

CULTIVATING EMOTIONAL INTELLIGENCE

Why is EQ Important?

We have all met a lot of brilliant people who have a firm grip on their work, but don't understand the importance of emotional intelligence in the workplace. They have yet to figure out how to master their emotions around colleagues. Emotional intelligence often marks the dividing line between a successful employee and one who never quite meets their potential.

When we talk about emotional intelligence we are referring not only to awareness of your own emotional states, but also noticing what triggers those around you. Emotional intelligence goes beyond simply keeping emotions in check during stressful situations. It's about taking steps to express your emotions appropriately at the *right time* and in the *right place*.

On a deeper level, emotional intelligence means being motivated by and connected to the work you do. When you feel aligned in your work you find meaning and purpose and, in that space, become a highly valued asset to the organization. Aligned employees are energetic and enthusiastic. They tend to go the extra mile, setting and maintaining high standards in the quality of their work. They make tangible contributions to the mission and needs of the organization.

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Emotional Quotient™

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IN THIS SUMMARY YOU WILL LEARN TO:

- Recognize your own emotional triggers and those of others.
- Explore techniques that will maximize your value to the organization and help foster job satisfaction.
- Identify your energy givers and drainers.

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Why is EQ Important?

THE PILLARS OF EMOTIONAL INTELLIGENCE

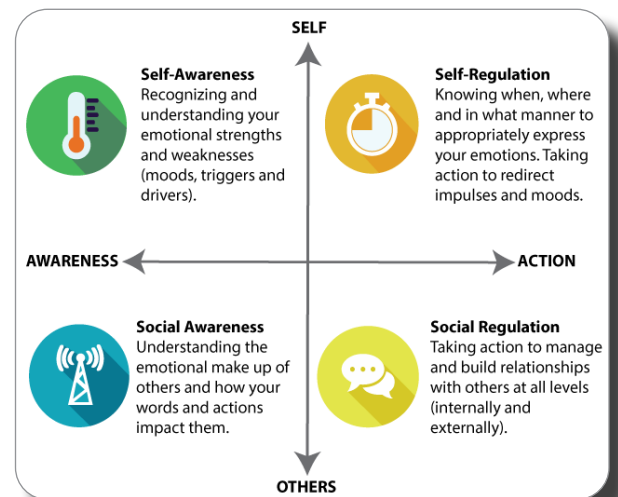
Taking time to better understand the pillars of emotional intelligence makes you a better communicator and collaborator. TTI's Emotional Quotient™ Report measures emotional intelligence in five key areas:

1. Self-Awareness: Before achieving emotional intelligence, it's essential to think through what triggers your emotions. Simply, what affects your mood? Understanding what drives your emotions can help you systematically **self-regulate** by expressing your emotions appropriately at the right time and in the right place.

2. Self-Regulation: It's not enough to recognize your emotional triggers. An important part of emotional intelligence is taking action to redirect impulses and moods. It is knowing when, where and in what manner to appropriately express your emotions.

3. Social Awareness: Once you understand yourself, you can't underestimate the significance of understanding others. This is when you consider the emotional makeup of others to calculate how your words and actions might impact them.

4. Social Regulation: To demonstrate savvy social skills is to take action to manage and build relationships with others. Emotional intelligence is, after all, about building strategic relationships based on trust, respect and the valuing of differences. It's also the ability to quickly make amends when you have triggered someone's emotional state.



Motivation

Knowing your why.
Having a passion to
work that goes beyond
the external drivers.

5. Motivation: The last pillar of emotional intelligence is knowing your why. This is your passion to work that goes beyond the external drivers (money, status, position). If you are excited about what you are doing and why you are doing it, your enthusiasm will be the key to your success.

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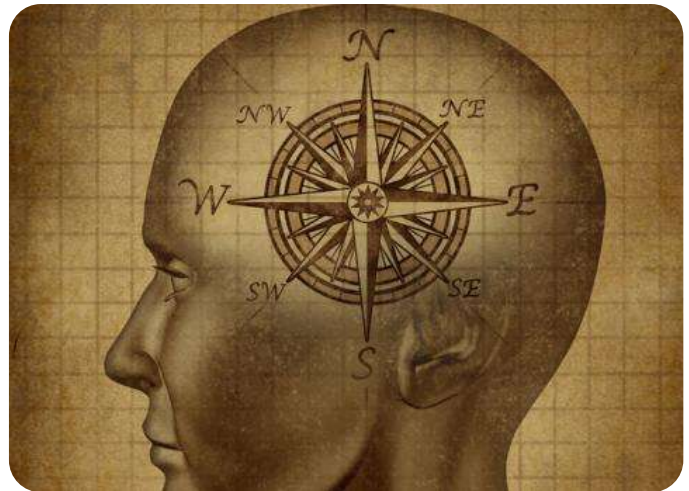
MOTIVATION: YOUR INTERNAL COMPASS

Motivation is your internal compass or GPS. It is what guides your decisions and actions. People with well-developed motivation tend to keep their priorities clear in mind. They are able to use their emotional energy to move toward their goals and recover quickly from setbacks.

Employees often sit very close to alignment, but sometimes need help making the connection to why their work matters.

Employees often sit very close to alignment, but sometimes need help making the connection to why their work matters. When you are aligned, you will have meaning and

purpose. Doing something because it gives you a sense of purpose or meaning is more motivating than doing something for the sake of an outside force or simply picking up a paycheck.



For example:

I remember meeting a young woman who worked in procurement who expressed passion for carefully obligating taxpayer dollars due to her childhood memories of her grandmother teaching how to balance saving and spending. As a result, her personal commitment to the job hits on a deeper level, especially when making procurement decisions on behalf of the taxpayer. She said she spends the government's money as if it were her own. She is not just picking up a paycheck, she is connected both emotionally and intellectually.

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Why is EQ Important?

UNDERSTANDING YOUR EMOTIONAL QUOTIENT™ (EQ)

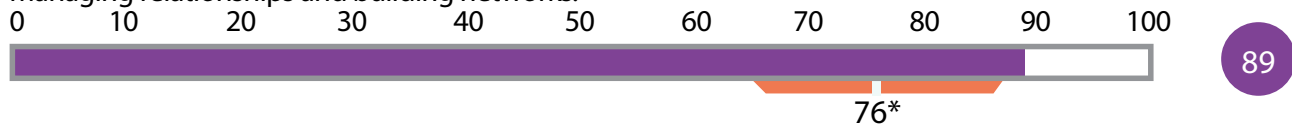
“The Emotional Quotient™ (EQ) is a measure of your ability to sense, understand and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity.”
Dr. Izzy Justice and TTI, Ltd.

TTI’s Emotional Quotient™ report explores your level of emotional intelligence. A high score (anything to the right of the coral bar) indicates high emotional intelligence in that dimension. Generally, the ideal goal is to land on or to the right of the coral bar. But remember: we all have strengths and also areas we want to improve. If you find yourself below the mean, having that self-awareness is half of the solution.

For example, Thelma’s score (89%) is outside the coral bar (to the right) which indicates that they have well-developed Social Regulation. Thelma has the emotional intelligence level to be persuasive and effective in group or team settings.

Example 1: Thelma’s Social Regulation Competency

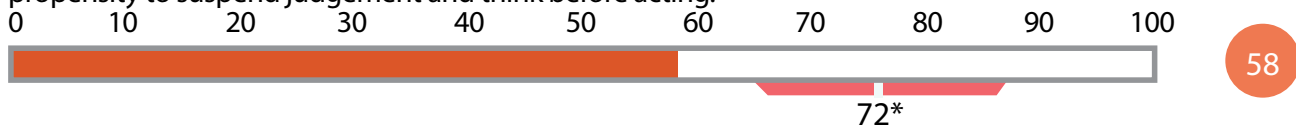
Social Regulation - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.



However, if your bar graph is to the left of the mean (the coral bar), then this is a dimension that may need some work. For example, based on Sam’s level of EQ in Self-Regulation, they might want to practice self-restraint by listening first and pausing before responding when engaged in a difficult conversation. In some extreme cases, Sam will want to step away to collect their thoughts and calm down so that when they return to the discussion, they are able to express their emotions more appropriately.

Example 2: Sam’s Self-Regulation Competency

Self-Regulation - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgement and think before acting.



Adapted from TTI Success Insights® Emotional Quotient™ Report

*68% of the population falls within the shaded area.

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BUILD HIGH QUALITY RELATIONSHIPS

Building high quality relationships begins with getting to know those around you on a personal level and understanding what makes them tick and what will open or close the door to communication.

To help you understand your emotional drivers, revisit your DISC results. A quick review of the four elements of human behavior are as follows:

- D: How one approaches problems and challenges
- I: How one interacts and influences people
- S: How one responds to change and levels of activity
- C: How one responds to rules and regulations

Cultivating emotional intelligence is not just a "nice thing to do" it's a critical success factor in today's work environment.

The emotions that drive your DISC behavioral style are as follows:

D Anger

The higher the D, the quicker to anger. A high D won't necessarily "blow" up, but they may struggle controlling their impatience if they are trying to get things done quickly and someone or something is getting in the way. On the opposite side of the spectrum the low D tends to have a long fuse, will be slow to anger and calm under pressure. They would prefer to wait out the difficult encounters rather than confront them.

I Optimism/trust

The higher the I, the more likely they are able to see their glass half full rather than half empty. High I's strive for likability and will find a reason to like just about everyone they meet. Conversely, Low I's tend to appreciate a strong business case for why they should change something (such as a process) that seems to be working. In other words, they lean toward the premise that they must be convinced before they will trust.

S Non-emotional

The S has deep feelings but prefer not to show it. You won't know if they lost a loved one or won the lottery. They tend to internalize their emotions and tell you everything is all right- even when it isn't. Low S's, on the other hand, are emotional and easy to read. They often wear their heart on their sleeves and may, when emotions run high, say something blunt or straight forward that they will live to regret later.

C Fear

The high C's prefer to follow the rules because they want to avoid mistakes and errors. They tend to ask thorough questions in order to get the full story and clarity on the topic. This fear emotion (like the S's) may not be visible. You may not understand the extremes they go to get it right the first time. In contrast, a low C is a bold risk taker and fearless. They will break the rules but will expect forgiveness.

Reviewing the emotions that drive your DISC style will help you remember your own emotional triggers and predict how your behavioral style may impact or upset others. If having a firm handle on details and facts is important to you, working with someone who is cavalier about processes might spike your worry or fear. If you tend to thrive off positive, trusting relationships, collaborating with someone who is cool and aloof could provoke hurt feelings or unease.

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ENERGY GIVERS AND DRAINERS

Discuss with your partner:

What type of work situations, events or people will drain your energy emotionally?

Are you an energy giver or energy drainer? Share an example with your partner.

How do you diffuse a stressful situation when you have triggered someone's emotional state?

What is one thing you can do differently to better manage your emotions?

What is one thing you can do differently to better manage your emotional intelligence with others?

NOTES



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