competence are able to identify subtle differences in their emotions and know how their emotions affect their behaviour, decisions and performance. They are better able to distinguish the intensity of emotions and use a greater emotion vocabulary.
- In contrast, people low in differentiation use only a few general emotional states and often struggle to communicate their feelings in specific terms.

Korn Ferry Hay Group research found that among leaders with multiple strengths in Emotional Self-Awareness, 92% had teams with high energy and high performance. Great leaders create a positive emotional climate that encourages motivation and extra effort, and they are the ones with good Emotional Self-Awareness. In sharp contrast, leaders low in Emotional Self-Awareness created negative climates 78% of the time.

- ◆ To develop your Emotional Self-Awareness, we prepared for you the exercise no.3 **The Feeling Wheel**. It helps to learn how to identify or recognize your emotions with more accuracy.

The Feeling Wheel organizes 72 feelings into a pie chart and categorizes them into these 6 groups: sad, mad, scared, joyful, powerful, and peaceful. The Wheel can be useful in identifying the specific feelings and emotions you are experiencing at any given moment so that they can be addressed and resolved. You can approach The Wheel to define more general (inner bands) or specific emotions (outer bands). Moreover, there are 3 levels of emotional reflection based on The Feeling Wheel:

- Direct reflection in the moment: You can use The Wheel to explore the emotions you are feeling at any given moment during the day.
- Daily reflection: At the end of the day, take a moment to contemplate and look at The Wheel: What did you experience today?
- Long-term reflection: The Wheel can also be used to explore deeper and longer-term emotions that may be impacting you.

(Follow the trainer for more instruction of this exercise).

V. The Empathy Map

Empathy is another important skill/competence of the EQ Mixed Model of Goleman. Empathy means having the ability to sense others' feelings and how they see things. You take an active interest in their concerns. With empathy, you simply sense unspoken emotions. You listen attentively to understand the other person's point of view, the terms in which they think about what in certain situations.

Empathy is also an important leadership skill - according to the Center for Creative Leadership, managers who show more empathy toward direct reports are viewed as better performers in their job by their bosses.

Neuroscientists have identified the different sections of the brain involved with two distinct types of empathy: cognitive empathy and emotional empathy. With cognitive empathy, we can understand the perspective of another person and the forces that informed that perspective. With emotional empathy, we pick up on the feelings of another person through verbal and nonverbal cues, and experience what they are feeling.

- ❖ To develop our empathy we will work with a tool called **The Empathy Map**. This particular tool helps teams develop deep, shared understanding and empathy for other people. People use it to also help them improve customer experience, to navigate organizational politics, to design better work environments, and a host of other things.

The Map is designed so that you will map and analyze a person from different perspectives. First you have to define THE PERSONA – person, who are you going to analyze and understand? After this step you will observe the person:

- What is she/he seeing?
- What is she/he doing and saying?
- What is she/he hearing?
- The last will be to know, what the person is thinking and feeling (Gains are the person's needs and wants; Pains are the person's fears and anxieties).

When you finish the cycle, take step back and look at The Map as a whole. Ask yourself:

- What insights or conclusions can you draw from what you have written down?
- What seems new or surprising?
- Are there contradictions or disconnects within or between quadrants? What unexpected patterns appear?

(Follow the trainer for more instruction of this exercise).

VI. The Ripple Effect – The Emotional Contagion

The Emotional Contagion

Emotionally intelligent people understand how the expression of their emotions influences other people (Davies, Stankov & Roberts, 1998). This awareness of the social effects of emotions means they are able to express emotions wisely, taking into consideration the consequences of their emotional expression.

For a moment, consider what happens when you drop a stone into still water. After the stone hits the water, ripples are sent in all directions. Expressing an emotion is like dropping a stone into water, sending ripples through the people in your life. The way you express your emotions has a short-term and long-term effect on others.

The Emotional Contagion In Leadership

Unlike cognitive behaviour, emotions struggle to be left at the office door and because employees are very aware of their leaders' emotions, leaders can strongly impact the mood of an employee. When employees are "infected" by the moods of others, particularly their leaders, it impacts everything around them in the workforce. The Emotional contagion in leadership can spread across a team like a virus.

The key to understanding The Emotional Contagion in leadership is to firstly understand yourself as a leader.

◆ The Ripple Effect

The goal of this tool is to increase awareness of the consequences of expressing emotions on others.

Note that the goal of this exercise is not to prevent you from expressing your emotions. Informing others how you feel can be very helpful and important. What matters is the way in which you do this. We can express our anger by shouting and hitting another person, or by calmly informing him or her that we are angry because we feel that they did not deliver on what they promised. The ripple effect that is created by our emotions is the direct consequence of how we express our emotions, not of the emotions themselves.

Do not forget that The Emotional Contagion is not only to solve the negative emotions, but keep in mind that it also works for positive emotions such as happiness 😊

(Follow the trainer for more instruction of this exercise).

VII. Summary of the Session

We hope that during the last two hours you have understood what is Social and Emotional Intelligence, learnt the skills and competences you need improve to become better leader from the perspective of EQ.

At the end off the session, please answer yourself these questions:

- Which three points did you learn during this session?
- Which tool and when will you apply to practice as first and why?
- What was the AHA moment(s) for you?

Team topcoach - SK

NOTES

Your notes here

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Your notes here

SOURCES

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