

# ACTIVITY

## Getting to know Myself

This activity is helpful in getting your team members to reflect and discover a little more about themselves and their emotions.

### Materials needed:

- Papers and Pens

### Instructions

- Have your team members each obtain a sheet of paper and pen.
- Get your team members to think of a tough time at work, and how that made them feel.
- With that in mind, have them write a letter to future version of themselves about the situation they encountered and how they would have preferred it to have happened.
- Have your team members keep these letters themselves.

### Purpose

This activity aims to have your team members analyse how pressures at work affect their emotions, and to have them reflect on areas of emotional improvement.

# EMOTIONAL INTELLIGENCE



A simple follow-on guide on developing emotional intelligence in you and your team

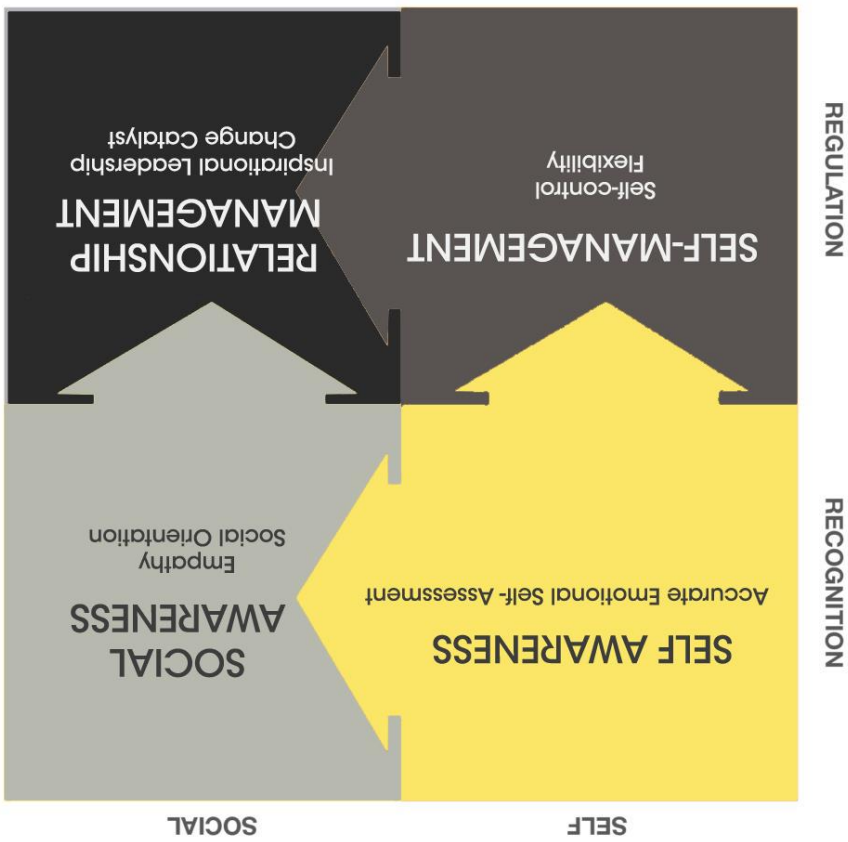


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Coleman, D. (1998). The Emotional Intelligence of Leaders. Leader to Leader, 1998(10), 20-26.  
<https://doi.org/10.1002/ltl.40619981008>

Adapted from Goleman's Emotional Intelligence Model (2002)



- **Self-awareness**
  - Emotional self-awareness: read & understand own emotions
  - Accurate self-assessment – give realistic evaluations of strengths & limitations
- **Self-management**
  - Self-control – keeping disruptive emotions & impulses under control
  - Flexibility – flexibility in adapting to changing situations & overcoming obstacles
- **Social-awareness**
  - Empathy – understanding others & taking active interest in the concerns of organisational life, building decision networks
  - Social orientation – recognizing & meeting client needs, reading currents
- **Relationship Management**
  - Inspirational leadership – inspiring & guiding groups and individuals, employing persuasive strategies, listening & sending clear, well-tuned messages
  - Change catalyst – initiating new ideas & leading people into a new direction, teamwork & collaboration

Emotional intelligence helps us in developing problem solving skills. As leaders, we are required to make important decisions when problems arise. Naturally, these decisions impact those that we work with. When we are able to better understand others' emotions, we can better plan our decisions. With others' emotional needs in mind, we manage their stress, motivate, and improve our working relationships with them.

## Why Emotional Intelligence?

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## Social Awareness



Having **empathy** and being able to understand others. Being sensitive and understanding towards the emotions and signals from others in the environment. Such emotions and signals may be read from **verbal** or **non-verbal cues**.

### Verbal cues

**Voice** – this includes timing, pace, pitch, tone, volume and sounds that convey understanding such as “ahh” or “mmhmm”. The tone of voice can indicate different feelings such as sarcasm, irritation, affection, confidence, etc.

Listening closely to a person’s tone of voice can also provide valuable information about emotions. Voice tones can vary from person to person, consider the voice tones and typical meanings listed in Table 1.

Table 1: Speech and Emotion.

Tone	Meaning
Monotone	Boredom
Slow speed & pitch	Depression
High speed, emphatic pitch	Enthusiasm
Ascending tone	Surprise
Abrupt speech	Defensiveness
Terse, loud tone	Anger
High pitch, drawn-out speech	Disbelief

### Nonverbal cues

Humans use nonverbal cues such as facial expressions, gestures, sounds, body movement and posture to indicate emotional states.

Nonverbal cues can convey a lot of information about the individual – whether or not they care, how well they are listening or not listening to the speaker.

**Facial expressions** – the human face is extremely expressive. While facial features may differ from person to person, facial expressions are often universal.

**Body movement** – includes posture, bearing, stance and subtle movements one makes. Leaning forward may suggest interest, while leaning away may convey the opposite.

**Gestures** – waving, pointing, beckoning / using hands when arguing or speaking animatedly are ways to express oneself. The meaning of certain gestures can be different across cultures.

**Eye contact** – visual sense is dominant for most people, hence this is an especially important type of nonverbal communication. Eye contact (or lack thereof) can convey different things – interest, affection, hostility etc. This is good for gauging the other person’s interest & response in the conversation.

## Self-Awareness



A state of being conscious of one’s **thoughts, feelings, beliefs, behaviours & attitudes**, and knowing how these can **impact others** around them. Includes understanding one’s own **strengths and weaknesses, motivation factors** and **why & how you respond to situations** in a particular way.

## Self-Management



Exercising **self-control** by being able to keep **emotions and impulses under control**. This also includes being **flexible** and **adaptable** with obstacles or changing situations.

The **Emotion Generalization Strategy** helps us to better manage our emotions.

### Emotion Generalization Strategy

A strategy of filtering out or overgeneralizing certain emotions to better manage these emotions.

- Select an emotion that you might exaggerate.
- Recall a recent situation in which this emotion was present.
- Was it reasonable to feel this way? Consider the causes of emotions to help you determine this (Refer to Table 2)
- How intense were these feelings?
- Consider the following:
  - Did you have a warm feeling or cold?
  - Were you more tense or relaxed?
  - Did you have a light feeling or some sort of heavy, weighted-down feeling?
  - Did you feel tired or energetic?
- Do you feel this way frequently?
- What thoughts come to mind when you feel this way? Do you “catch” yourself when feeling like this?
- What effects this feeling?
  - How do you interpret the event?
  - Do others interpret the event in the similarly?
  - Might your view be incorrect?

- Evaluate alternative explanations for feeling this way. Ask whether it is reasonable.
- Practice feeling this way:
 

Before a situation, **think** about the likelihood of feeling \_\_\_\_\_.

**Visualize** the provoking scenes.

**Relax** and visualize your response.

Then, enter the situation, **ready for action**.

Table 2: How We Feel.

The Event	We Feel
A threat	Fear
Obstacle in our way	Anger
A loss	Sadness
Distasteful behavior	Disgust
Unexpected event	Surprise
A gain of something valuable	Joy

## Emotional Intelligence Model



Adapted from Goleman’s Emotional Intelligence Model (2002)

## Relationship Management



This includes **leadership skills, conflict management, teamwork** and collaboration, building and maintaining **good relationships** with others in the team.

### Characteristics of Emotionally Intelligent Leaders

An emotionally intelligent leader is:

- Aware of and know his/her own feelings
- Able to empathize with others, acknowledge and validate their feelings
- Able to manage emotions & feelings of self and others appropriately
- Self-motivated
- Persistent in the face of frustration or adversity
- Able to control impulses and delay gratification
- Socially competent, works well with others

Remember that EI is not fixed, and can be improved throughout one’s life! Be patient in your journey of growth and development 😊

Goleman, D. (1998). The Emotional Intelligence of Leaders. *Leader to Leader*, 1998(10), 20–26. <https://doi.org/10.1002/ltl.40619981008>

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