




# Education that's transforming lives and communities

## Emotional Intelligence – Resource guide

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# Overview

## Description

This **Emotional Intelligence** guide will serve as a resource to aid learners with the techniques to take their relationships to the next level. This guide is ideal for individuals looking to learn why emotional intelligence is one of the top skills needed in the modern workforce and how they can use it to master effective communication.



## Introduction

Effective emotional intelligence is important because it improves your ability to:

- Understand your moods and emotions.
- Regulate your moods and emotions.
- Understand the emotions of others and empathize with them.
- Improve your relationships and influence others.

Low emotional intelligence can show up in various ways. Most often, having low emotional intelligence means that you find it difficult to understand and manage your own emotions as well as understand or relate to how others feel. Other key signs include frequent emotional outbursts, being unaware of emotional cues from others or lacking motivation. This is where emotional intelligence can help you to improve your relationships and boost your esteem by introducing you to tools that help you remain optimistic, exercise self-control and practice empathy.

This resource guide includes exercises and resources for the following:

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

**Note:** Throughout this resource guide, there will be several journaling activities. Keep a document with all of your answers so that you can refer back to it as you continue on your career journey.

If you would like to record your answers directly into this guide, use the **comment** feature if you are viewing the document in **Adobe® Reader®** or the **type text** feature if you are viewing the document in a web browser.

To use the comment / type text features, simply click the button on the toolbar and then stamp the textbox onto your page to type.



## What is emotional intelligence?

### Overview



**Emotional intelligence** enables you to:

- See beyond and not judge cultural norms to learn how to understand other factors that can influence decision-making.
- Seek deeper understanding, consider alternative views and engage in thought, discourse or research that informs your independent judgment.
- Be constructive, by considering the strengths and weaknesses of a claim and differing sides to an argument.
- Clarify points, encourage deeper thought and determine whether information that you come across is accurate and reliable.



## High emotional quotient (EQ) versus low EQ

High ←————→ Low

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Emotional resilience</li><li>• Open expression of emotions</li><li>• No preoccupation with negative emotions</li><li>• Ability to identify the feelings of others</li><li>• Ability to make decisions based on feelings and logic</li><li>• Acceptance self and others</li><li>• Ability to talk about problems</li><li>• Ability to listen to others</li></ul> | <ul style="list-style-type: none"><li>• Carrying grudges; being unforgiving</li><li>• Inability to share feelings</li><li>• Being dominated by negative feelings</li><li>• Inability to perceive to others' feelings</li><li>• Acting without reasoning or logic</li><li>• Lack of acceptance of self or others</li><li>• Lashing out when there is a problem</li><li>• Being unwilling to listen to others</li></ul> |
|---|---|

## Emotional quotient versus intelligence quotient




**Emotional Quotient, or EQ,** is how you effectively handle yourself, your relationships and your emotions as well as your knowledge of what you're feeling and why you're feeling it.

**Intelligence Quotient, or IQ,** is a measure of an individual's intellectual, analytical, logical and rational abilities, including, verbal, spatial, visual and mathematical skills.

An easy way to think about the difference is by comparing your brain to a computer:

- IQ is much like a computer's processing speed. The higher the speed / IQ score, the faster you can do the work and the more tasks your brain can focus on at one time.
- EQ is much like the operating system that your brain runs on. EQ provides the set of rules that you follow in the world around you as you work with others, and it regulates your actions as you do it.

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# The four key components of emotional intelligence



## Self-awareness

**Self-awareness** is the ability to perceive and understand the things that make someone the individual they are.

Your self-awareness impacts:

- How others perceive you
- How you react to different situations
- How you relate to other people
- Why you feel the way you do towards certain people
- What triggers habitual responses from you

To become more self-aware, reflect at the end of each day:

- How did you react to others?
- How did others react to you?
- How did you react to certain situations?
- Is there anything you'd do differently next time?

## Journal activity

**Journal prompt:** Now that you've learned about the first component of emotional intelligence, take a moment to assess where you are on the journey of becoming self-aware.

## How do you refill your EQ bucket?

Part of developing self-awareness includes understanding what activities or circumstances drain as well as recharge you so you can manage them. When you have a full EQ bucket, you are ready to take on the day. Then as you interact with others and react to difficult situations at work and at home, these things can take a toll on your emotional state and begin to empty your EQ bucket as you handle them.

An important part of self-awareness is knowing what keeps your EQ bucket full so you can act to replenish your positive emotional supply as needed. The following graphic has tips for exercising self-care and management.





## Self-management

**Self-management** is the ability to regulate behaviors, thoughts and emotions in a productive way.

When you enhance your self-management, you can improve how well you emotionally react and respond to your stressors and to those of others. The process of self-management has five areas of focus:

1. **Assess** by reflecting on your accomplishments, including what you have achieved and what you are capable of, as well as the challenges that may be ahead, to guide your actions.
2. **Educate** yourself to gain understanding. Choose credible learning resources and read, use visual notes or watch educational videos.
3. **Collaborate** with others by sharing your experiences and listening to the experiences of others. These actions help you to determine the best next steps to take.
4. **Set goals** using the SMART method:
  - a. **Specific:** Be clear so your goals are easier to achieve. This also helps you know where to start.
  - b. **Measurable:** How will you determine if you are successful? What will you measure to show you achieved your goal?
  - c. **Actionable:** Can you take the actions necessary to achieve your goal?
  - d. **Realistic:** Can you feasibly accomplish the goal without overwhelming yourself or causing unnecessary stress?
  - e. **Timebound:** Set a date or time to help you know if you are on track with when the goal needs to be achieved to add the most value.
5. **Follow-up** on your action plan, put your solution to work, and remember to come back periodically and measure your progress.





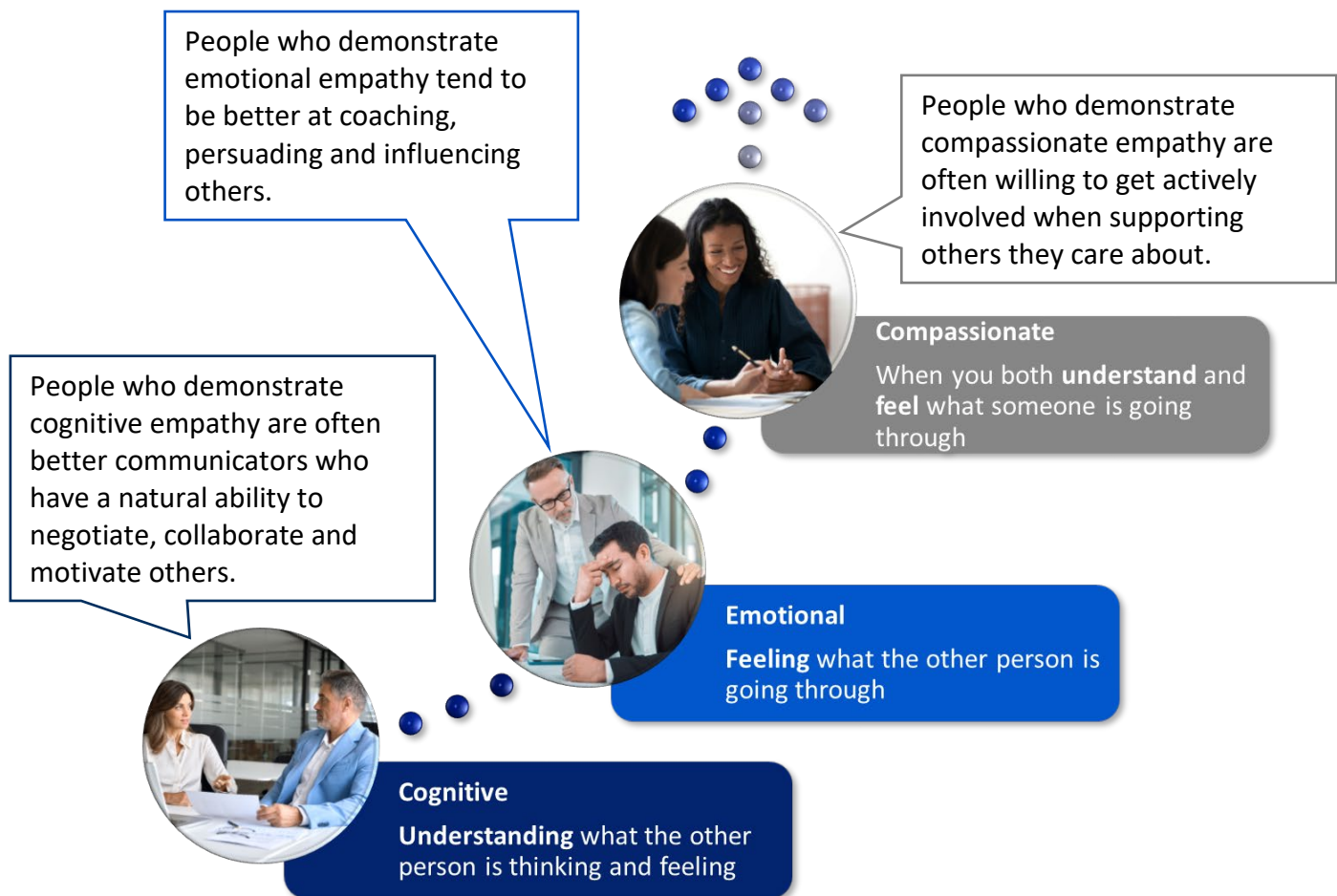


## Social awareness

**Social awareness** is a person's ability to understand the feelings and needs of the people they interact with. People typically begin developing social awareness early in life because their brains are naturally wired with a need to belong.

**Empathy** is the ability to understand and share the feelings of another. There are three different levels of empathy that help you build connections with people in your life.

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## Techniques for improving social awareness

- Be present and engaged. This helps to identify social cues.
- Listen to tone of voice. This helps interpret the other person's personal feelings.
- Ask questions to drill down to fully understand the problem.
- Use empathetic acknowledgement by recognizing what the other person is feeling.
- Actively listen by listening to understand.
- Use the **feel, felt, found** method described below.

Express empathy, build rapport and let someone know you understand where they are coming from with the **feel, felt, found** method.

**Step 1:** Feel statement — “I relate to how you feel ... .”

**Step 2:** Felt statement — “I’ve felt that way before ... .”

**Step 3:** Found statement — “I’ve found that if you ... .”

**Journal prompt:** Now that you’ve learned about the third component of emotional intelligence, think about your daily interactions with your family, friends or coworkers. Do you regularly practice empathy throughout these interactions? Take a moment to reflect on the techniques listed above. Where can you be more effective?



## Relationship management

**Relationship management** refers to the ability to communicate clearly, maintain good relationships, connect with those from other cultures, work well in teams and manage conflict.

Why is it important to manage relationships?

<b>Influence</b>	Influence is one of the most important elements of managing relationships, and it draws on empathy. If there is an understanding of the other person's perspective and their feelings, influencing becomes easier.
<b>Leadership</b>	Good relationship management shows up in your ability to lead others, manage conflicts as they arise and, most importantly, influence others.
<b>Conflict management</b>	Having strong relationship management skills gives you the ability to understand others' points of view when managing conflict. This is a key skill for strong leadership at work and in personal situations.
<b>Negotiation</b>	Those with higher levels of EQ and strong relationship management skills are able to build rapport with their counterparts, which helps them come to a mutually beneficial agreement or decision when negotiating.

### Five steps to mastering influence

<b>Active listening</b>	<b>Asking questions</b>	<b>Empathizing with the feel, felt, found technique</b>	<b>Finding common ground</b>	<b>Providing solutions</b>
Really focus with your full attention and listen to what they are upset or concerned about.	After you have listened to their story, restate/summarize what you think their real issue is.	Let them know you have been there before and then how you felt and what you learned from it when it happened to you.	After fully listening, asking questions and empathizing, you have laid a true foundation to build trust with the other person because you really know what they are feeling.	Here is where you share your best solution that you feel is right for this person in their current situation.

## Journal activity

**Journal prompt:** Now that you've learned about all four components of emotional intelligence and how this can help you to master the art of influencing those around you, take a moment to reflect on what you learned, reviewing the previous journal activities.

**Now, write down three action steps you can begin taking today to improve how you manage your relationships.**

# Understanding emotional responses

Sometimes emotions cause you to act a certain way, even in ways that are harmful or not productive. Learning to identify the behaviors associated with these emotions helps you to further develop your emotional intelligence. In each square, write what you do when you experience the emotion listed. Include both productive and negative behaviors.

Here are some examples:

- When I’m embarrassed, I freeze and stop talking.
- When I’m hopeful, I make big plans and dare to dream big.
- When I’m calm, I think more clearly.

When I’m happy, I ...	When I’m upset, I ...	When I’m frustrated, I ...	When I’m impatient, I ...
When I’m embarrassed, I ...	When I’m nervous, I ...	When I’m hopeful, I ...	When I’m disappointed, I ...
When I’m calm, I ...	When I’m inspired, I ...	When I’m grateful, I ...	When I’m energized, I ...



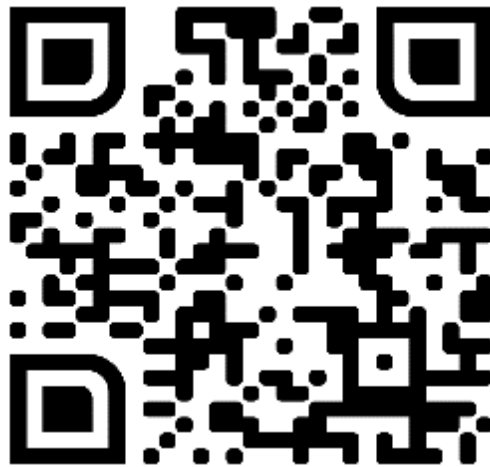
**Journal prompt: Using your answers from the squares on the previous page, answer these questions:**

- **Which emotions lead to healthy, productive behaviors for you? What are the behaviors?**
- **Which emotions lead to negative behaviors? Are there any alternate behaviors you could substitute?**

## Summary

Bank of America is committed to you and your professional development. As you continue to improve your emotional intelligence, remember:

- Start by becoming self-aware.
- Manage yourself and your responses to the world around you.
- Practice social awareness by leading with empathy and compassion.
- Manage relationships through leadership, conflict management and negotiation so that you can develop your ability to influence the decisions and actions of others.



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